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“Disability is not a brave struggle or ‘courage in the face of adversity’. Disability is an art. It’s an ingenious way to live.”

**Neil Marcus**

*American author and playwright*

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In paper quilling, strips of paper of varying colours and lengths are rolled, pinched, looped, curled, and twisted, and thereby moulded into different shapes and sizes. When glued together, a work of art is created.

With our different abilities, each of us, like quilling paper, are shaped by the challenges we face and our experiences in life. Put together, all of us can form a thing of beauty to be admired.

The paper quill on the cover, made to commemorate SPD’s golden jubilee, celebrates the triumphs and challenges of the past 50 years, which has made SPD into the strong, bold and singular organisation that it is today.





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## VISION

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To build an inclusive community where everyone is a part of it, and not apart from it.

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## MISSION

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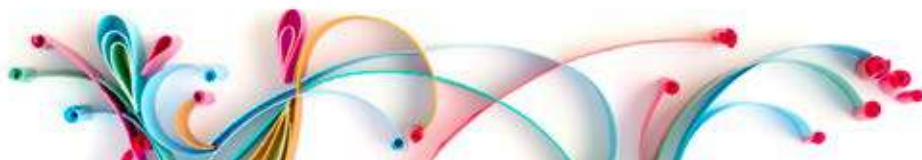
SPD is committed to working in partnership with people with disabilities to develop their potential to the fullest so that they can be self-reliant and independent.

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## VALUES

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We are committed to our clients and mission. We place integrity with compassion as a key virtue and we strive to be professional in our service delivery.



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Please log on to [www.spd.org.sg](http://www.spd.org.sg) for the financial statements.



# President's Message

## The Year in Retrospect

In FY2014/2015, we served persons with disabilities and the community in unprecedented numbers. Through therapy, early intervention, day care, vocational training, technology as well as support in education, employment and caregiving, we enabled 5,300 individuals and impacted many more lives. Among them is 6-year-old Fong Ruo En and a 46-year-old father, and their families too.

Due to cerebral palsy, Ruo En is unable to walk or talk. With the help of our assistive technology (AT) team, Ruo En learnt to use a communication device and can now express herself and communicate with her family. Mr Huang Zengwu came to us seeking to return to the workforce after surviving a stroke. He underwent rehabilitation at SPD that included therapy and skills training which helped ease him back into open employment. With the income that he earns as an assembler in a factory, Mr Huang, who has a 20-year-old son, is able to help supplement the family's income.

They are the people whom we reached out to, and whose lives we touched and made a difference in.

Celebrating our 50<sup>th</sup> anniversary, we inevitably looked back at how far we have come.

Milestones that dot our timeline show growth and changes. While we have evolved over the decades, we never let out of sight our founders' vision to gear persons with disabilities towards self-reliance and integrate them into the community.

We celebrated our jubilee year with several memorable events such as an overnight 21km walk from our headquarters at Tiong Bahru to SPD@Jurong, the official opening of our Jurong centre by Deputy Prime Minister and Minister for Finance Tharman Shanmugaratnam, the opening of our satellite centre in Toa Payoh and a gala dinner with Prime Minister Lee Hsien Loong in attendance.

At the same time, we took the opportunity to renew ourselves and changed our name to 'SPD'. This is to reposition ourselves as an organisation that represents persons with disabilities and not just people with physical disabilities. By dropping the name 'Society for the Physically Disabled', we hope to remove the social stigma for those receiving support from us.

In the year, we received \$15.8 million in Government funding as well as fees and charges, and raised \$6.6 million. The funds went towards the running of our programmes and services at

our headquarters and satellite centres in Jurong, Tampines and Toa Payoh.

We introduced a number of new services in the year to narrow service gaps. Adding to the 18 programmes and services that we were already offering, we launched a rehabilitation programme to get young stroke survivors and patients with spinal cord-related injuries back into the workforce. We also began offering two new functional skills training courses to help persons with disabilities secure jobs, and weekend care services at our Toa Payoh centre that would give respite to caregivers of the elderly.

Early intervention services for children with special needs and support in the use of AT as well as employment assistance for persons with disabilities grew significantly in the year.

We served 50 per cent more children at our Building Bridges EIPIC Centres. The Specialised Assistive Technology Centre also saw twice the number of clients as we advocated greater AT use.

The employment support team was expanded to assist more persons with disabilities find and retain jobs. This resulted in a near doubling of the number of job seekers supported and the number of employers partnered to offer jobs also tripled in the year.

On the national level, we were encouraged by initiatives that supported integration and inclusion of vulnerable communities such as those with disabilities. Announcements of introducing MediShield Life, a universal health insurance that will cover persons with disabilities, and concessionary public transport fares for commuters with disabilities were met with much cheer. We look forward to the setting up of an integrated community space for persons with disabilities in Redhill by SG Enable which will house information services, community amenities and a career centre for job seekers with disabilities. We are excited to be a part of this project and to make our services easily accessible to those who need them.

In the coming year, we will be participating in social impact studies led by the National Council of Social Service that seek to create sustainable change and collective impact for the social service sector. We will also continue to work towards an accreditation from the Commission on Accreditation of Rehabilitation Facilities (CARF) to help improve the quality of our services and meet internationally recognised standards.

As a nation, we may have some way to go before we are truly

inclusive but we have definitely made progress in the last few years.

I would like to thank my fellow colleagues on the Board for their stewardship and guidance. We also thank Mr Lee Han Yang, Mr Kamalarajan M Chettiar and Mr Yeo Jue Nam for their contributions over the years that have helped to shape SPD into the organisation that it is today. They have all stepped down from SPD's Board of Management in August 2014 to allow for leadership renewal. We injected new blood with the induction of a number of new Board and Board committee members with diverse expertise and backgrounds.

To our donors, volunteers and partners, we thank you for your unwavering support. We hope you will continue with us on this journey of touching more lives and creating greater impact in this place we all call home.



**Chia Yong Yong, PBM  
SPD President**



# Board of Management



**1. Ms Chia Yong Yong, PBM**

President (2008 to current)  
Vice-President (2006 to 2008)  
Partner, Yusarn Audrey

**2. Mr Ngan Wan Sing, Winston**

Vice-President (2012 to current)  
Honorary Assistant Treasurer  
(2010 to 2012)  
Partner, Ernst & Young LLP

**3. Ms Poh Hwee Hian**

Honorary Treasurer  
(2008 to 2010, 2012 to current)  
Honorary Assistant Treasurer  
(2007 to 2008)  
Director & Head of Digital  
Appliances Business,  
Samsung Asia Pte Ltd

**\* Mr Kamalarajan M Chettiar**

Honorary Assistant Treasurer  
(2012 to 30 August 2014)  
Partner, Rajan Chettiar & Co

**4. Mr Soh Chee Keong, BBM**

Honorary Assistant Treasurer  
(2000 to 2002, 2008 to 2010, 2014 to  
current)  
Honorary Treasurer  
(2010 to 2012)  
Second Vice-President  
(2002 to 2004)  
Vice-President (2004 to 2006)  
Chief Executive Officer,  
Synergy FM International Pte Ltd

**5. Ms Suman K Balani**

Member

**6. Ms Chow Siew Ying**

Member

**7. Professor Ho Lai Yun, BBM,  
JP, PBS**

Member

**8. Mr Low Wong Fook**

Member

**9. Dr Ng Yee Sien**

Member

**10. Mr See Cher**

Member

**11. Mr Tan Soo Nan**

Member (from 1 January 2015)

**12. Mr Abhimanyau Pal**

Ex-Officio Secretary

*\*Not in photograph - Mr Kamalarajan M Chettiar, Mr Lee Han Yang, BBM (Member up to 30 August 2014), Mr Yeo Jue Nam (Member up to 30 August 2014)*



