



Weaving the
Community
Mental Health
Masterplan

2012-2023:
Our journey so far
as one community

About AIC

The Agency for Integrated Care (AIC) aims to create a vibrant care community for people to live well and age gracefully. We coordinate and support efforts in integrating care, including mental health, to achieve the best care outcomes for our clients and caregivers. Reaching out to youths, adults, seniors, and their caregivers, we provide information on staying active, support early identification of needs, and connect them to services they need. We support our stakeholders in their efforts to raise the quality of care, and also work with health and social care partners to provide services in the community. To learn more about us, please visit www.aic.sg

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Published in 2024.

We are all part of the same fabric.

This book is a token of appreciation for our partners and stakeholders in developing the mental health sector in Singapore together with us.

Like individual threads interwoven together, the community mental health landscape is defined by a rich tapestry of care services and support that is continuously growing to best serve the evolving needs of our population.

Starting with two community partners in 2012, our network has expanded to 29 community partners today, all playing an important role in Singapore's community mental health network.

From collaborating with over 450 General Practitioner clinics, 19 polyclinics and seven Restructured Hospitals, to providing support and intervention to acute care, we have come together as a tightly-knit community, committed to promoting mental health awareness, enabling early identification, and providing timely diagnosis, treatment and support for individuals and caregivers.

This book pays tribute to our journey thus far in improving mental health care in Singapore. Together, we will continue to weave a better future for the mental health community.

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Foreword



The Agency for Integrated Care (AIC), together with the Ministry of Health (MOH), developed the Community Mental Health (CMH) Masterplan in 2012, which enables persons with mental health conditions and dementia to seek early treatment nearer to their homes and ensure that they are well-supported in the community.

While the CMH Masterplan has been in place for more than a decade, public awareness of the importance of mental health has grown significantly only in recent years, accentuated by the pandemic. The journey has not been easy, as mental health is a cross-cutting domain across health and social settings, coupled with social stigma and complex needs.

“ I look forward to stronger partnerships with all of you to create a supportive environment for persons with mental health conditions and dementia, as well as their caregivers. ”

The launch of the National Mental Health and Well-being Strategy in October 2023 was another significant milestone for us, outlining a whole-of-Government and whole-of-society commitment to this cause that will not be possible without your support and continued dedication in the community.

With mental health increasingly gaining focus as a key priority in the national agenda, I look forward to stronger partnerships with all of you to create a supportive environment for persons with mental health conditions and dementia, as well as their caregivers.

Let's #StandTogetherforMH and come together stronger to build a more inclusive and supportive society.

Dinesh Vasu Dash
Chief Executive Officer,
Agency for Integrated Care

Chapter 1

The fabric of *Community Mental Health:* An overview

The fabric of Community Mental Health: An overview

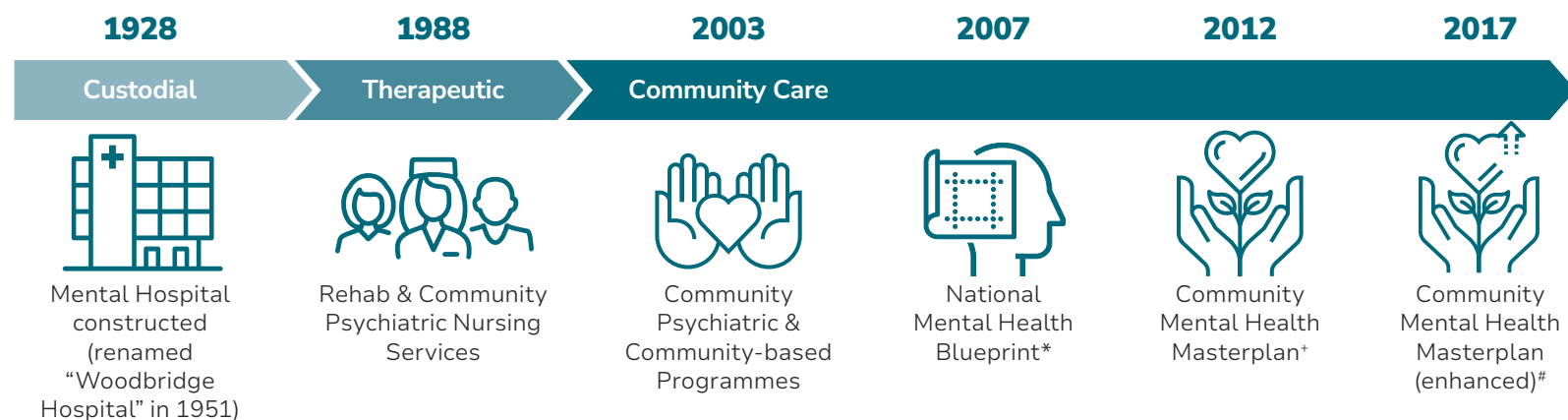
1.1 From custodial to community care: The evolution of Community Mental Health

