



ANNUAL REPORT FY 2016/2017

ABOUT US

Established in 1957, the Cerebral Palsy Alliance Singapore (CPAS) serves children and adults with cerebral palsy and multiple disabilities. Our fully-integrated programmes and services cater to the developmental needs of persons with the condition and maximise their functional independence at every stage of life.



OUR VISION

Empowering all persons with cerebral palsy to realise their full potential and lead fulfilled, dignified lives.



OUR MISSION

We are dedicated to:

- Delivering fully integrated programmes and services at the highest standards with passion, integrity, care, and excellence.
- Creating awareness of cerebral palsy, and advocating for equal opportunities for all persons with the condition.



CORE VALUES

Hope

We seek to inspire hope in the hearts of our clients.

Empowerment

Our aim is to empower our clients to overcome their challenges and live a life without limits.

Aspiration

Never content with the status quo, we aspire not to only enhance the lives of our clients, but also our service and capabilities.

Respect

Respect is a fundamental value that guides the actions of our staff.

Trust

Above all, we value the trust that clients place in our organisation's programmes and services.

Member of



Supported by



CHAIRMAN'S MESSAGE



Associate Professor Kevin Lim PBM
Chairman

CPAS celebrated another year of milestones, expanding our service capabilities and engaging the community. Our clients continued to break new ground and make us proud. With CPAS commemorating its 60th anniversary in 2017, we continue to reach greater heights, with the invaluable efforts and support of our dedicated staff and the CPAS Board, as well as MSF, MOE, NCSS, partners and donors.

Milestones of the Year in Review

In the financial year 2016/2017, CPAS launched a number of initiatives to enhance support for individuals with cerebral palsy, promote fundraising efforts, and build an inclusive society.

In June 2016, CPAS joined hands with the North East Community Development Council (CDC) to launch the North East Community Toy Library @ Pasir Ris Elias Community Club. Our staff's expertise enabled us to provide crucial advice and insights on building an inclusive play space. The opening of this Toy Library creates opportunities for interaction between children with special needs

and their peers, which will contribute to building an inclusive community.

Our own CPAS Toy Library benefited from a refurbishment, with the generous support of Damco Singapore, which has enhanced the play and learning experience for our young clients. We warmly thank them for their sponsorship that has also provided for a large variety of accessible and adaptable toys.

CPAS marked a milestone in July 2016 with our inaugural charity dinner, graced by Guest of Honour, Senior Minister of State, Ministry of Culture, Community and Youth and Ministry of Finance, Ms Sim Ann. The inaugural fund-raising dinner in our 59-year history was held at Marina Bay Sands and attended by over 400 guests. With the funds supporting CPAS programmes, the theme, 'I Believe, An Evening of Possibilities' highlighted how these programmes help clients to lead fulfilling lives and realise their ambitions, and celebrated the myriad of possibilities before them.

Another key component of our fundraising efforts, September, now in its second year, raised \$191,277 which will go a long way towards supporting CPAS and its programmes. This fund-raising campaign drew over a thousand enthusiastic participants who sourced for sponsors and walked 10,000 steps each in September, raising funds and awareness of cerebral palsy in the community.

In October 2016, the CPAS Connect Alumni Programme was launched. This network will drive efforts to support individuals after they complete formal education. With holistic services and individualised plans, CPAS will provide opportunities for members to further develop their talents and skills, as well as coaching and mentoring for employment.

Early Intervention Programme for Infants and Children (EIPIIC) and CPAS School

CPAS EIPIIC and My World Preschool launched a joint preschool integration programme. This programme encapsulates our efforts to build an inclusive society, and gives our students exposure to a mainstream setting and opportunities to improve their social and language skills.

CPAS School will be scaling up the Trans-Disciplinary approach of teaching, an approach that has proven to be promising. Having grown year-on-year from a pilot of two classes, to eight classes, CPAS School will be implementing this approach in all classes from 2018 onwards.

This year, CPAS School participated in the School-to-Work Transition Programme for the first time, with 5 students selected to join the programme, which would prepare them for potential work placement following their graduation from CPAS School.

Accolades for caregivers and our staff

The people who are key components of the support network for persons with special needs also shone through, with caregivers and staff advancing their skills and knowledge, and receiving recognition for their work and expertise.

My warmest congratulations to Mdm Fong Lin Hoe @ Fong Yuet Kwan, Mr Durairaj Bhuvaneswari, and Ms Sihni Hartanti who were bestowed the AWWA Model Caregivers Award 2017, recognising their dedication in caring for their charges, who are also CPAS clients.