**Audit Committee**

**Mr Ngan Wan Sing, Winston**  
Chairperson

**Ms Suman K Balani**  
Member

**Mr Kamalarajan M Chettiar**  
Member

**Mr Yeo Jeu Nam**  
Member

**Fundraising Committee**

**Ms Chia Yong Yong, PBM**  
Chairperson

**Mr Rajan Raju**  
Member

**Mr Ajay Sondhi**  
Member

**Mr Tan Soo Nan**  
Member

**Human Resource and Remuneration Committee**

**Ms Chow Siew Ying**  
Chairperson

**Mr Low Wong Fook**  
Member

**Mr See Cher**  
Member

**Services Committee**

**Professor Ho Lai Yun, BBM, JP, PBS**  
Chairperson

**Mr Lim Hua Beng**  
Member

**Dr Ng Yee Sien**  
Member

**Mr Tang Liheng**  
Member

**Dr Wong Meng Ee**  
Member

**Mr Zhang Weijie**  
Member

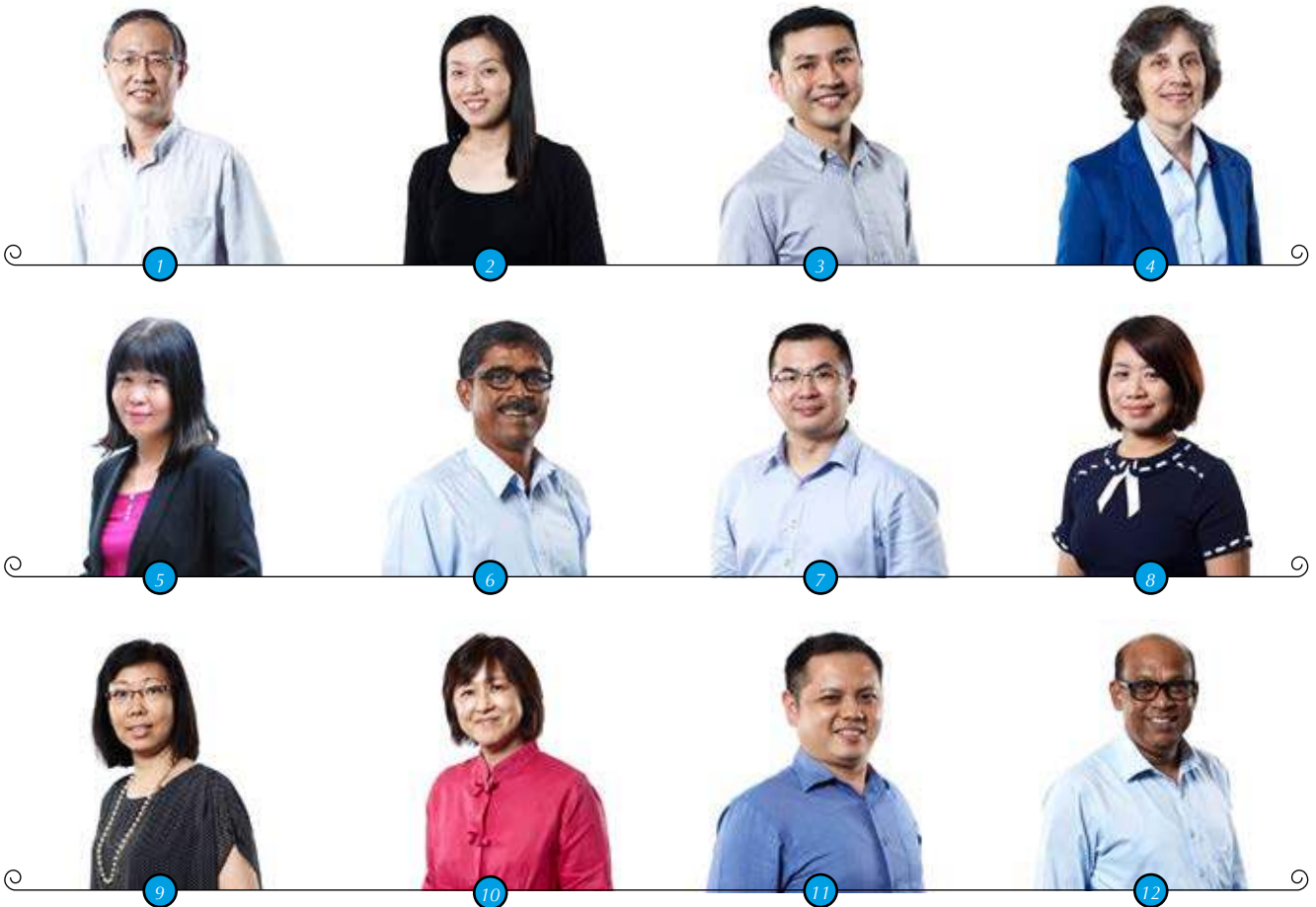
**SPD Charity Show 2015 Organising Committee**  
**Ms Chia Yong Yong, PBM**  
Chairperson

**Ms Poh Hwee Hian**  
Member

**Mr Tan Soo Nan**  
Member



# Management Staff



**1. Raymond Chang**

Manager,  
IT

**2. Sharon Chen**

Centre Manager,  
SPD@Toa Payoh

**3. Jeffrey Chin**

Senior Assistant Director,  
Adult and Elderly Services

**4. Debbie Chow**

Senior Manager,  
Specialised Services

**5. Elaine Goh**

Manager,  
Human Resource

**6. Kunal Kanti Ghosh**

Centre Manager,  
SPD@Jurong

**7. John Heng**

Assistant Director,  
Specialised Services

**8. Geraldine Lai**

Manager,  
Communications

**9. Lee Hui Lin**

Senior Manager,  
Employment Support  
Programme

**10. Loi Boon Lee**

Director,  
Community Partnerships

**11. Robin Mah**

Manager,  
Administration

**12. Abhimanyau Pal**

Executive Director  
(From 1 December 2010)

**13. Quah Siok Hua**

Manager,  
Finance

**14. Sharon Sim**

Manager,  
SPD Therapy Hub

**15. Katherine Sng**

Assistant Director,  
Community Partnerships



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**16. Ivan Tan**  
Manager,  
e-Accessibility

**17. Helen Tay**  
Senior Manager,  
Resource Development

**18. Susan Teo**  
Manager,  
Day Activity Centre and  
Transition Programme for  
Employment

**19. Tommy Tng**  
Senior Manager,  
Sheltered Workshop

**20. Monica Tung**  
Senior Assistant Director,  
Corporate Services

**21. Neha Umang**  
Assistant Manager,  
Rehabilitation Centre

**22. Joyce Wong**  
Director,  
Services

**23. Sarah Yong**  
Manager, Clinical Services,  
Specialised Assistive Technology  
Centre

**Not in photograph**  
**Yvonne Chew**  
Senior Teacher,  
EIPIC

**Khoo Khee Ling**  
Manager,  
Community & Social Service  
Department

**Winnie Lim**  
Assistant Manager,  
Development Support  
Programme (Jurong)

**Yeo Oon Chye**  
Director, Organisational  
Development

**Zunaidah Binte  
Shahul Hamid**  
Centre Manager,  
SPD@Tampines



Celebrating

50 years

SPD was founded in 1964 by a group of Rotarians and was known as Society for Aid to the Paralysed. At first only providing employment opportunities and social support to people with physical disabilities, in the last 50 years, the organisation has grown in strength and now, offers programmes and services providing support to persons of all ages with different disabilities to help them lead more enriching and fulfilling lives.

In May 1998, SPD was renamed 'Society for the Physically Disabled'. In July 2014, SPD announced the change of name to just 'SPD' to better reflect the work that it does to serve persons beyond physical disabilities.

### **Rehabilitation**

SPD's focus on rehabilitation stretches back to 1994. In the years that followed, other programmes were added to its suite of services.

Today, besides day care and therapy services at its rehabilitation centres as well as at community homes to help adults, SPD also extends early intervention support to the young, aiming to provide a better start for a brighter tomorrow.

### **Technology**

Technology enables. Recognising this, SPD began offering programmes and services in 2001 to help persons with disabilities through technology.

From assistive technology to training in information technology, persons with disabilities can tap on technology at SPD to find

their way to independence and self-reliance.

### **Employment**

SPD's founding fathers started the organisation with the aim of integrating persons with disabilities into mainstream society. Besides providing social support, they started a sheltered workshop offering employment to those unable to secure open employment.

Today, SPD's employment support extends beyond the Sheltered Workshop to include job matching, coaching and job support.

### **Centres**

Where a ramshackle hut once stood at No. 2 Peng Nguan Street, SPD's headquarters today is a five-storey purpose-built building from which it offers 20 programmes and services.

The aim to provide services closer to the homes of those who need them has resulted in satellite centres established in Jurong, Tampines and Toa Payoh to better serve persons with disabilities from different parts of Singapore.



# Golden Jubilee Celebrations



Clockwise

## SPD Journey to the West Night Walk

Two hundred staff, clients, donors and partners walked 21km overnight from 9 May from SPD Ability Centre to SPD@Jurong to mark the start of the 50<sup>th</sup> anniversary celebrations.

## Official Opening of SPD@Jurong

SPD@Jurong was officially opened on 10 May 2014 by Deputy Prime Minister and Minister for Finance Tharman Shanmugaratnam.