Some may still remember the Woodbridge Hospital of old. Mental healthcare services in Singapore have come a long way since those early days of hospital-based custodial care.

It was in 1984 that the Ministry of Health (MOH) began the shift to more community-based care as a means to enable early intervention and rehabilitation for persons with mental health conditions.

To further rally our nation to address mental health conditions, the National Mental Health Blueprint was established by MOH in 2007. This was supplemented by the Community Mental Health Masterplan in 2012.

FACT THREAD
Did you know that Singapore's **first mental hospital** was a 30-bedder set up in **1841** by the British colonial government?



Nation-wide initiative driven by MOH in collaboration with:
* IMH & hospitals, HPB & partners (2007-2012);
+ AIC, IMH & hospitals, HPB & community partners (2012-2017);
AIC, IMH & hospitals, HPB & community partners (2017-current)

1.2 National Mental Health Blueprint (2007-2012)

A National Mental Health Survey conducted in 2004 revealed that 5.6%¹ of Singapore's adult population had a lifetime prevalence of depression — a statistic that made real the need for more mental health programmes for the community.



A journey to bring mental health care beyond hospitals, into the community

Action was taken quickly. In 2005, MOH convened a committee of psychiatrists, medical administrators, other mental health professionals and representatives from non-governmental organisations to draw up the National Mental Health Blueprint.

Published in 2007, the Blueprint signalled a key shift from an acute-centric institutionalised model to a community-based, patient-centric model supported by hospital specialists.

1 Chua HC, Lim L, Ng TP, Lee T, Mahendran R, Fones C, et al. The prevalence of psychiatric disorders in Singapore adults. Ann Acad Med Singapore 2004;33(Suppl 5):S102

UNRAVELLING THE "WHY"

With the shift to a patient-centric model, individuals living with stable mental health conditions can now get support to be discharged for continued care and re-integration into the community, instead of having to be institutionalised in hospital.

The National Mental Health Blueprint covered four key strategic thrusts:

- a) Mental health promotion**
 - Raising awareness and understanding of mental health
 - Empowering individuals to develop knowledge and skills that strengthen their personal mental well-being
 - Encouraging early help-seeking
 - Reducing discrimination towards individuals with mental health conditions
- b) Integrated mental health care across primary, community and hospital-based care settings**
 - Supporting early detection and treatment of mental health conditions
 - Greater accessibility of mental health services in the community
 - Improving integration and care continuity across care settings
- c) Manpower development**
 - Increasing the number of mental health professionals and their capabilities
- d) Mental health research**
 - Leading key research studies to establish the prevalence of mental health conditions in Singapore

1.3 Community Mental Health Masterplan (2012-present)

“Can persons with mental health needs receive care nearer to home, at an earlier stage?” As a community, we saw the possibilities. To make this vision come true, MOH appointed AIC to develop and implement the Community Mental Health Masterplan in 2012.