CPAS also supports caregiving by organising workshops and training sessions for caregivers and family members of our clients and our staff. This year, the CPAS Allied Health Professionals conducted a total of 28 such sessions to impart skills, and improve care and service delivery.

It is my pleasure to share that our Head, Speech and Language Pathology Department, Ms Sunitha Sendhilnathan, was reappointed in May 2016 as a

council member of two Allied Health Professions Council (AHPC) committees, the Speech-Language Therapist Credential Committee and the Curriculum and Organisation Review Committee. Her extensive experience has been greatly appreciated in CPAS.

CPAS believes strongly in the importance of training and development for our staff. As part of our continual efforts for skills upgrading, CPAS staff accumulated a total of over 4,000 hours of training and skills development that will enable them to reach their potential and serve clients better.

In appreciation

Another outstanding year for CPAS would not have been possible without the incredible network of people who have made it possible for us to deliver high standards of services to our clients and raise awareness of cerebral palsy in the community.

I would like to express my appreciation to the management and staff of CPAS for their tireless work and dedication to the cause.

I warmly thank our partners, donors, stakeholders and volunteers for working alongside us to empower individuals with cerebral palsy and advocate for an inclusive society.

Together, we will continue to strive for the best for our clients and build a better future in a more inclusive society for our clients and their families.

EXECUTIVE DIRECTOR'S MESSAGE

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Ms Cynthia Wong
Executive Director

Playing an indispensable role in Singapore's social service sector, CPAS provides essential services for individuals with cerebral palsy and special needs. CPAS's work, marked by dedicated service, extensive experience and a continual drive to reach greater heights, is carried out by an excellent team of staff, friends and volunteers of CPAS.

With their passion and steady support, in 2017, CPAS aims to not only develop existing services, but supplement them with new initiatives, build up the support base, and increase CPAS's public profile to enhance advocacy efforts for our clients.

CPAS Connect Alumni Programme

Following the launch of CPAS Connect Alumni Programme in October 2016, we will continue to develop this alumni network's services. Currently, the programme holds weekly sports sessions for alumni, conducts home visits and organises weekend outings for members and their families. Staff members also visit alumni's workplaces to see how they are adapting to the work environment and speak with alumni's employers to facilitate a better

understanding of our alumni.

Besides providing therapy services and connecting alumni to related agencies for the appropriate support, the programme aims to improve our alumni's quality of life by developing their potential for independent living and gainful employment and provide opportunities for lifelong learning and talent development.

Stronger partnerships with the private sector

The private sector holds great potential for contributing both resources and skills, and creating opportunities for promoting an inclusive society. By building stronger partnerships with like-minded private sector organisations, some of which we already count among our most dedicated supporters, we can better empower persons with cerebral palsy.

Potential areas for collaboration include roping in volunteers from these organisations to support our activities and events, as well as opening up opportunities for work and internships for both our Adult Services clients and CPAS School students. We hope to engage these organisations more actively in the coming year.

Singapore's first cerebral palsy registry

Singapore's first and only cerebral palsy registry will be launched in September 2017. A milestone collaboration between CPAS, KKH and NUH, this research registry will increase the understanding of cerebral palsy in Singapore, and aid in future planning of services and resources for persons with cerebral palsy in Singapore.

By tracking both numbers and impact of the condition, as well as functional outcomes, we will gain a better understanding of the prevalence, effects and abilities of individuals with cerebral palsy. This data will also facilitate the evaluation of clinical practice, and help identify areas of concern for further research to improve clinical outcomes. Crucially, the information from the registry will enhance service and resource planning, allowing us to better empower persons with cerebral palsy.

Enhancing the profile of CPAS

In recent years, sector-wide efforts to build a more inclusive society that both accepts and embraces people with special needs have ramped up and garnered greater support. Building on this momentum, we will work towards raising the profile of CPAS and our work, and to build greater awareness and understanding of cerebral palsy among the public.

The potential benefits of raising CPAS's profile are manifold. Our advocacy and fundraising efforts will yield greater results when the reach and knowledge of CPAS is increased. It will help us better advocate for internships, training and work opportunities for our clients. Our clients and their families will benefit from the boost in services and resources, which will allow us to provide even more support that will help empower them to reach their full potential.

Furthermore, greater understanding and knowledge of cerebral palsy will increase accessibility and create equal opportunities, reduce discrimination,

and promote respect for all persons, including persons with cerebral palsy.

