An Ecosystem of Care:  
The Integration of Healthcare & Social Services in Singapore

Anjan Ghosh  
Director, Service Planning and Development Group  
National Council of Social Service
AGENDA

1. What does the social service sector look like?

2. What do we do at the National Council of Social Service?

3. How are healthcare & social care integrated?
A FEW STATS

There are **16,000** workers in the social sector. This has **TRIPLED** in the last 10 years.

*published 19 May 2015

There are **458** NCSS member organisations.

Their total social spending is **>$700 million**.

*published 23 July 2014

ComCare Fund stands at **$1.5 billion**

*as of 30 July 2014

In FY14, **$116 million** ComCare payments were made to **>91,000** individuals

*as of 30 July 2014

40% of the workforce in the social service sector are **PROFESSIONALS**.

*Manpower and Salary Survey 2013
AGENDA

1. What does the social service sector look like?
2. What do we do at the National Council of Social Service?
3. How are healthcare & social care integrated?
WHAT DRIVES US?

VISION

MISSION
To provide leadership & direction in social services, enhance the capabilities of social service organisations, and promote strategic partnerships for social services.

PURPOSE
To ensure that every person has the opportunity to live a life of dignity to his or her fullest potential within society.
WHO DO WE WORK WITH?

Ministry of Health
Ministry of Education
Ministry of Social and Family Development
National Volunteer & Philanthropy Centre

Agency of Integrated Care
Institute of Mental Health
Ministry of Culture Community & Youth

Hospitals

Health Promotion Board
Singapore Prison Service

Ministry of Finance
Singapore Police Force

People’s Association
Central Narcotics Bureau

Housing Development Board
SG Enable

MNCs
Foundations

Singapore Police Force
Central Narcotics Bureau

Ministry of Social and Family Development
Ministry of National Development

MNCs
Foundations

National Volunteer & Philanthropy Centre

Tote Board

Tote Board

Community Organisations

Social Service Organisations

Social Enterprises

Self Help Groups

Non-Governmental Organisations
WHAT DO WE DO?

- National Coordinating Body
- Membership Organisation
- Mobilise funds and resources
- Build Sector Manpower
WHAT GUIDES US?

Identify & Meet Social Needs

Capability building for Effective Social Service Organisations

Attract & Engage the Wider community
INCREASING SECTOR APPEAL & WORKFORCE CAPACITY AND CAPABILITY

- HR CONSULTANCY SERVICES
- SUN RAY AND LEADERSHIP PROGRAMMES
- VOLUNTEER RESOURCE OPTIMISATION
- CORPORATE DEVELOPMENT FUNDING SCHEME
- SECTOR BRANDING
SALARY GUIDELINES FOR SOCIAL SERVICE PROFESSIONALS

SALARY GUIDELINES FOR THE SOCIAL SERVICE SECTOR

<table>
<thead>
<tr>
<th>HEAD OF AGENCIES</th>
<th>EXECUTIVE (CONT'D)</th>
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</thead>
<tbody>
<tr>
<td>(Positions include Executive Director, Organisation Head/Manager etc)</td>
<td><strong>Job Level</strong></td>
<td><strong>Starting Salary</strong></td>
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<tr>
<td>Managing Operation Budget of up to $25m</td>
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<td>Managing Operation Budget of $5m to $10m</td>
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<td>Managing Operation Budget of up to $5m</td>
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<td>Managing Operation Budget of up to $1m</td>
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<td>Executive</td>
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<td>'O' level Graduate</td>
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<td>3,230</td>
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<tr>
<td>SPED TEACHER</td>
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<td><strong>Job Level</strong></td>
<td><strong>Starting Salary</strong></td>
<td><strong>Reference Point</strong></td>
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<td>School Leaders</td>
<td>5,470</td>
<td>6,840-8,560</td>
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<td>Head of Programme*</td>
<td>4,430</td>
<td>5,880</td>
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<tr>
<td>Senior Teacher*</td>
<td>3,660</td>
<td>4,880</td>
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<td>Trained Teacher* with DISE</td>
<td>2,180-3,320</td>
<td>3,170-4,440</td>
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<td>Untrained Teacher*</td>
<td>1,890-2,270</td>
<td>2,850-3,470</td>
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<td>*Includes minimally a Diploma in Special Education</td>
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<tr>
<td>SPED TEACHER ASSISTANT</td>
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<td><strong>Job Level</strong></td>
<td><strong>Starting Salary</strong></td>
<td><strong>Reference Point</strong></td>
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<tr>
<td>Senior SPED Teacher Assistant</td>
<td>1,550</td>
<td>2,560</td>
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</table>
Sun Ray aims to:

- Groom future-ready leaders.
- Provide Social Service Organisations access to professionals for leadership positions.
- Improve the career proposition.
VOLUNTEER RESOURCE OPTIMISATION

“Volunteers are not paid - not because they are worthless, but because they are priceless”

— Sherry Anderson

• Enhanced service delivery at Social Service Organisations
• Improved beneficiary satisfaction via good matching
• Positive experience for volunteers & Social Service Organisations
• Increased community engagement
WHAT GUIDES US?

Identify & Meet Social Needs

Capability building for Effective Social Service Organisations

Attract & Engage the Wider community
COMMUNITY CHEST

- Established in 1983 to raise funds for charities so they can focus on delivering critical social services to those who need them

- **EVERY DOLLAR DONATED** goes directly towards supported charities
  - In FY14, disbursed $57.3 million* to support 87 charities running 227 social service programmes

*Includes allocation to programmes/projects only (excluding allocation ring-fenced for specific purposes).
MORE THAN JUST A FUNDRAISER

**Strategic & Sustainable Giving**
Advise & recommend to corporate to support & donate to the areas of greatest needs

**Employee Volunteering**
Facilitate meaningful engagement with supported Social Service Organisations & beneficiaries

**Create Collective 3P Impact**
Collaboration through NCSS-Community Chest, Companies & Social Service Organisations for more impactful projects
CONFERENCES & SEMINARS

Convene platforms and organise conferences where like-minded partners can forge common understandings and work towards a common goal.

Seniors Empowered! Seminar 2016

We Are Able! 2016 Conference

NCSS Members Conference 2015

Throughcare LaB 2015
PUBLIC EDUCATION

- Shift public perceptions
- Drive community-based support and awareness of issues
SEE THE TRUE ME:

a social experiment video
WHAT GUIDES US?

- Identify & Meet Social Needs
- Capability building for Effective Social Service Organisations
- Attract & Engage the Wider community
FOCUS AREAS

Children, Youth & Family

Mental Health

Disability

Seniors
1 in 9 adolescents experienced cyber-bullying

1.5x more new drug abusers below 20 years old arrested in 2015

Key Trends in Children & Youth Sector
In 2014, DIVORCE affected:

>7,000 families
>5,000 children

Key Trends in Family Sector

Sharp rise in number of Transnational Marriages
(43.2% increase from 2003-2013)
## Services for Children, Youth & Families

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<thead>
<tr>
<th>Physical</th>
<th>Level of Independence</th>
<th>Psychological</th>
<th>Environment</th>
<th>Social relationships</th>
<th>Spirituality</th>
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<tbody>
<tr>
<td>☺ Sports and Arts Programmes</td>
<td>☺ Sports and Arts Programmes</td>
<td>☺ Youth Drop Ins</td>
<td>☺ Mentoring / Children &amp; Youth Programmes</td>
<td>☺ School Social Work</td>
<td>☺ Low Risk</td>
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<td>☺ School Social Work</td>
<td>☺ Upstream Support for Mid-Risk Students</td>
<td>☺ Support for Children of Parents with Mental Health Issues</td>
<td>☺ Transnational Support Centres</td>
<td>☺ Support for Children of Parents with Mental Health Issues</td>
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<td>☺ Remedial Support for Cyber Bullied Youth</td>
<td>☺ Support for Children of Parents with Mental Health Issues</td>
<td>☺ Support for Children of Parents with Mental Health Issues</td>
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<td>☺ Child Guidance Clinics</td>
<td>☺ Support for Children of Parents with Mental Health Issues</td>
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<td>☺ MSF Youth Diversionary Programmes</td>
<td>☺ Support for Children of Parents with Mental Health Issues</td>
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<tr>
<td>☺ MSF Children and Young Persons Homes</td>
<td>☺ Support for Children of Parents with Mental Health Issues</td>
<td>☺ Support for Children of Parents with Mental Health Issues</td>
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<tr>
<td>☺ MSF Girl’s and Boy’s Home</td>
<td>☺ Support for Children of Parents with Mental Health Issues</td>
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</tbody>
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*Children/Youth Centric*  
*correct as of FY14*