The Community Mental Health Masterplan focuses on building an integrated mental health network that includes health,

social, and community care partners. This marks our shift to a multi-stakeholder approach to supporting persons with mental health conditions, or those at risk, in the community.

The Masterplan focused on three key thrusts: strengthening primary care, enhancing integrated care in the community, and increasing capacity to support dementia care.



1.3.1 Strengthening care in the community

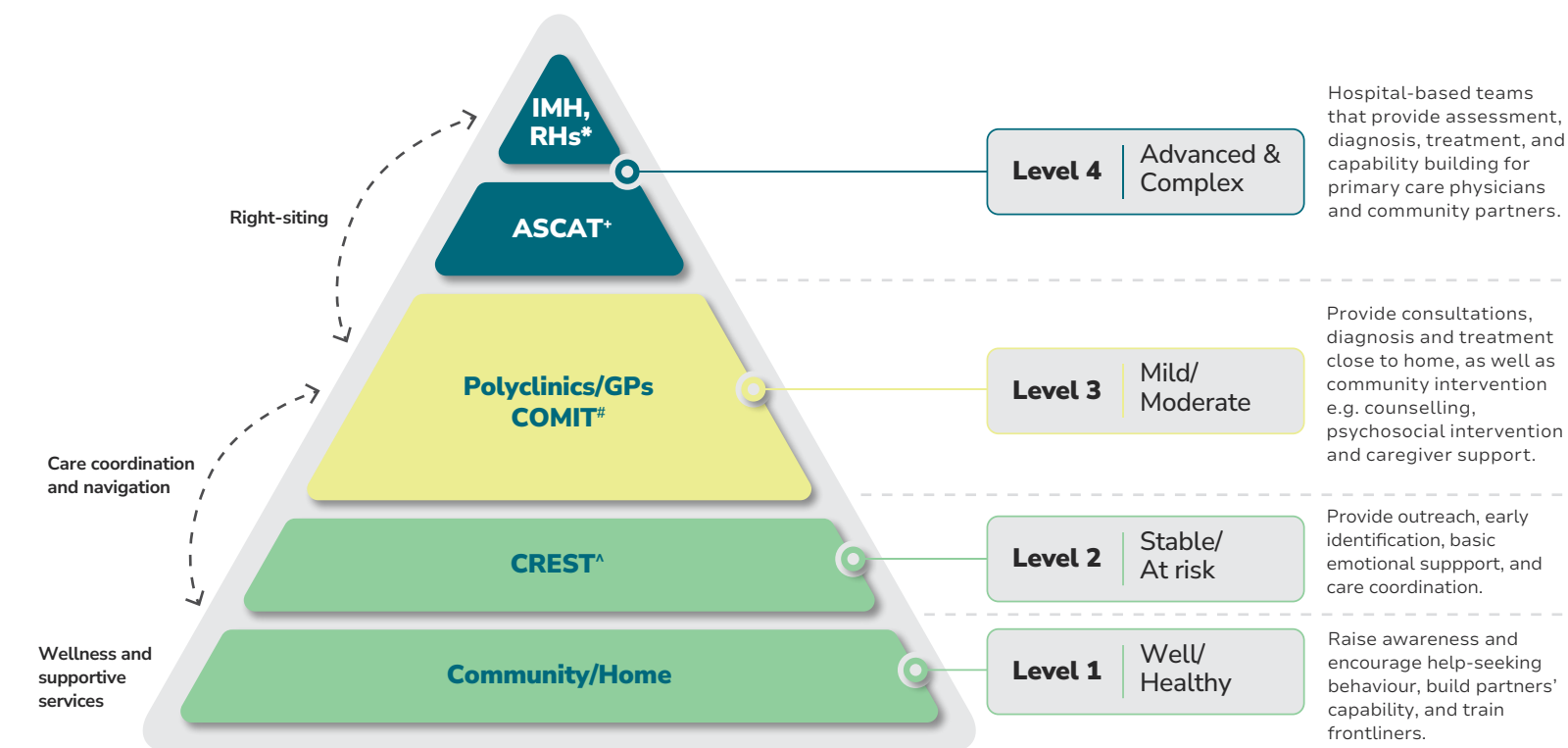
Three key thrusts. One vision to deliver better mental health support.			
Key thrust	Strengthening primary care	Enhancing integrated care in the community	Increasing capacity to support dementia care
What	Improving accessibility of mental health services in the primary care setting.	Enhancing pre- and post-treatment support in the community for individuals with mental health conditions.	Increasing capacity of dementia care services to support individuals living with dementia.
How	Expanding mental health services in General Practitioner (GP) clinics and polyclinics.	Expanding Community Intervention Team (COMIT), as well as Case Management Support after hospital stays.	Expanding Community Outreach Team (CREST), and building Dementia-Friendly Communities and a Dementia-Friendly Singapore.
Empowerment	Training community care organisations, community partners, social service and government agencies, grassroots leaders and volunteers.		
Enablement	One access point <ul style="list-style-type: none"> • First-stop care coordinator for clients and caregivers (AIC) • Resource development for clients, caregivers, and community partners • Leverage IT to enable information exchange, facilitate referral and care processes 		