Forging ahead

The CPAS Connect Alumni Programme and the upcoming launch of the cerebral palsy registry will allow us to expand our outreach and services to persons with cerebral palsy of all ages. By building stronger partnerships with the private sector and enhancing the profile of CPAS, we will be better placed to serve and advocate for our clients.

With unwavering hope and the combined efforts of our clients, their family and friends, supporters of CPAS, and our dedicated staff, we work towards achieving possibilities together. CPAS embarks on another year of delivering services with excellence, advocating for and empowering persons with cerebral palsy.

BOARD MEMBERS



- 1 Associate Professor Kevin Lim PBM, Chairman**
- Staff Subcommittee (Chairman)
 - School Management Committee (Chairman and Supervisor)
 - Nomination Subcommittee (Chairman)

- 2 Mr Satyaki Sengupta, Vice Chairman**
- Programmes Subcommittee (Member)
 - School Management Committee (Member)
 - Nomination Subcommittee (Member)

- 3 Dr Janice Wong, Honorary Secretary**
- Audit Subcommittee (Chairman)
 - Staff Subcommittee (Member)
 - School Management Committee (Member)
 - Nomination Subcommittee (Member)
 - Children's Charities Association of Singapore (CCA) Representative

- 4 Ms Yvonne Chan, Honorary Treasurer**
- Finance-Investment Subcommittee (Chairman)
 - School Management Committee (Honorary Treasurer)
 - Staff Subcommittee (Member)

- 5 Ms Foo Siew Fong PBM, Assistant Hon Secretary**
- Audit Subcommittee (Member)
 - Staff Subcommittee (Member)

- 6 Ms Koh Kok Loo, Assistant Hon Treasurer**
- School Management Committee (Member)
 - Finance-Investment Subcommittee (Member)
 - Audit Subcommittee (Member)

- 7 Associate Professor Ong Hian Tat, Member**
- Programmes Subcommittee (Chairman)

- 8 Mr Dhonu Chandra Bhattecharjee, Member**
- Fundraising Subcommittee (Member)
 - NCSS Representative

- 9 Mr Christopher Lo, Member**
- Fundraising Subcommittee (Chairman)

- 10 Dr Young Siew Lee, Member**
- Staff Subcommittee (Member)
 - Programmes Subcommittee (Member)

- 11 Ms Chng Wong Yin, Member**
- Finance-Investment Subcommittee (Member)
 - IT Subcommittee (Ad-Hoc) (Chairman)

- 12 Dr Wu Pang Hung, Member**
- Fundraising Subcommittee (Member)
 - Programmes Subcommittee (Member)
 - Nomination Subcommittee (Member)
 - Children's Charities Association of Singapore (CCA) Representative

- 13 Ms Tan Yee Deng, Co-opted Member**
- Staff Subcommittee (Member)

MANAGEMENT TEAM



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- 1 **Ms Cynthia Wong**
Executive Director
with effect from 1 July 2017
- 2 **Ms Latha Kutty**
Principal, Early Intervention
Programme for Infants & Children
- 3 **Ms Nickie Ang**
Finance & Admin Manager
- 4 **Mr Raymond Lim**
HR Manager
- 5 **Mrs Koh-Lim Ai Lay**
School Principal
- 6 **Ms Betty Tse Wai Chan**
Head, Adult Services

- 7 **Ms Shelly Loh**
Head, Social Work Department
- 8 **Ms Piyali Chakrabarti**
Head, Psychology Department
- 9 **Ms Pampi Ghosh**
Head, Occupational Therapy Department
- 10 **Ms Baby Than Maung**
Head, Physiotherapy Department
- 11 **Ms Sunitha Sendhilnathan**
Head, Speech & Language Pathology
Department

OVERVIEW OF PROGRAMMES AND SERVICES

Our Programmes

Early Intervention Programme for Infants and Children (EIPIC)

For children under 6 years old

EIPIC provides early intervention for children with one or more disabilities. The programme provides early therapy intervention and prepares them for admission into either a special education or mainstream school. Its aim is to maximise the developmental growth of each child by providing holistic and individual developmental programmes along with rehabilitative services to prevent and minimise the risk of secondary disabilities.

CPAS School

For children between 7 and 18 years old

CPAS School provides special education for children and youths with cerebral palsy and multiple disabilities with a specialised school curriculum that has been developed to meet the individual needs of the students. Pre-vocational training is provided for selected students, with moderate to good motor and cognitive functions.