## Inter-Day Activity Centre Sports Day

The Inter-Day Activity Centre Sports Day jointly organised by SPD and Nanyang Polytechnic in May 2014 drew the participation of eight other Day Activity Centres from across the island.

## SPD's New Branding

'Society for the Physically Disabled' was renamed 'SPD' which does not stigmatise and better reflects the wider disability community it serves.



Clockwise

**SPD 50<sup>th</sup> Anniversary Gala Dinner**

Four hundred staff, Board members, donors, volunteers, clients, caregivers and representatives from Government agencies and voluntary welfare organisations attended the SPD 50<sup>th</sup> Anniversary Gala Dinner on 27 November 2014 with Prime Minister Lee Hsien Loong as the Guest-of-Honour.

**Golden Collection Greeting Cards**

A series of 18 Christmas and Lunar New Year greeting cards with designs enhanced from clients' artwork were produced and sold as part of our Golden Collection greeting cards.

**SPD Charity Show 2015**

The SPD Charity Show 2015 held on 22 March 2015 was SPD's fifth televised fundraising programme and the finale event for the golden jubilee celebrations.





# Overview of Programmes and Services

## For Children and Youth

### **Development Support Programme (DSP)**

Therapy and educational support for pre-schoolers with mild developmental delays provided within their natural learning environment to equip them with skills that enhance their readiness for mainstream education.

### **Early Intervention Programme for Infants and Children (EIPIC)**

Early intervention for infants and children 6 years and below diagnosed as having developmental needs.

### **Identification and Classroom Management of Pre-Schoolers with Learning Disabilities**

Training for pre-school teachers in the management of learning difficulties and behavioural issues in children with developmental delays.

### **NTUC Income OrangeAid-SPD Continuing Therapy Programme**

Occupational and speech therapy for children with special needs under 16 years old.

### **SPD Education Programme**

Bursaries, case management, tuition, school integration support as well as learning and development opportunities to help maximise the potential of students with disabilities.

### **Scholarships**

Support for youths in their educational pursuits through the Microsoft YouthSpark Scholarship and Asia Pacific Breweries Foundation Scholarship for Persons with Disabilities.

## For Adults and the Elderly

### **Day Activity Centre (DAC)**

A structured programme comprising social and recreational activities of daily living to nurture self-help and life skills.

### **Employment Support Programme (ESP)**

Job placement and support services for persons with disabilities and outreach to promote inclusion of persons with disabilities in the workforce.

### **Vocational Skills Training Programmes**

Skills training through the Pre-Vocational Skills Training, IAC Certificate in Office Skills, and Job Specific Skills Training to equip persons with disabilities with administrative skills and increase their employability.

### **Sheltered Workshop**

Supported employment and vocational skills training for persons with disabilities through engagement in the production of lifestyle gifts as well as bookbinding and book restoration services, and in simple sub-contract work.

### **Rehabilitation Centres**

Centre-based physiotherapy, occupational and speech therapy for adults and the elderly, and home-based therapy services for persons with severe disabilities.

Day care and weekend respite care services are provided to support caregivers who need a break from caregiving duties.

### **Transition Programme for Employment (TPE)**

Customised intervention support encompassing therapy and vocational training to help those below 50 years old who are diagnosed with spinal cord injuries or have survived stroke to integrate back into the mainstream workforce.

## **All Ages**

### **SPD Therapy Hub**

Recruitment, supervision and management of occupational therapists, speech therapists and physiotherapists who are deployed to provide therapy and consultation to serve the needs of clients in various organisations in the social service and intermediate and long-term care sectors.

### **Specialised Assistive Technology Centre (Specialised ATC)**

Assistive technology (AT) assessment, consultation and training for persons with disabilities and their caregivers, AT training for professionals working with persons with disabilities, promotion of AT use in schools, workplaces and other voluntary welfare organisations, and production of AT devices that are commercially unavailable through adaptation and modification of existing devices.

Loan of AT devices for trial, training or temporary replacement.

### **Specialised Case Management Programme (SCMP)**

Social support for persons with disabilities and their families including case management, counselling, caregiver support and training, befriending and consultancy on disability issues, and administration of financial assistance and community support schemes.

### **Specialised Transport**

Specialised transport service for persons with disabilities who are unable to take public transport to our centres due to their physical limitations or route inaccessibility.



# At a Glance

**40**

programmes supported by SPD Therapy Hub

**157**

children and youth supported in education

**\$6.6**

million raised

**653**

children received intervention support

**4,436**

volunteers donated

**13,308**

man hours

**5,300**

people with disabilities supported

**837**

individuals served by SPD Rehabilitation Centres

**336**

lives enhanced with AT prescriptions

**182**

pre-school teachers trained

**127**

people with disabilities placed in open employment

**954**

training days provided to staff



# Highlights of FY2014/2015

## 2014

### April 2014

- Third satellite centre opened in Toa Payoh offering therapy, nursing care and day care to adults and the elderly staying in the central part of Singapore.
- Received the Partners Award at the Enabling Employers Awards Gala Dinner for role in helping people with disabilities secure open employment.

### May 2014

- SPD's staff and stakeholders walked overnight from SPD Ability Centre to SPD@Jurong to launch the golden jubilee celebrations.
- Official opening of SPD@Jurong which brings early intervention programmes closer to children with special needs staying in the western part of Singapore.
- The Inter-Day Activity Centre Sports Day organised by SPD and held at the Nanyang Polytechnic Indoor Sports Hall drew the participation of eight other Day Activity Centres from across the island.
- Nominated by KK Women's and Children's Hospital (KKH) as its working partner, SPD joined KKH in receiving the NTUC May Day Model Partnership Awards at a ceremony organised by NTUC.

### June 2014

- The Transition Programme for Employment was launched to help prepare stroke survivors and those with spinal cord-related injuries to return to mainstream workforce.

### July 2014

- Announced the change of name to 'SPD' to reposition itself as an organisation that serves persons with other disabilities and not just those with physical disabilities. A new logo was also unveiled.
- Appointed by the Government to provide weekend respite care service at SPD@Toa Payoh to support caregivers of the elderly.

### September 2014


- Hosted President Tony Tan Keng Yam who launched the President's Challenge Volunteer Drive 2014 at the SPD Ability Centre.

### November 2014

- Celebrated SPD's golden jubilee with more than 400 staff, partners and donors at a gala dinner with Prime Minister Lee Hsien Loong as the Guest-of-Honour.

## 2015

### March 2015

- The SPD Charity Show 2015 raised a record \$5.04 million, ending SPD's 50<sup>th</sup> anniversary celebrations on a high note.
- 

# Giving Little Ones a Head Start



# 653

**children received  
intervention support**

year to empower caregivers and pre-school teachers.

Chaired by the Ministry of Social and Family Development, the Planning and Implementation Team with key representatives from various DSP stakeholders will evaluate and review the programme to put more effective processes and operations in place.

## **Building Bridges EIPIC Centre**

With both the Building Bridges EIPIC Centres at SPD Ability Centre and SPD@Jurong in full operation, the Early Intervention Programme for Infants and Children (EIPIC) served 235 children in the year, 82 more than last year. Twenty-two students graduated from the programme in November 2014.

In August 2014, SPD@Jurong embarked on a year-long consultancy project with KK Women's and Children's Hospital to improve its EIPIC capabilities and meet the needs of the children and their families, resulting in the development of a plan which will be piloted in the second half of 2015.

In the coming year, new enrichment programmes such as aquatic therapy will be introduced and

puppetry workshops provided for a second year. Increasing manpower and staff capabilities to optimise capacity will also be a key focus for the programme in Jurong.

## **Development Support Programme**

Operating out of SPD@Jurong and SPD@Tampines, the Development Support Programme (DSP) screened 283 pre-schoolers and helped 298 with mild learning difficulties improve in their readiness for mainstream education.

The number of pre-schools served increased by almost 50 per cent to 137 from the previous year. Learning support and therapy packages offered also grew by 35 per cent to 298 in the same period.

On top of staff training, DSP will introduce training in the coming

## **NTUC Income OrangeAid-SPD Continuing Therapy Programme**

The NTUC Income OrangeAid-SPD Continuing Therapy Programme (CTP) supports children with special needs under 16 years old in mainstream and special education schools to help improve their functional and academic performances.

Offered at SPD Ability Centre and SPD@Tampines, the CTP served 120 clients in the year, providing 1,243 therapy sessions.

The CTP team will be organising training sessions to enhance caregivers' capabilities and increase their involvement in their children's rehabilitation. Training for allied educators is also in the pipeline to help with the integration of children with special needs into mainstream education.