"The Community Mental Health Masterplan focuses on building an integrated mental health network that includes health, social, and community care partners. This marks our shift to a multi-stakeholder approach to supporting persons with mental health conditions, or those at risk, in the community."



1.3.2 A strong fabric of support

Under the Community Mental Health Masterplan, care and support is made available to both clients and caregivers by various service providers such as outreach teams, intervention teams, and specialist-led teams — based on four levels of needs and acuity.

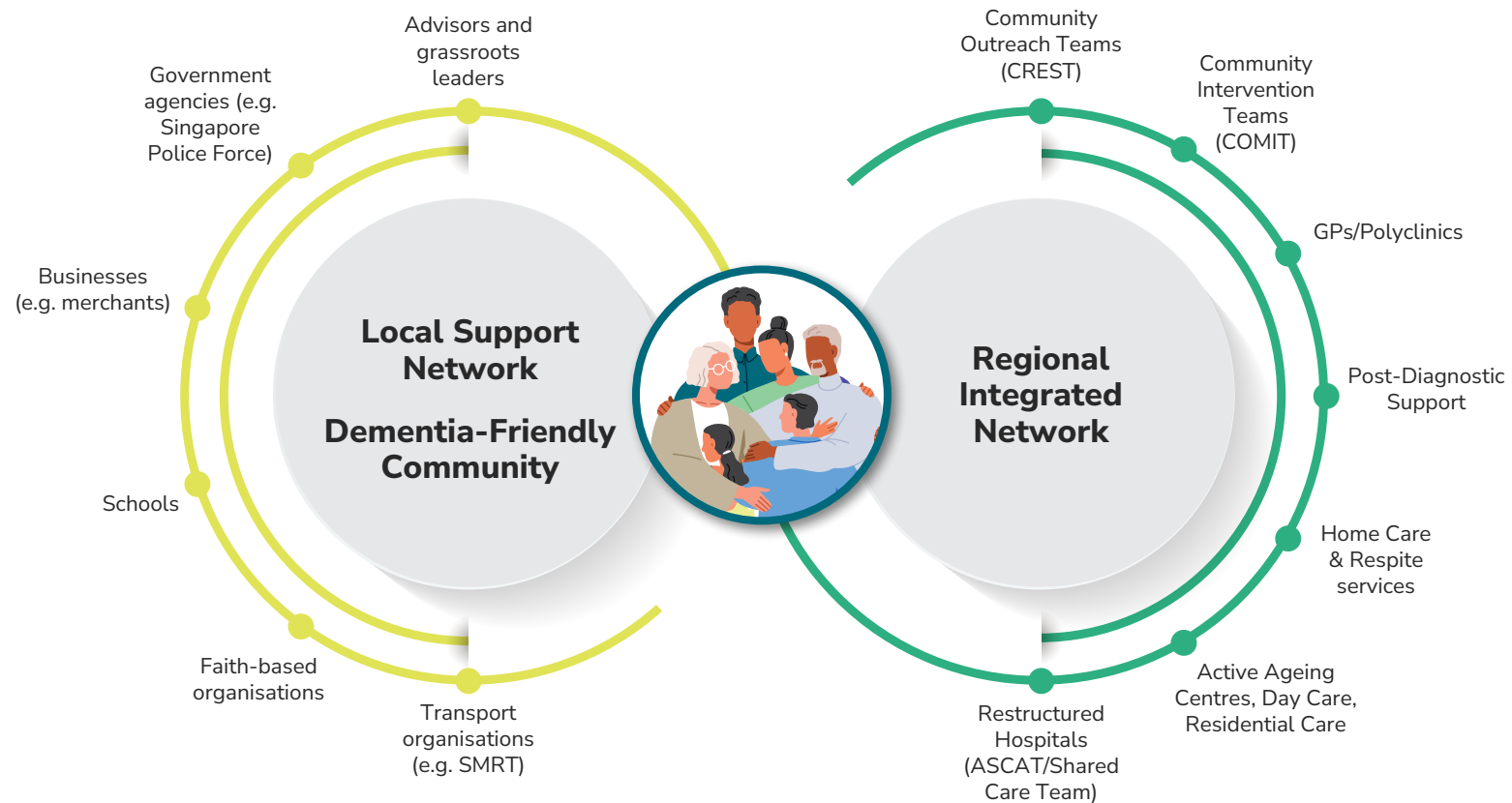


* Restructured Hospitals
 + Assessment and Shared Care Team (ASCAT) provides assessment, treatment, and holistic care for clients with moderate to severe mental health conditions.
 # Community Intervention Team (COMIT) provides assessment, counselling, therapy, case management, psychoeducation and caregiver support.
 ^ Community Outreach Team (CREST) identifies mental health needs, supports emotional well-being and linkage to services.

1.3.3 Coming together for mental health

At the heart of the Community Mental Health Masterplan, is community: an integrated network created to support persons living with mental health conditions and/or dementia, and their caregivers.

AIC works with key stakeholders and partners to develop and provide these community mental health services. This network of support integrates both health and social care aspects — key to ensuring early detection, treatment and long-term support for those who need it. The local support network, including a Dementia-Friendly Community and the Regional Integrated Network, are formed by various partners across sectors, to support health and social needs of clients and caregivers in the community.