Adult Services

• Goodwill, Rehabilitation, and Occupational Workshop (GROW)

For adults 16 years old and above

GROW is a sheltered workshop that provides vocational training and sheltered employment through various projects and social enterprise initiatives. GROW provides an environment for self-development, and nurtures skills for community integration.

• Day Activity Centre (DAC)

For adults 16 years old and above

DAC provides day care for persons who require higher support. The primary aim is to nurture self-help skills through a balanced and structured curriculum of daily living, social skills training, therapy rehabilitation care and recreational activities.

• CPAS Connect Alumni Programme

CPAS Connect brings former CPAS students back to its community with a purpose of engaging and improving their quality of life through means such as sports and talent development, job coaching, mentoring, programmes and events.

Home Management Programme (HMP)

Therapists provide home-based therapy and social intervention to non-ambulant and more severely affected clients who are unable to travel to our centre and whose caregivers are unable to bring them to the Outpatient Programme at CPAS.

Outpatient Programme (OP)

The Outpatient Programme provides therapy and social interventions for clients with cerebral palsy and other physical disabilities. It takes place at the centre, hence, it caters mainly to those who can travel around or arrange for their own transport via their caregivers.

Our Services

Rehabilitation Centre

Our Rehabilitation Centre is made up of a team of certified Allied Health Professionals (AHPs), providing services in the following areas:

- Occupational Therapy
- Physiotherapy
- Psychology
- Social Work
- Speech and Language Pathology

To extend a more comprehensive range of specialised healthcare and support, CPAS runs a range of specialist and medical clinics, as well as an Equipment Loan Library.

Specialised Clinics	Medical Clinics
Assistive Technology Clinic	Orthopaedic Clinic
Audiology Clinic	Paediatric Neurology Clinic
Feeding and Swallowing Clinic	
Hand Clinic	
Seating Clinic	
Sensory Integration Clinic	
Neuro-Development Clinic	

Each clinic offers specialised care by an Allied Health Professional and medical professionals who are committed to helping our children and adults attain the best therapy and equip them with the best technology available.

Corporate Governance

Whistleblowing Policy: Cerebral Palsy Alliance Singapore is committed to serving with integrity and compliance with regulations. CPAS has a whistleblowing policy which provides an avenue for individuals to report wrongdoing safely and without fear of retaliation.

CPAS discloses in its annual report the annual remuneration of its staff who each receives remuneration exceeding \$100,000, in bands of \$100,000.

YEAR IN REVIEW

FINANCIAL YEAR 2016/2017

JULY 2016

The **first CPAS Charity Dinner** in our 59-year history was held on 30 July 2016

JUNE 2016

Official opening of the **North East Community Toy Library @ Pasir Ris Elias Community Club**, established in collaboration with the North East Community Development Council.

AUGUST 2016

9 CPAS School students performed at the **National Day Parade**, making history as part of the first NDP contingent of students from SPED schools.

SEPTEMBER 2016

Completion of a total overhaul of **CPAS Toy Library** sponsored by CPAS Champion, Damco Singapore.

OCTOBER 2016

Launch of **CPAS Connect Alumni Programme**, to provide holistic services for individuals after their schooling years.

Fundraising campaign **September** concluded with a total of \$191,277 raised.

MARCH 2017

The **AWWA Model Caregivers Award 2017** was awarded to three caregivers of CPAS's clients.

Mdm Fong Lin Hoe @ Fong Yuet Kwan, Mr Durairaj Bhuvaneswari, and Ms Sihni Hartanti were recognised for their dedication.

KEY HIGHLIGHTS

Breaking Barriers through Play: Launch of Inclusive Toy Library



The North East Community Toy Library @ Pasir Ris Elias CC warmly opened its doors to residents on 19 June 2016. Deputy Prime Minister and Pasir Ris-Punggol GRC MP Mr Teo Chee Hean was the Guest of Honour, and North East District Mayor and Minister of State for Manpower Mr Teo Ser Luck also graced the official launch. CPAS played a key role in establishing the Toy Library, providing advice and insights on building a welcoming space for children with special needs to play alongside their peers, and the special needs environment.

Jointly set up by North East Community Development Council (CDC) and CPAS, the Toy Library is designed to be a welcoming space for children with special needs to play alongside their peers. Arup Singapore was part of the collaboration to equip the Toy Library with switch-adaptive toys to cater to children with fine motor skill challenges.

This venture aims to increase accessibility and foster more opportunities for interaction, with an overall aim of building an inclusive community through play.