### **Interacting with the world outside - Tara Lee**

Diagnosed with autism spectrum disorder, 5-year-old Tara had difficulty communicating and socialising. She also lacked gross motor skills and could not throw or catch a ball like other children. Tara enrolled for EIPIC at SPD@Jurong in October 2012. With the help of her teachers and the allied health team, Tara is now able to verbalise her needs and is understood by those around her. She has also grown to be more confident and motivated to learn with the constant affirmations and encouragement that she receives from the team.

### **Making sense of the world - Cayden Tan**

Cayden was referred to the Continuing Therapy Programme by a hospital when he showed delays in speech and language development. The 5-year-old, who was diagnosed with autism spectrum disorder, had difficulty understanding instructions and speaking in complete sentences. After attending eight weeks of speech therapy at SPD@Tampines with emphasis on receptive and expressive language skills, Cayden showed improvements and is now able to communicate better.

### **Building the learning foundation - Adiva Amelia Suzlaifan**

At 5 years old, Amelia could speak reasonably well but she could not remember words that she learnt just minutes ago. Concerned, Amelia's teacher recommended her for the Development Support Programme in April 2014. She was observed to have low self-esteem and lacked confidence, and was also unenthusiastic in class. Through interactive therapy sessions, Amelia started to show interest in learning. The Learning Support Educator from SPD would support her and her teacher in class after the therapy sessions. This helped Amelia generalise what was taught during therapy. Two therapy packages later, Amelia is now a happier and more confident child who recognises her alphabets. Her retention of words has also improved markedly.



# Nurturing the Next Generation

## 157

children and youth supported in education

## \$35,700

in bursaries disbursed

## 8

scholarships offered

### Support through Bursaries

In the year, the SPD Education Programme supported 149 students with special needs in mainstream education.

\$35,700 in bursaries, sponsored by NatSteel Holdings, were awarded to 73 students with physical disabilities from low-income families, as well as students with parents who have physical disabilities, at the SPD Education Programme Awards Presentation Ceremony held at SAFRA Jurong on 31 January 2015. Guest-of-Honour Mr Hawazi Daipi, Senior Parliamentary Secretary, Ministry of Education and Ministry of Manpower, also presented the SPD Youth Aspiration Award to three youths. The \$5,000 grant would help them further their interests in the arts and sports.

### Learning and Development Opportunities

In the year, 304 clients and caregivers attended 14 activities that SPD organised under the SPD Education Programme. These included workshops, outdoor events and recreational activities, which helped to enhance the learning experiences of participants and build their social skills.

### Scholarships

SPD administers the Asia Pacific Breweries (APB) Foundation Scholarship for Persons with Disabilities and the Microsoft YouthSpark Scholarship. The scholarships were marketed to institutes of higher learning, junior colleges and relevant voluntary welfare organisations

during the respective application periods. The outreach efforts resulted in 22 applications, an increase from 13 applications in the previous year.

Ms Jessica Tan, Managing Director of Microsoft Singapore, presented the Microsoft YouthSpark Scholarship to four youths pursuing IT-related studies at an award ceremony held in conjunction with the 'Towards an Inclusive Workforce' seminar on 26 September 2014. Four local undergraduates also received the APB Foundation Scholarship for Persons with Disabilities from Ms Sim Ann, Minister of State for Education, and Communications and Information, at a presentation ceremony held at the Singapore Art Museum on 8 October 2014.



### Investing in the future - Mohamad Najulah

Najulah was born with osteogenesis imperfecta, commonly known as brittle bone disease, and uses a wheelchair to move around. The 19-year-old comes from a family of five which includes his mother, grandparents and a younger brother. His mother, a cashier, became the sole breadwinner and single-handedly raised both he and his brother after his father left the family a few years ago. Najulah pushed himself academically to earn a place in the School of Digital Media & Infocomm Technology at Singapore Polytechnic. The SPD Education Programme bursary, which Najulah received for the first time in 2014, has helped him with his educational expenses and transport fees and lightened the family's finances. He hopes to further his studies in information technology at a local university.

# Providing Care to the Community



## Day Activity Centre

The Day Activity Centre (DAC) equips people with disabilities with essential living skills and at the same time, offers respite to family members and caregivers who can continue working, knowing that their loved ones will be taken care of.

In the year, SPD served 65 clients at the DAC, providing some 13,090 hours of training in areas such as activities of daily living, community living skills and socio-recreational skills.

SPD spearheaded the Inter-DAC Sports Day which took place at the Nanyang Polytechnic Indoor Sports Hall on 15 May 2014. The event drew 330 participants from eight other DACs from around the island.

## Rehabilitation Centres

SPD opened its third satellite centre in April 2014 to serve adults and elderly with disabilities staying in the central region of Singapore. SPD@Toa Payoh served

304 clients and provided over 22,000 rehabilitation sessions incorporating therapy and day care, as well as 1,100 sessions of home-based therapy. Subsidies from the Ministry of Health were extended to the home-based therapy from April 2014.

SPD@Toa Payoh was one of eight day care centres identified by the Agency for Integrated Care to offer weekend respite care to support caregivers of the elderly. In the month of July 2014 when the service was first offered, six clients were enrolled. The service is offered on Saturdays and Sundays from 8am to 4.30pm.

The rehabilitation centres at SPD Ability Centre and SPD@Tampines served 533 clients and provided 11,161 sessions of therapy comprising physiotherapy, occupational therapy and speech therapy.

More than half of the clients

served at SPD Ability Centre and SPD@Tampines were over 65 years old and diagnosed with neurological conditions such as stroke, Parkinsonism, head injuries, dementia and spinal cord-related diseases and injuries.

Fees for active rehabilitation sessions were raised from 1 July 2014 but SPD provided subsidies to existing clients so that they could continue to pay at the old rate. On top of Government subsidies, half of those served at SPD Ability Centre received help from SPD with their therapy fees.

All 60 per cent of the clients who relied on SPD's transport services received help with their transport fees. SPD had extended subsidies to existing clients so that they could pay at the old rate when the transport operator raised its fees in April 2014.

All three centres were accredited providers of community rehabilitation services and



65

attended the  
Day Activity Centre

837

individuals served by  
SPD Rehabilitation Centres

were eligible for Government subvention.

New equipment was purchased for SPD Ability Centre to upgrade its rehabilitation facilities and an area for training in activities of daily living set up to help clients re-learn daily tasks.

SPD@Tampines partnered Eastern Health Alliance and Community Health Centre to provide physiotherapy to patients with musculoskeletal-related conditions staying in the East. There were 83 referral cases in the year.

#### **Dedicated and Shuttle Services**

SPD provides a dedicated transport service to enable persons with disabilities to access its programmes and services. In the year, 697 clients benefitted from this transport service daily which ferried them to and from their homes and SPD. Almost 220 trips were made every day, including shuttle runs from Tiong Bahru MRT Station to the SPD Ability Centre.

#### **Learning to integrate - Mohamed Zairi Bin Sallehan**

Zairi was diagnosed with meningitis in 2012 and joined SPD's Day Activity Centre a year later. Reserved and disoriented, Zairi was at first reluctant to interact in group sessions and had to be persuaded repeatedly to participate in any activity. In two years, the 34-year-old showed great progress in his behaviour and social skills. Now, he integrates well in group settings and is keen to participate in activities. Zairi has taken to singing, dancing and drama and is a familiar face in performances that the centre puts up.

#### **Surviving stroke - Nor Harienti Binte Abdul Gani**

A stroke in February 2014 led to a drastic change in Harienti's life. The outgoing and independent 41-year-old found herself having to rely on her mother for basic activities of daily living such as feeding, showering, dressing and toileting. However, her will to get better, coupled with regular physiotherapy and occupational therapy at SPD's Rehabilitation Centre, has helped Harienti regain partial independence and resume cooking and baking, her former hobbies.

#### **Getting back on her feet - Wu Xiaoye**

Xiaoye had to quit her job as a cook at a childcare centre after she was diagnosed with myositis, a rare condition that inflamed and weakened her muscles. She had difficulty performing basic activities of daily living such as getting up from the bed or a chair, showering, toileting and combing her hair. Xiaoye was referred to SPD where she received physiotherapy and occupational therapy. She worked closely with her therapists and did the prescribed home exercises. In six months, she made good progress and is now able to walk and perform her activities of daily living independently. She has also started taking the bus and goes shopping for groceries and cooks for her family. Xiaoye looks forward to returning to work and her therapists are helping her to participate as much as possible in all aspects of community living.