Chapter 2

Weaving stronger support:

The Community Mental Health Masterplan

Weaving stronger support: The Community Mental Health Masterplan

2.1 A tapestry of community-based services

Since 2012, there has been significant progress towards building an integrated system of care in the community to promote early treatment and support nearer to home.

2.1.1 CREST providing early identification and emotional support

More often than not, the stigma surrounding mental health conditions is one of many reasons that Singaporeans avoid seeking help. There is a need to create greater accessibility to care within the community, which enables at-risk individuals to seek help early and receive the emotional support they need in a more accepting environment. This is where the Community Outreach Team, or CREST, comes in.

CREST is one of the programmes under the Community Mental Health Masterplan. It enables persons with mental health conditions and/or dementia to seek early treatment nearer to their homes as one of the first touchpoints for mental services, and ensures that they are well-supported in the community.

FACT THREAD

1 in 10 Singaporeans will experience a mental illness in their lifetime.²

However, **3 in 4 persons** with mental illness do not seek professional help.³



Publicity poster to raise awareness of CREST in the community.

2 Subramaniam M, Abdin E, Vaingankar JA, Shafie S, Chua BY, Sambasivam R, et al. Tracking the mental health of a nation: prevalence and correlates of mental disorders in the second Singapore mental health study. *Epidemiol Psychiatr Sci.* 2019 Apr 5; 29:e29. doi: 10.1017/S2045796019000179. PMID: 30947763; PMCID: PMC8061188.