I Believe: An Evening of Possibilities



CPAS held its inaugural charity dinner on Saturday, 30 July 2016, with Guest of Honour, Senior Minister of State, Ministry of Culture, Community and Youth and Ministry of Finance, Ms Sim Ann, gracing the event.

Over 400 guests, including local personalities, individuals, corporate donors, volunteers and clients came together to celebrate the organisation's progress and achievements. Held at Marina Bay Sands (MBS), the event was the first fundraising dinner to be held in CPAS's 59-year history.

Themed 'I Believe, An Evening of Possibilities', the dinner strived to break down perceived limitations associated with individuals with cerebral palsy. It was an evening of celebrating possibilities for the children and adults from CPAS as well as a celebration of opportunities created by corporate organisations championing CPAS. With the right programmes and support in place, they can lead fulfilling lives and achieve their dreams and ambitions.

The funds raised will support the various CPAS programmes and services that help improve the lives of clients. It will also subsidise therapy fees, transportation costs, and provide financial assistance for the children and adults under the care of CPAS.

CPAS Connect: Bringing Alumni Together

CPAS Connect Alumni Programme was launched on 5 October 2016. CPAS Connect aims to provide holistic services and individualised plans to improve the well-being of every individual beyond schooling years. Members will be given equal opportunities to improve their skill-sets, be coached and mentored for employment or talent development.

The official launch welcomed past CPAS school graduates into the network, with ex-student and pastor Mr Michael Yeong taking on the role of the alumni ambassador. The launch was held in conjunction with the World Cerebral Palsy Day celebrations, which affirms the abilities, strengths and contributions of those within the cerebral palsy community.



CEREBRAL PALSY ALLIANCE SINGAPORE

Summarised Financial Statements

Statement of Financial Position For year ended 31st March 2017

	FY16/17 S\$	FY15/16 S\$
Assets		
Non-Current Assets	8,713,281	9,142,314
Current Assets	17,158,449	16,261,569
	25,871,730	25,403,883
Liabilities and Funds		
Current Liabilities	1,409,824	1,287,513
Deferred capital donation	8,713,281	9,142,314
Funds	15,748,625	14,974,056
	25,871,730	25,403,883

Statement of Comprehensive Income For year ended 31st March 2017

	TOTAL S\$	TOTAL S\$
Income		
Government Grants	6,281,150	6,472,601
Specific Donations	1,227,042	812,673
General Donations	134,145	158,569
Programmes/ Therapy Treatment fees	660,313	563,357
Others	3,364,273	3,315,209
TOL fee	825,972	825,972
	12,492,895	12,148,381
Expenditure		
Manpower	7,560,460	7,221,752
General & Administrative cost	967,580	1,024,145
Upkeep and utilities	363,569	359,457
Utilisation of specific fund	923,067	893,876
TOL fee	825,972	825,972
Others	1,077,678	788,385
Total Expenditure	11,718,326	11,113,587
Surplus	774,569	1,034,794

Summarised Financial Statements

Statement of Financial Position For year ended 31st March 2017

	FY16/17 S\$	FY15/16 S\$
Assets		
Non-Current Assets	482,726	251,052
Current Assets	3,698,641	3,522,219
	4,181,367	3,773,271
Liabilities and Funds		
Current Liabilities	435,969	557,789
Deferred capital donation	445,212	198,530
Funds	3,300,186	3,016,952
	4,181,367	3,773,271

Statement of Comprehensive Income For year ended 31st March 2017

	TOTAL S\$	TOTAL S\$
Income		
Government Grants	5,503,718	5,193,329
Specific Donations	285,957	147,120
General Donations	20,867	615
Programme fees	46,972	78,058
Others	69,085	54,999
TOL fee	678,537	678,537
	6,605,136	6,152,658
Expenditure		
Manpower	3,387,030	3,023,457
General & Administrative cost	1,254,705	1,313,866
Upkeep and utilities	210,007	209,102
Utilisation of specific fund	707,308	489,124
TOL fee	678,537	678,537
Others	84,315	72,548
Total Expenditure	6,321,902	5,786,634
Surplus	283,234	366,024

For our full annual report and financial statements for FY2016/2017, please visit our website at www.cpas.org.sg. We sincerely thank all donors, volunteers, supporters, friends and well-wishers who have helped make a difference in the lives of our clients.

We would like to give special thanks to the following for their support:

- Community Chest
- National Council of Social Service
- Ministry of Education
- Ministry of Social and Family Development
- All our donors, volunteers, friends and well-wishers



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