# Enabling the Sector



## 40

programmes supported  
by SPD Therapy Hub

## 182

pre-school teachers trained

## 81

educators trained in AT  
and web accessibility

### Training Professionals

SPD is committed to equipping professionals in the disability sector with knowledge on areas of its competencies including technology, accessibility and rehabilitation.

In the year, the Training Department offered 245 training places to caregivers and professionals to enable them to provide better care for persons with disabilities. These included 182 training places offered through the three-day 'Identification and Classroom Management of Pre-Schoolers with Learning Difficulties' workshop, conducted monthly at SPD to help pre-school teachers understand learning difficulties better and explore strategies to create engaging learning environments for children with learning disabilities or behavioural issues.

A training workshop on creating

accessible teaching materials using Microsoft Word, Excel and PowerPoint was conducted at ITE College Central for 26 lecturers and curriculum designers.

Managed by SPD, the Infocomm Accessibility Centre (IAC) trained 55 teachers from a special education (SPED) school in assistive technology (AT) devices that were available for use to their students in the classroom and gave them a better understanding of how AT intervention and information and communication technology (ICT) can enhance learning in SPED classrooms.

AT specialists from the Specialised Assistive Technology Centre (Specialised ATC) trained employment support specialists, early intervention teachers and therapists in the use of AT devices and disability awareness. They also spoke on AT-related topics at

conferences attended by educators, therapists and employers.

Adopting the 'train-the-trainer' model for some projects, the Specialised ATC was able to achieve a multiplier effect for greater outreach and to impact more lives.

### Knowledge-Sharing

Social workers from SPD's Community and Social Service Department (CSSD) joined their peers in the disability sector in a professional group called "TWG – We don't serve decaf" where they gathered to discuss common issues and build knowledge about social work in the sector.

CSSD hosted a group of visiting experts from Hong Kong's acute and community care sectors under an initiative of the Ministry of Health's Health Manpower Development Plan (HMDP).



A dialogue on stroke care management was conducted during the visit.

One of the senior social workers also joined the multi-disciplinary team at the Big Love Child Protection Centre to provide counsel and intervention for moderate-risk child abuse and neglect cases.

SPD hosted a HMDP visiting expert, Dr Jennifer McGinley, who is Deputy Head at the Physiotherapy Department of the University of Melbourne. She conducted a workshop on the biomechanics of running and training strategies for neurological patients in August 2014 for 40 physiotherapists from the sector.

A senior occupational therapist was invited to sit in the scientific committee at the National Occupational Therapy (OT) Conference 2014. The role of the scientific committee was to review and select papers to be presented at the National OT Conference as well as to judge and select winning papers at the conference.

The team from the Specialised ATC presented at a number of conferences such as the National OT Conference 2014 and i-CREATE, an international convention on rehabilitation engineering and AT, to share how AT devices can impact the lives of

those with disabilities.

### Resources

In the year, 82 devices were loaned to persons with disabilities, educators and allied health professionals. The devices were also showcased at road shows and for outreach purposes.

The Specialised ATC launched an inclusive technology portal in May 2014 to provide teachers, therapists and other professionals working with persons with disabilities with an online resource for AT intervention. A training session on the use of the portal was conducted and attended by staff from various voluntary welfare organisations.

### SPD Therapy Hub

Established in 2005 to provide direct clinical and consultation services in occupational therapy, physiotherapy and speech therapy to the community sector, the SPD Therapy Hub had 50 allied health professionals as at end March 2015.

Besides supporting 14 programmes at SPD, the therapists were deployed to serve clients under 26 other programmes in the social service and intermediate and long-term care sectors.

There has been an increase in demand for therapy services over the last few years, driving up the need for such services both within and beyond SPD. The SPD Therapy

Hub served 4,219 individuals, 27 per cent more than last year.

Tapping on expertise developed within SPD, the team will provide value-added services such as assistive technology assessment and consultation to selected SPD Therapy Hub partners on a trial basis to ascertain the feasibility of offering such services.

The Ministry of Social and Family Development and the National Council of Social Service have committed to providing SPD Therapy Hub with partial funding in the new financial year. This will go towards ramping up the SPD Therapy Hub's capabilities to enable it to better serve the social service sector.

### Clinical Audits

To ensure quality and consistency in our provision of therapy services to partners, a team of senior therapists conducted audits to ensure standardisation of practice. Audits were conducted at 16 of the 26 external programmes the SPD Therapy Hub served, and recommendations made to enhance clinical and administrative practices.

### Accreditation

In the new financial year, SPD will embark on attaining the Commission on Accreditation of Rehabilitation Facilities (CARF) accreditation in its constant pursuit of excellence.

# Maximising Potentials

## Assistive Technology

In the year, the Specialised Assistive Technology Centre (Specialised ATC) served 336 clients, conducted 337 assessments and provided training in the use of assistive technology (AT) devices. The number of clients served at the centre had doubled with greater awareness of how such devices can enrich the lives of persons with disabilities and more collaboration with the elderly, disability and education sectors.

A partner since 2013, the Specialised ATC continued to be the main service provider for the Agency for Integrated Care's powered mobility assessment and training. The support rendered in the year enabled 163 elderly with mobility needs to be independent and active in the community.

## Vocational Skills Training

Training persons with disabilities and equipping them with skills to increase their employability remain a key focus for SPD.

In the year, 32 trainees were accepted into the Infocomm Accessibility Centre (IAC) Certificate in Office Skills (ICOS) programme which covered topics such as information technology, soft skills and life skills in its curriculum. With six Workforce Skills Qualifications (WSQ) modules in ICT, trainees were awarded the Statement of Attainment by Singapore Workforce Development Agency when they passed their assessments. Of the 21 trainees who completed the course, six found gainful employment within a year.



Two new training courses were introduced in the year – Pre-Vocational Skills Training and Job Specific Skills Training. The former provided 31 trainees with basic computer skills training and the foundation to advance to the ICOS programme. Job Specific Skills Training was offered to 12 clients from the Employment Support Programme to help match them to specific job openings.

## Training at Sheltered Workshop

In the year, the Sheltered Workshop provided training and supported employment to 135 persons with disabilities. The trainees were actively involved in goody bag packing projects for several major events such as the Standard Chartered Marathon,

Sundown Marathon, Great Eastern Women's Run and Chingay 2015.

Twelve trainees were deployed to work at off-site locations to provide them with experience working in open employment.

Work exposure at the Sheltered Workshop included administrative projects that involved data entry, document preparation and digital scanning. As part of the continuum of this programme, three trainees were successfully placed in open employment.

An accredited Institute of Technical Education (ITE) Certified-On-the-Job Training (OJT) Centre, SPD trained 20 clients in structured OJT, all of whom were subsequently awarded the OJT Certificate issued by ITE.

# 336

**lives enhanced  
with AT  
prescriptions**



# 135

**persons with  
disabilities underwent  
vocational training  
at the Sheltered  
Workshop**

# 75

**persons with  
disabilities received  
training in IT and  
administrative skills**

### **From training to employment – Raziman Bin Haron**

Raziman Bin Haron has weak limbs due to cerebral palsy. Having lost his job at a fast food joint where he had been working for 16 years, and unable to find another suitable opening, Raziman joined SPD's Sheltered Workshop in 2007. Other than a certificate in Workplace Literacy awarded under the Singapore Workforce Skills Qualifications system, Raziman had no formal educational qualification. He was deployed to work at several off-site locations under the guidance of a workshop supervisor. At the workshop, Raziman was able to work and upgrade his skills. In 2014, he found a job as a production operator with the help of SPD's Employment Support Programme. Today, the 46-year-old is happy that he can support himself financially.

### **From training to employment - Teo Yu Ru**

Yu Ru has congenital myopathy which causes her muscles to be weak. She completed her GCE 'O' Levels in a mainstream school but could not qualify for a place in any Polytechnic. She decided to enroll in SPD's IAC Certificate in Office Skills (ICOS) to learn skills relevant for open employment. By the end of the course, the 20-year-old was among the top performers in her cohort and subsequently found an administrative job at a shipping company. She works independently and competently at her workplace, using the skills and knowledge learnt in ICOS. Yu Ru's physical limitations have not curbed her aspirations and eagerness to learn. Today, she looks forward to even greater achievements.

### **Finding her voice – Fong Ruo En**

6-year-old Ruo En was diagnosed with cerebral palsy at an early age. She has difficulties swallowing and is unable to walk or communicate verbally. Ruo En relies on assistive technology in many aspects of daily living, such as a wheelchair to help her get around. With the help of SPD's assistive technology team, Ruo En has learnt to use a voice output communication device to express herself. Despite the challenges she faces, Ruo En is always motivated to learn new things and is a bundle of energy everywhere she goes.