3 Subramaniam M, Abdin E, Vaingankar JA, Shafie S, Chua HC, Tan WM, et al. Minding the treatment gap: results of the Singapore Mental Health Study. *Soc Psychiatry Psychiatr Epidemiol.* 2020 Nov; 55(11):1415-1424. doi: 10.1007/s00127-019-01748-0. Epub 2019 Jul 17. PMID: 31317246; PMCID: PMC7578124.

How CREST supports the community:

- Raising awareness of the early signs and symptoms of mental health conditions and/or dementia
- Providing basic emotional support to at-risk individuals and their caregivers
- Linking individuals to other mental health service providers based on their needs



Interactive mental health talks, mood and memory screening by CREST Allkin Singapore (formerly known as AMKFSC Community Services) to raise awareness and provide early identification.

Photo credit: CREST Allkin Singapore

FACT THREAD

71 CREST, run by social service agencies with trained care professionals, are across Singapore supporting over 50,000 clients.⁴

Some of the ways CREST engages the community include organising outreach events to share knowledge on mental health, conducting mental health screenings, and making home visitations.

AIC recognises that there are different population groups who require more targeted support such as caregivers who are at risk of burnout or mental health conditions due to their caregiving roles, or those who are newly diagnosed with dementia and their caregivers who require more dedicated support.

Besides supporting clients, CREST also provides support for caregivers via activities and support groups.



4 Information correct as of December 2023.

A caregiver's journey:
How CREST Allkin Singapore uplifted Carolynn



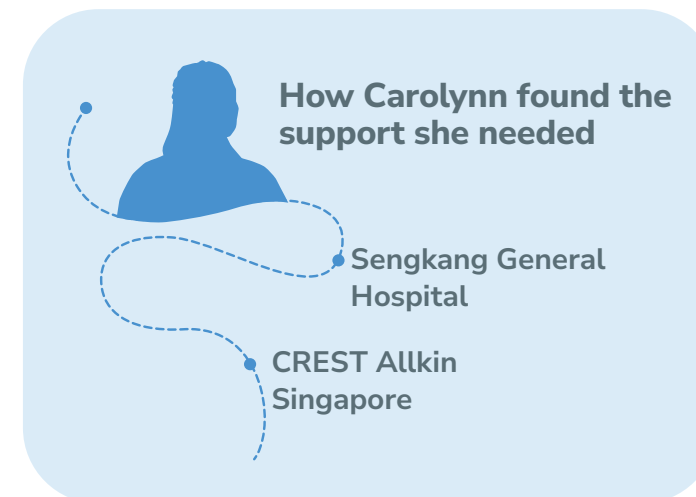
“ I knew that I was burnt out, and on the verge of a serious breakdown. That’s when I decided to take the first step to seek support. ”

Carolynn became the sole breadwinner for her family and caregiver for her elderly mother (who showed signs of having dementia) soon after her father’s passing.

“I couldn’t understand why my mom was being difficult, and we often argued. I felt guilty about feeling this way, especially when my son and my mom could only depend on me. It was a heavy burden to bear on my own.”

"My caseworker from CREST enabled me to better care for and communicate with my mother, find ways to enhance my mental health, and connected me with a community that made me realise I wasn't on this journey alone."

Through CREST, Carolynn discovered a community of fellow caregivers who comforted and uplifted one another through their experiences. She not only gained new insights, but was able to also inspire others by sharing her own journey.



CREST partnering Active Ageing Centres to support seniors

To help seniors stay engaged and socially active, Active Ageing Centres (AACs) were launched in 2021 as drop-in social recreational centres that serve as go-to places for seniors within their geographical area for social- and health-related matters. Seniors living nearby can drop in to bond with neighbours, pick up a new language, or learn to play a musical instrument, among other activities. Beyond this, AAC (Care) provides additional care services and support such as day care and community rehabilitation to seniors who are frail. Currently, there are over 200 AACs in Singapore.