- Non Funded Programme
- Funded Programme
- New Priority Areas

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- Low Risk
- High Risk
AFTERCARE SUPPORT FOR EX-OFFENDERS AND FAMILIES

- Facilitate reintegration of ex-offenders into families and the society through support in:
  - attaining employment/job training
  - securing accommodation
  - developing social support and coping skills
  - attaining a positive lifestyle
UPSTREAM SUPPORT FOR MID-RISK YOUTH

- Early intervention for mid-risk youth ➔ better school outcomes
- Target group: vulnerable youth due to presence of risk factors

Photo courtesy of Students Care Service
FOCUS AREAS

- Children, Youth & Family
- Mental Health
- Disability
- Seniors
1,400 children below 6 years old are diagnosed to have patterns of developmental problems every year.

>110,000 Singaporeans have some sort of disability.

Key Trends In Disability Sector
Total or partial loss of bodily functions e.g. Muscular Dystrophy, stroke / Total or partial loss of a part of the body e.g. amputation

Physical Impairment

Affects “processing” of info (not thinking / reasoning) e.g. dyslexia

Learning Difficulties

Significant limitations in adaptive functioning IQ < 70

Intellectual Disabilities

e.g. hearing impairment, visual impairment

Sensory Impairment

Originated at birth / childhood & substantially restricts function in major life activities e.g. Autism Spectrum Disorder, Down Syndrome

Multiple Disabilities

Developmental Disability
## Services for Children with Special Needs (0-18 years old)

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<tr>
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<th>Psychological</th>
<th>Social Relationships</th>
<th>Environment</th>
<th>Spirituality</th>
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<tr>
<td></td>
<td>Early Intervention Programme for Infants and Children</td>
<td>Integrated Childcare Programme Special Student Care Centres</td>
<td>Development Support Programme</td>
<td>Children’s Homes</td>
<td>Transport subsidies</td>
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<td></td>
<td>Development Support Programme</td>
<td>Integration Support Programme for Pre-schoolers with Autism</td>
<td>Transport subsidies</td>
<td>Special Schools</td>
<td>Resource /Specialised Schools, ITE, Institutes of Higher Learning</td>
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<td></td>
<td>Vocational training / internship (School-to-Work Transition Programme)</td>
<td>Learning Support</td>
<td>Vocational training / internship (School-to-Work Transition Programme)</td>
<td>Inclusive Playground</td>
<td>Social Interaction (Buddy’IN)</td>
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<td></td>
<td>Therapy Services</td>
<td>Mental Resilience (I.M.Powered)</td>
<td>Learning Support</td>
<td>Social Interaction (Buddy’IN)</td>
<td>Social–emotional needs of students with learning disorders</td>
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<td>Emergency SMS</td>
<td>Inclusive Playgrounds</td>
<td>Emergency SMS</td>
<td>Inclusive Playgrounds &amp; Children-in-Action</td>
<td>Community Integration Support</td>
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<td>Community Integration Support</td>
<td>Public Education</td>
<td>Emergency SMS</td>
<td>Inclusive Playgrounds &amp; Children-in-Action</td>
<td>Vocational training / internship (School-to-Work Transition Programme)</td>
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</tbody>
</table>