# Empowerment through Financial Independence



## Sheltered and Supported Employment

In the year, 11 physically challenged craftsmen from the Sheltered Workshop continued to provide bookbinding and book restoration services and produced lifestyle gifts that included photo frames and notebooks. These product lines remained the mainstays of the workshop, which counted several major libraries and public institutions among its long-time supporters.

The name 'Golden Collection', was chosen for the year's range of greeting cards to commemorate SPD's 50<sup>th</sup> anniversary. The range comprised 18 greeting cards bearing designs enhanced from clients' artwork.

In the year, the Sheltered Workshop created training and employment

opportunities for people with disabilities and generated a total revenue of \$498,000.

## Open Employment

Having recruited more employment support specialists, the Employment Support Programme (ESP) was able to help more job seekers with disabilities find employment. The number of clients served rose to 305 from 177 in the previous year. The ESP registered 219 new clients and held 268 needs assessment sessions. Job orders also almost tripled in the year. The efforts generated positive outcomes with 127 clients successfully placed in jobs with 93 employers, up from 37 successful placements the previous year.

In the coming year, ESP is expected to help place more people with disabilities in open employment.

# 127

people with disabilities placed in open employment

# 93

employers partnered in job placement

Resources will go towards enhancing staff capability in job placement and coaching.

## Transition Programme for Employment

To help adults below 50 years old return to the workforce after surviving a stroke or sustaining spinal cord injuries, SPD launched the Transition Programme for Employment (TPE) in June 2014. Supported by a multi-disciplinary team of occupational therapists, physiotherapists, social workers and employment support specialists, clients undergo intervention support such as therapy and work hardening training.

SPD has collaborated with Tan Tock Seng Hospital to provide on-site clinical supervision to therapists in the programme to ensure high quality clinical services. The rehabilitation equipment at TPE is also state-of-the-art and works on a smart card system which facilitates self-directed exercises.

In its first year, the TPE served 50 clients with stroke survivors making up more than half of those served.



### **Regaining his independence - Huang Zengwu**

Surviving a stroke in March 2014, Zengwu enrolled himself into SPD's Transition Programme for Employment with the aim of getting back to work. The 46-year-old required minimal assistance to get around but needed training in balance activities and physical tolerance. He also needed social and employment readiness skills to help ease back into open employment. After several months of rehabilitation, Zengwu made marked progress and was able to navigate independently in the community, including commuting on public transport. The father of a 20-year-old son was subsequently hired as an assembler at a manufacturing plant. SPD continued to provide support during the initial stage of employment but by February 2015, Zengwu had settled into his job and was working independently without the need for further support.

### **From training to employment - Ong Zu Yao**

Upon completing his ITE education, Zu Yao enrolled in the IAC Certificate in Office Skills (ICOS) programme at SPD to pick up information and communications technology skills to increase his employability. The 19-year-old was diagnosed with Duchenne/Becker Muscular Dystrophy when he was 10 and uses a motorised wheelchair to get around. During the six-month ICOS training, Zu Yao obtained certificates in the Microsoft Office Suite. He responded positively to his trainers' feedback and improved in personal grooming and social skills. Zu Yao found a home-based data entry job for an automotive appraisal company through SPD's Employment Support Programme after his training. The team provided on-the-job support, guidance and encouragement to Zu Yao who derived satisfaction from doing his work well and becoming financially independent.

# Strengthening Social Support, Empowering Caregivers

## 575

**persons received case management support**

## 262

**caregivers empowered**

## 245

**home visits by social workers**

### Providing Social Support

Through the Specialised Case Management Programme (SCMP), social workers and case management officers played a vital role in delivering care and support to persons with disabilities and their caregivers in a holistic manner – from counselling, guidance and training to leveraging on SPD's programmes and services and tapping on community resources.

In the year, the SCMP conducted 245 home visits and helped 575 clients lead more enriching lives.

### Empowering Caregivers

Recognising that the caregiving journey is not an easy one, SPD aimed to empower caregivers and help alleviate their stress.

To facilitate long-term care planning for caregivers, social workers and training officers from the Day Activity Centre (DAC) organised visits to two disability homes in October 2014 to improve the caregivers' understanding of the services available at these stay-in facilities and care options available. The half-day visit was attended by 16 caregivers.

In January 2015, the DAC also engaged the Office of Public Guardian to conduct a talk for caregivers on the Lasting Power of Attorney. The talk included a sharing by staff from the Special Needs Trust Fund Company Ltd which enabled the 16 participants to better understand long-term care planning for their charges.

Training sessions were conducted for 37 caregivers to enable them to provide better support for their care recipients in managing day-to-day living activities, wheelchair transfers and fall prevention.

The Building Bridges EIPIC Centre at SPD Ability Centre and SPD@Jurong organised 12 caregivers' programmes including parental support groups and signpost training to help caregivers understand and manage their children, which benefited 123 caregivers.

Close to 70 clients and caregivers participated in the annual caregivers' appreciation event held in October 2014 which comprised stress management and nutrition talks as well as fitness and wellness activities.

### Schemes and Assistance

Needy families of people with disabilities were able to receive aid from SPD in purchasing groceries. Under the NTUC FairPrice Foundation Daily Needs Programme, families receive NTUC FairPrice vouchers that they can use to purchase groceries or household essentials. In the year, 214 families received the vouchers.

Under the Infocomm Development Authority of Singapore's NEU PC Plus Programme which SPD administers, 62 persons with disabilities from low-income families, particularly those from special education schools, were issued new computers, a nearly two-fold increase from 33 the year before. Enhancements to the scheme such as higher broadband speeds attracted more applications.

With the support of the Temasek Cares Bursary, 16 children from the Building Bridges EIPIC Centre received transport subsidies for their commute to and from SPD.



### **Finding social support – Pang Siew Mei** (Not her real name)

A road accident in 2009 left 39-year-old Wong Kok Meng (not his real name) with severe head injuries and he remained in a semi-vegetative and non-responsive state since then. A domestic helper provides intensive caregiving for all of his activities of daily living so that his wife, Siew Mei, can work to support the family which includes two young school-going children. The multiple roles that she takes on have not been easy and she has succumbed to frustration and fatigue many times. The support from SPD's Specialised Case Management Programme has provided some reprieve. Besides recruiting a volunteer tutor for the children and referring them for counselling, SPD's social workers also monitors Kok Meng's health and the well-being of Siew Mei and the children. SPD continues to help refer the family to the community resources available to them.





# Partnerships with the Community

SPD views community engagement as an important foundation in inclusion and integration. It values the resources that individuals, schools, students and the business community at large have to offer and every touch point presents opportunities for change.

## Education and Health-Care

The scholarships that Asia Pacific Breweries Foundation and Microsoft Singapore sponsor, and which SPD administers, help students with disabilities to further their education and pursue their career aspirations. Bursaries supported by NatSteel Holdings also ensure that students with disabilities or those whose parents have disabilities and who are from low-income families receive some help with their educational expenses.

Besides having provided consultancy to a special education school on integrating assistive technology (AT) into the curriculum, the Specialised Assistive Technology Centre also worked with teachers from two institutes of higher learning (IHLs), creating accessible teaching materials for the ITE College Central as well as assessing and supporting newly-enrolled students at the Singapore Management University in the use of AT for learning.

To nurture the next generation of allied health-care professionals, SPD partnered with Nanyang Polytechnic in providing clinical placements to 14 of their occupational therapy and





physiotherapy students. SPD@Toa Payoh was also a learning ground for 43 nursing students from ITE College East and Nanyang Polytechnic who interned one to two months at the centre in the year.

The Building Bridges EIPIIC Centre at SPD Ability Centre supported a research entitled 'Factors that Affect Child and Family Outcomes of EIPIIC in Singapore' (FACES) that was carried out by researchers from the National Institute of Education in early 2015. The two-year study would help develop local assessment tools and provide a better understanding of the links between parental well-being and the development of EIPIIC children.

### **Government**

SPD continued to provide case management services to injured servicemen who acquired disabilities in the course of their military service or training. Under the Specialised Case Management Programme, SPD's social workers supported these servicemen and their families through counselling and referral to relevant help such as financial assistance and therapy.

To complement the Government's efforts to ramp up support for

students with special needs in IHLs, SPD's social workers and advocacy team worked with several schools to help in the setting up of Disability Support Offices on campus.

### **Community**

With help from consultants from social change agency Conjoint Consulting, the rehabilitation centre at SPD Ability Centre embarked on a project to streamline its processes and enhance efficiency. The 10-week pro bono project also involved student volunteers from the National University of Singapore. Recommendations to review catchment areas and introduce ad-hoc appointment bookings for cancelled slots were being evaluated at the end of the reporting year.