FACT THREAD

1 in 4 Singaporeans will be a senior aged 65 and above by 2030.⁵ With a rapidly ageing population, there is a greater need to help seniors keep active, access better care options, and live more independently in the community.

UNRAVELLING THE "WHY"

Seniors who are socially engaged and active enjoy better mental health, and are less vulnerable to age-related cognitive impairment diseases.

The introduction of AACs saw the potential for closer collaboration between AACs and CREST to provide more holistic support for seniors and better serve those with mental health needs and/or dementia, as well as their caregivers.

CREST works closely with AACs to conduct joint outreach, facilitate early identification of mental health risk factors in seniors, and strengthen care coordination through clearer referral processes, having common identification tools, as well as better communication and information exchange.

CREST is also collaborating with AACs to offer regular cognitive stimulation activities for seniors who are at-risk or demonstrating signs of dementia/cognitive impairment. It is aimed at general improvement or maintenance of cognitive and social functioning through engagement in a range of activities and discussions to stimulate thinking, while promoting communication and conversations.



⁵ Chin, S. F. (2022, September 28). Singapore's population ageing rapidly: Nearly 1 in 5 citizens is 65 years and older. The Straits Times. <https://www.straitstimes.com/singapore/singapores-population-ageing-rapidly-184-of-citizens-are-65-years-and-older>

Caring for caregivers: How Fei Yue AAC and CREST worked together to support Mdm Rosita



“A day in my life? I take care of my husband by helping him around the house, and providing any assistance he needs.”

A 69-year-old retiree, Mdm Rosita had quit her job of nine years to become a caregiver for her wheelchair-bound husband, who has a history of stroke and frequent falls.

“Taking care of him was a 24/7 job. I was so tired, and didn’t have any time to rest. Whenever my husband needed to use the toilet at night, I would have to wake up a few times to help him. I couldn’t hang out with my friends as much either.”

With the responsibility of caring for her husband, along with a lack of sufficient rest and social support, Mdm Rosita’s mental health suffered and she started having suicidal thoughts.

“Thankfully, a social worker at MHPC NHGP (Ang Mo Kio Polyclinic) referred my husband to day care at Fei Yue AAC. Now, he gets to enjoy the activities in day care instead of doing nothing at home. I also have more time for myself now!”

Mdm Rosita was linked to CREST Fei Yue Community Services, who provided her with emotional support and explored a long-term care plan with her. She also registered for respite care services for two weeks so she could visit her family overseas while her husband was cared for at a nursing home.

“Going back to Indonesia to see my family was something I didn’t know I could do before. I’m very thankful for the support that I have received.”



^ Mental Health in Primary Care National Healthcare Group Polyclinics

2.1.2 COMIT providing assessment and intervention

To support the mental health needs of the community, the Community Intervention Team (COMIT), comprising an allied-health led, multi-disciplinary team, provides assessment, counselling, therapy, case management, and psychoeducation support for clients with mental health issues and/or dementia, including their caregivers.

COMIT works closely with the community outreach teams, General Practitioners, polyclinics, and other community partners to provide holistic care to clients.

FACT THREAD
 25 COMIT, run by social service agencies with trained care professionals, can be found across Singapore supporting over 60,000 clients.⁶