**Therapy Services**

- Integrated Childcare Programme
- Special Student Care Centres
- Transport subsidies
- Development Support Programme
- Integration Support Programme for Pre-schoolers with Autism
- Social Interaction (Buddy’IN)
- Mental Resilience (I.M.Powered)
- Inclusive Playgrounds & Children-in-Action
- Student Safety (First Line of Care)

**Public Education**

- Integration Support Programme for Pre-schoolers with Autism
- Public Education
EARLY INTERVENTION PROGRAMME FOR INFANTS AND CHILDREN (EIPIC)

- Targets children aged 6 and below who are diagnosed with special needs or developmental delays, and their families
- Programme aims to develop:
  - language and communication
  - social interaction and behaviour
  - perception and cognition skills

Photo courtesy of SPD
Photo courtesy of We Can
SPECIAL EDUCATION SCHOOLS

• Providing education and intervention for children with special needs

• Develop their potential and enable them to live independent lives

• There are 20 SPED Schools in Singapore
## Services for Adults with disabilities (≥19 years old)

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<th>Level of Independence</th>
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<th>Environment</th>
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<td>Vocational Education</td>
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<td>Vocational training / Job Placement &amp; Job Support</td>
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<td>Sheltered Workshop</td>
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<td>Day Activity Centres</td>
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<td>Therapy Services</td>
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<td>Drop-In Disability Programme</td>
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<td>Group Home, Adult Disability Homes &amp; Hostels</td>
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<td>Home-Based Care</td>
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<td>Access to sports and recreational activities</td>
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<td>Appropriate Adults Service</td>
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<td>Befriending / Social Interaction (Me Too! Club)</td>
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<td>Transport Subsidies, Services</td>
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<td>Developmental Disability Registry</td>
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<td>Counselling and Case Management</td>
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<td>Financial Security</td>
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<td>Assistive Technology, Integration Support</td>
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<td>Public Education</td>
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Services for adults with moderate-severe disabilities and seniors who acquire disabilities

**NCSS co-funded**

**NCSS on-going projects**

**NCSS focus areas**

**Under MSF/ other purview**
REHABILITATION & THERAPY SERVICES

• Provides outpatient rehabilitation services such as
  – Physiotherapy
  – Occupational therapy
  – Speech therapy

• Clients are referred from the Agency for Integrated Care (AIC) through a Registered Medical Practitioner

Photo courtesy of SPD
INTEGRATION & EMPLOYMENT SUPPORT

Enhancing employability and employment options for persons with disabilities through vocational training and job matching.

Promote physical and psycho-emotional well-being of persons with disabilities through befriending services and social activities.

Photo courtesy of Today Online.
FOCUS AREAS

Children, Youth & Family

Mental Health

Disability

Seniors
More than 1 in 10 people would have a mental health condition at some point in their lifetime (aged 18 years and above).

86.5% of people with mental health issues (PMHIs) who are employed do not seek help.

Major Depressive Disorder is the most prevalent mental health condition.

Key Trends In Mental Health Sector
## Services for Persons with Mental Health Issues

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<thead>
<tr>
<th>Physical</th>
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<th>Psychological</th>
<th>Social Relationships</th>
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<td>Safe Return, AA Scheme</td>
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<td>Mental Resilience (I.M.Powered)</td>
<td>Support for children of PMHIs (The Orchid Project)</td>
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<td>Suicide Prevention</td>
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<td>Psycho-education and Training</td>
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<td>(Expansion of support for caregivers)</td>
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<td>Social Relationships</td>
<td>Respite Care</td>
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<td>Support Groups</td>
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<td>Befriending &amp; Case Support (HEALing Friends)</td>
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<td>Social Activities</td>
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<td>Support PMHIs in Recovery (Peer Specialist Programme)</td>
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**NCSS co-funded**

**NCSS on-going projects**

**NCSS focus areas**

**Under other purview**

**CONFIDENTIAL**
REHABILITATION SERVICES

Supports and empowers persons with mental health issues to:

– Manage and understand their mental health conditions and symptoms
– Acquire vocational and social skills
– Achieve a holistic balance in their quality of lives

Photo courtesy of IMH

Photos courtesy of SACS
PEER SPECIALISTS

• Recovering Persons with Mental Health Issues (PMHIs)
• Trained to provide formalised and structured support through the sharing of their lived experience of recovery
FOCUS AREAS

Children, Youth & Family

Mental Health

Disability

Seniors
By 2030, number of Seniors projected to DOUBLE from 450,000-900,000

70% of deaths and ill-health caused by non-communicable diseases (heart disease & stroke, cancer, diabetes, mental disorders and chronic respiratory disease)

Key Trends in Eldercare Sector
# Services for Seniors

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<tr>
<td>Day Care, Day Rehab</td>
<td>Home Help</td>
<td>Senior Activity Centre, NL, Drop-in</td>
<td>International Day of Older Persons</td>
<td>End-Of-Life Care</td>
<td>International Day of Older Persons</td>
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<tr>
<td>Homes</td>
<td>Clinic &amp; Community Hospitals</td>
<td>Senior Volunteerism</td>
<td>Social Relationships</td>
<td>Support for Caregivers</td>
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<td>Active Ageing and Wellness</td>
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<td>Women &amp; Ageing</td>
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<td>Befriending</td>
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<td>Counselling and Helpline</td>
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<td>Seniors with Sensory Impairment</td>
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- **NCSS co-funded**
- **NCSS focus areas**
- **Under other purview**

**Seniors bond over food Programme**

**International Day of Older Persons**

**Seniors Empowerment** - Intrapersonal
HOME HELP SERVICE

• Support and enable seniors to age in place

• Services include:
  ➢ Meals delivery
  ➢ Escort service for medical appointments
  ➢ Personal hygiene care
ACTIVE AGING & WELLNESS

Befriending
Promotes physical and psycho-emotional well-being of vulnerable seniors through community participation

Senior Volunteerism
Encourages seniors to continue contributing and staying involved in the community

Photo courtesy of Straits Times
AGENDA

1. What does the social service sector look like?

2. What do we do at the National Council of Social Service?

3. How are healthcare & social care integrated?
**EXAMPLE #1**

**Development Support Programme**

- **Child in pre-school with mild developmental needs**
- **Diagnosis by medical doctor**
- **Development Support Programme**

**Outcomes**
- Improvement in child's developmental progress in motor, language and academic skills domains
- Smooth transition to mainstream primary schools

**Learning Support**
- Literacy, Language & Social Skills

**Therapy Intervention**
- Occupational & Speech Therapy
- Psychological Services
Inclusive Playground

- Provides a platform for healthy interaction between children with special needs and their non-special needs peers or siblings.

- Opportunity for children with special needs to play like any other child – vital for child’s social, emotional, physical and creative development.

- Complements therapy and other interventions to ensure children with special needs are supported holistically to:
  - Participate actively in the community
  - Develop self-esteem and self-perception
Ecosystem of Care for Persons with Mental Health Issues (PMHIs)

1 Psychiatric Hospital

2 Step-down Care Centres

INSTITUTIONAL / RESIDENTIAL SERVICES

80 GP Outpatient Clinics

21 Social Service Organisations providing community-based support

Employment support to ensure job readiness & sustenance

COMMUNITY-BASED SERVICES

COMMUNITY

HOME
EXAMPLE #4

Community For Successful Ageing (ComSA)

By the Tsao Foundation

In Whampoa, Seniors are supported to age in place through an integrated system of health and social care services.

ComSA’s multi-disciplinary community care system addresses needs of seniors holistically:

- Medical
- Functional
- Psycho-social

STRONG COLLABORATION

INTEGRATED CARE SYSTEM

Healthcare

Community Care

Voluntary Welfare Organisations
Social Workers
Grassroots Groups
Doctors
Nurses
Mobile clinic
Client
HEALTH is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.

World Health Organization
Thank You