In September 2014, Nippon Paint Singapore fully sponsored the manpower and materials needed to give SPD@Toa Payoh a fresh coat of paint. Staff from Deutsche Bank also helped paint SPD@Tampines.

Sport Singapore showed its support for the Day Activity Centre's swimming programme by granting free entrance to eight clients, staff and volunteers who visited the Delta Swimming Complex every week.

# Seeds for Change

## Advocacy

SPD was a supporter of the Purple Parade, a movement that promotes inclusion and celebrates the abilities of persons with special needs. Fifty beneficiaries and staff participated in the parade march and a booth was set up to showcase the latest assistive technology devices at the carnival held on 15 November 2014.

SPD contributed to the discussion on disability issues in forum pages and media articles to raise awareness of the challenges faced by persons with disabilities. Twelve letters were published in the year. The topics discussed included accessibility, education, employment and transport, among others.

The Advocacy and Outreach team also published the 'Understanding Persons with Disabilities' booklet to provide readers with information such as how to interact with persons with disabilities and the use of assistive aids.

## Education and Employment

The 'Towards an Inclusive Workforce' seminar was held on 26 September 2014 at SPD Ability Centre to support SPD's ongoing efforts in promoting

equal employment opportunities for persons with disabilities. The conference attracted 80 participants consisting of employers, policy makers, disability professionals and persons with disabilities.

SPD and Singapore Management University once again jointly organised a conference on inclusion and diversity. Themed 'Education for Inclusive Workspaces', the conference which was held in February 2015 touched on how educational institutions could contribute to the discourse and practice of inclusion in schools, at work and in the community. Close to 300 participants from the Government sector, corporate companies, social service sector, academia and the community of people with disabilities attended the conference. An SPD senior social worker joined in one of the panel discussions to share her experiences in supporting those with special needs in schools.

The Advocacy and Outreach team also expanded their outreach to institutes of higher learning such as Institute of Technical Education, National University of Singapore (NUS), Republic Polytechnic and Singapore

Polytechnic and conducted 13 disability awareness talks and programmes, road shows, disability simulation exercises as well as student projects on social integration that reached out to about 1,000 individuals.

## Public Outreach

SPD President Ms Chia Yong Yong spoke at several events where she shared the challenges faced by persons with disabilities and the social service sector. Among these were a dialogue session with students of Yishun Junior College and NUS' 'Singapore at 50: Reflections and Visions' symposium.

A new corporate website was launched in July 2014 to coincide with SPD's name and logo change. It recorded 309,000 visits as at end March 2015. The social media was also used more extensively to support SPD's public education and outreach efforts. There were 300 Facebook postings in the year and the account attracted another 650 followers.



# Developing Resources



## Fundraising

In the year under review, SPD raised \$6.6 million through major fundraising events, donation appeals, corporate partnerships, monthly contribution schemes and donation boxes.

The SPD Charity Show 2015 brought SPD's 50<sup>th</sup> anniversary celebrations to a close by raising \$5.04 million, the highest amount ever raised in the biennial show since 2007. This was made possible by the generous support of many corporate and individual donors including long-time partners such as NatSteel Holdings and Microsoft Singapore.

Deutsche Bank staff contributed one day's salary each to SPD through their Donate One Day initiative which raised about \$250,000 for SPD's Employment Support Programme and the School Integration Support Programme.

New partners included ICAP, Hai Leck Engineering Pte Ltd, Ernst and Young Singapore, The Sophia Foundation and SingEx Holdings Pte Ltd.

Students were also involved in various fundraising events. Undergraduates Ashokan Ashik and Ashok Kumar raised more than \$56,000 for SPD through the Heart2Climb expedition. Students from the College of Alice & Peter Tan raised \$20,000 through the Heart2Climb Vertical Marathon while the National University of Singapore's University Scholar Programme organised a dance marathon which raised \$7,000 for SPD.

The annual SPD Charity Hongbao raised a total of \$145,000 with the support of 124 schools including childcare centres, kindergartens, primary and secondary schools and 38 companies. In conjunction with #GivingTuesdaySG 2014, SPD organised the 'Have a Sweet Day' charity drive where a lollipop was given away for every \$2 donation. The event garnered the support of over 60 participants comprising cafés, hotels, restaurants and retail shops that helped in collecting donations and giving away

lollipops, raising close to \$15,000.

Two donation appeals brought in \$551,000 while STAR, the monthly donation programme, raised \$435,000. A record amount of \$194,600 was raised through online platforms which included the SPD website, SG Gives and GiveAsia. Donation boxes placed at selected NTUC FairPrice, Sheng Siong supermarkets and Gelaré outlets also brought in \$75,000 in donations.

## Volunteer Management

In the year, 4,436 volunteers comprising students, individuals and employees of corporate partners supported SPD in areas such as fundraising, befriending, administrative work, social and recreational activities, hair-cutting services and reading programme. Together, they put in a total of 13,308 man hours.

Regular volunteers visited SPD's different centres in the year to provide caregiving and befriending services and to conduct group

**\$6.6**  
million raised

**4,436**  
volunteers donated

**13,308**  
man hours

activities. Members of the Soka Association visited SPD's Day Activity Centre (DAC) fortnightly to organise activities for clients. Ms Frances Chua together with VocalHeart also conducted music therapy for DAC clients every fortnight. Volunteer hairstylists from Hair Fitness and Julia's Scissor provided free haircuts to clients at SPD Ability Centre and SPD@Toa Payoh. Members of the Freedom Adventure Club, a volunteer group formed by SPD, also organised activities for clients such as a kite-making/flying workshop, drumming workshops and bowling.

Corporate volunteers played an important role in supporting the different functions within SPD, visiting its centres regularly to offer help. They included NTUC FairPrice, NatSteel Holdings, Land Transport Authority, Hotel Jen Tanglin, VFS Global and the Humane Society Singapore.

Students from Bowen Secondary School, First Toa Payoh Secondary

School and Mee Toh School also visited SPD@Toa Payoh regularly to interact with and keep its elderly clients company.

Volunteers were also engaged in the 'Read with Me' programme where they read to young clients from the Early Intervention Programme for Infants and Children to cultivate their love for reading as well as expand their vocabulary and develop their expressive language skills.

To promote camaraderie among volunteers and facilitate networking, SPD organised activities for its volunteers which included a visit to Dialogue in the Dark, a facility that lets visitors experience what it means to live without sight, and dragon boating.

The annual breakfast and movie screening was held for 130 volunteers and their guests on 6 December 2014 in appreciation of the volunteers' dedication and commitment to SPD's clients and its cause.



# Our People, Our Most Valuable Asset



## 954

**training days  
provided to staff**

## 245

**staff strength**

### Organisational Development

The human resource and IT functions were consolidated under Organisational Development, a new division set up in the year. The expansion of SPD's programmes and increase in clients made growth in organisational capability an imperative to ensure sustainability and that corporate goals are met.

Recognising that manpower will remain constrained for the foreseeable future, SPD embarked on a long-term programme to make more effective use of IT to improve staff productivity and provide better services to its clients. This included the implementation of a client management system for clients of all services, an HR training management system, and tools to support data analysis.

These initiatives to develop organisational capability complement one another, and jointly with other initiatives in SPD, will prepare the organisation to

be accredited eventually under the standards established by the Commission on Accreditation of Rehabilitation Facilities (CARF).

### People Development

Tapping on new funding to help voluntary welfare organisations build their capabilities, a number of key initiatives were launched to strengthen SPD's most important asset - its staff. The Employee Engagement Survey was one such initiative conducted to better understand the expectations of staff. Nine in 10 staff agreed that SPD was fulfilling its mission and that they were contributing to the mission.

A total of 954 training days, or 32 training hours per staff, in this financial year enhanced staff competencies in rehabilitation and early childhood intervention skills as well as staff management.

The capabilities of the teaching staff under the Building Bridges

EIPIC Centres were enhanced through increased enrolment in the Advanced Diploma in Early Childhood Intervention and Certificate in Autism courses.

Supporting the personal and professional growth of its therapists, the SPD Therapy Hub sponsored an occupational therapist in her undergraduate studies at a local tertiary institution.

SPD also supported two candidates under the Professional Conversion Programme who will be ready to serve in the sector by 2018.

In ramping up recruitment efforts, the SPD Therapy Hub participated in local and overseas recruitment drives and organised open houses to attract students and working professionals.

SPD ended the year with a staff strength of 245.

# Rewarding Smiles



The Building Bridges EIPIC Centre maintained its 97 per cent rating in the client satisfaction survey.

The Development Support Programme maintained its good standing among its stakeholders with almost all of the 400 parents, principals and teachers surveyed indicating that they were satisfied with the programme.

The caregiver satisfaction rate for the Continuing Therapy Programme remained high at 94 per cent.

Client satisfaction level at the Day Activity Centre rose eight per cent to 94 per cent. Of those surveyed, 93 per cent also indicated that their loved ones had benefited from the programme, an increase of 11 per cent over the previous year, and exceeding the 70 per cent benchmark set by the National Council of Social Service.

In the client satisfaction survey, the Rehabilitation Centres at SPD Ability Centre, SPD@Tampines and SPD@Toa Payoh achieved 99 per cent, 93 per cent and 98 per cent respectively for overall service.

SPD kept volunteers meaningfully engaged with 92 per cent of them expressing satisfaction in their work with the organisation.





# Governance

## Improving Transparency and Accountability

In the year, SPD continued to adhere to the Charities Act, the Code of Governance for Charities & Institutions of a Public Character and regulations issued by the Charity Council, reporting regularly to the Ministry of Social and Family Development, Ministry of Health, National Council of Social Service and Agency for Integrated Care.

SPD's Board of Management is made up of volunteers who are elected or co-opted to the Board and serve a period of two years before a new Board is formed.

All Board members are not paid any remuneration or director's fees.

To strengthen the team, Mr Tan Soo Nan, Executive Director, Raffles Health Insurance Pte Ltd, was co-opted into the Board of management for the term 2014 - 2016 with effect from 1 January 2015.

Committees such as the Services Committee, Fundraising Committee, Human Resource and Remuneration Committee and Audit Committee also continued to support the work of the Board of Management.

## BOARD OF MANAGEMENT ATTENDANCE AT BOARD MEETINGS

Board Members	Designation for Term 2014-2016	Attendance in FY2014/2015
Ms Chia Yong Yong, PBM	President	6 out of 6
Mr Ngan Wan Sing, Winston	Vice President	6 out of 6
Ms Poh Hwee Hian	Honorary Treasurer	5 out of 6
Mr Soh Chee Keong, BBM	Honorary Assistant Treasurer	5 out of 6
Ms Suman K Balani	Member	4 out of 6
Mr Kamalarajan M Chettiar (up to 30 August 2014)	Member	3 out of 3
Ms Chow Siew Ying	Member	6 out of 6
Professor Ho Lai Yun, BBM, JP, PBS	Member	5 out of 6
Mr Lee Han Yang, BBM (up to 30 August 2014)	Member	1 out of 3
Mr Low Wong Fook	Member	5 out of 6
Dr Ng Yee Sien	Member	3 out of 6
Mr See Cher	Member	4 out of 6
Mr Tan Soo Nan (from 1 January 2015)	Member	2 out of 2
Mr Yeo Jue Nam (up to 30 August 2014)	Member	2 out of 3

## Reserves Policy

SPD continued to adopt a pragmatic approach while planning the organisation's reserves for the year. Its reserves level was maintained at no more than three years to ensure that it met the immediate needs of its clients and at the same time have sustainable resources to support people with disabilities through its various programmes and services.

As at 31 March 2015, SPD's reserves stood at about 9.7 months.

Our financial results and standings were regularly reviewed by our Board through financial performance updates, forecasts, a budgetary exercise and annual financial statements approval. This was to ensure that we had adequate reserves to fulfil our continuing obligations.

## CONFLICT OF INTEREST POLICY

All Board members and employees are required to comply with SPD's conflict of interest policy which stipulates that, when dealing in matters concerning SPD, they are to exercise their best care, skill and judgement for the sole benefit of SPD, and to make

full disclosure of interests, relationships and holdings that could potentially result in a conflict of interest. In addition, staff and Board members are to be excluded from discussions and approvals of transactions to which they have a conflict of interest.

### CODE OF GOVERNANCE EVALUATION CHECKLIST FOR THE YEAR ENDED 31 MARCH 2015

S/No.	Code Description	Code ID	Compliance	Please provide explanation if your charity is unable to comply with the Code guidelines, or if the guidelines are non-applicable.
<b>Board Governance</b>				
1	Are there Board members holding staff appointments? <i>Remarks: (Skip questions 2 and 3 if "No")</i>		No	
2	If the governing instrument permits staff to become Board members, they should comprise not more than one-third of the Board.	1.1.2		
3	Staff does not chair the Board.	1.1.2		
4	There is a maximum term limit of four consecutive years for the Treasurer position (or equivalent, e.g. Finance Committee Chairman).	1.1.6	Complied	
5	The Board conducts regular self-evaluation to assess its performance and effectiveness.	1.1.10	Complied	
6	There are Board committees (or designated Board members) with documented terms of reference.	1.2.1	Complied	
7	The Board meets regularly with a quorum of at least one-third or at least three members, whichever is greater (or as required by the governing instrument).	1.3.1	Complied	
<b>Conflict of Interest</b>				
8	There are documented procedures for Board members and staff to declare actual or potential conflicts of interest to the Board.	2.1	Complied	
9	Board members do not vote or participate in decision-making on matters where they have a conflict of interest.	2.4	Complied	

## CODE OF GOVERNANCE EVALUATION CHECKLIST FOR THE YEAR ENDED 31 MARCH 2015

S/No.	Code Description	Code ID	Compliance	Please provide explanation if your charity is unable to comply with the Code guidelines, or if the guidelines are non-applicable.
<b>Strategic Planning</b>				
10	The Board reviews and approves the vision and mission of the charity. They are documented and communicated to its members and the public.	3.1.1	Complied	
11	The Board approves and reviews a strategic plan for the charity to ensure that the activities are in line with its objectives.	3.2.2	Complied	
<b>Human Resource Management</b>				
12	The Board approves documented human resource policies for staff.	5.1	Complied	
13	There are systems for regular supervision, appraisal and professional development of staff.	5.6	Complied	
14	There is a system to address grievances and resolve conflicts.	5.11	Complied	
<b>Financial Management And Controls</b>				
15	The Board ensures internal control systems for financial matters are in place with documented procedures.	6.1.2	Complied	
16	The Board ensures reviews on the charity's controls, processes, key programmes and events.	6.1.3	Complied	
17	The Board approves an annual budget for the charity's plans and regularly monitors its expenditure.	6.2.1	Complied	
18	The charity discloses its reserves policy in the annual report.	6.4.1	Complied	
19	Does the charity invest its reserves? <i>Remarks: (Skip question 20 if "No")</i>		Yes	
20	The charity invests its reserves in accordance with an investment policy approved by the Board. It obtains advice from qualified professional advisors, if deemed necessary by the Board.	6.4.4	Complied	

## CODE OF GOVERNANCE EVALUATION CHECKLIST FOR THE YEAR ENDED 31 MARCH 2015

S/No.	Code Description	Code ID	Compliance	Please provide explanation if your charity is unable to comply with the Code guidelines, or if the guidelines are non-applicable.
<b>Fundraising Practices</b>				
21	Donations collected are properly recorded and promptly deposited by the charity.	7.2.2	Complied	
<b>Disclosure and Transparency</b>				
22	The charity makes available to its stakeholders an annual report that includes information on its programmes, activities, audited financial statements, Board members and executive management.	8.1	Complied	
23	Are Board members remunerated for their Board services? <i>Remarks: (Skip questions 24 and 25 if "No")</i>		No	
24	No Board member is involved in setting his or her own remuneration.	2.2		
25	The charity discloses the exact remuneration and benefits received by each Board member in the annual report.	8.2		
26	Does the charity employ paid staff? <i>Remarks: (Skip questions 27 and 28 if "No")</i>		Yes	
27	No staff is involved in setting his or her own remuneration.	2.2	Complied	
28	The charity discloses in its annual report the annual remuneration of its three highest paid staff who each receives remuneration exceeding \$100,000, in bands of \$100,000. If none of its top three highest paid staff receives more than \$100,000 in annual remuneration each, the charity discloses this fact.	8.3	Complied	
<b>Public Image</b>				
29	The charity accurately portrays its image to its members, donors, and the public.	9.1	Complied	



# Thank You

## Donor Acknowledgement April 2014 to March 2015

### \$250,000 and above

Deutsche Bank  
Far East Organization  
Microsoft Singapore

### \$100,000 - \$249,999

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We regret that we are unable to acknowledge all the help and support we have received in the year in these pages. We sincerely thank all our donors, volunteers, supporters, friends and well-wishers who have stood by our cause and made an impact in the lives of persons with disabilities.



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