Ways COMIT supports the mental health needs of the community



6 Information correct as of December 2023.

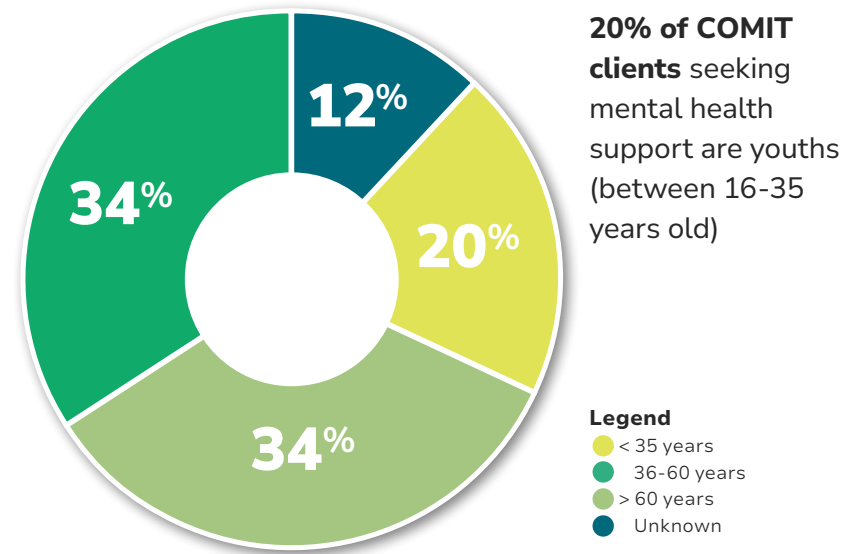
2.1.3 Building community support systems for youth mental health

The 2016 Singapore Mental Health Study conducted by the Institute of Mental Health (IMH) identified the youth population (aged 18 to 34) as a vulnerable group with the highest prevalence of mental disorders, and mentioned the importance of targeted intervention for youths.

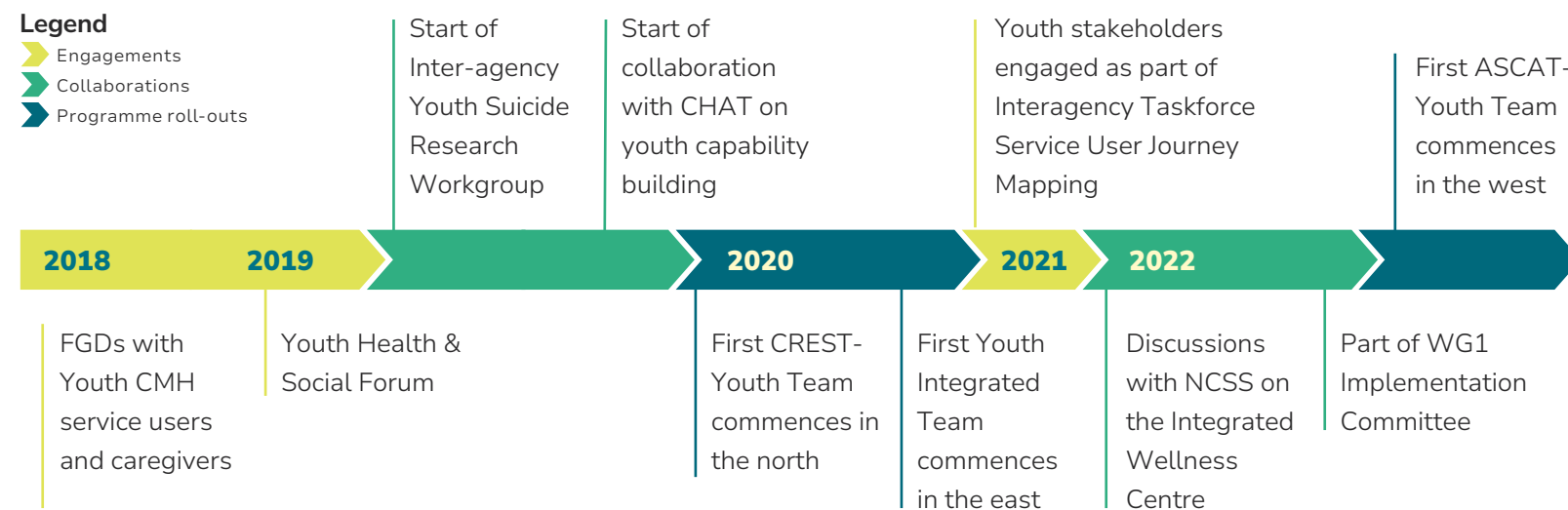
Age groups	Two or more mental disorders	Any mental disorder
18-34	3.1	11.9
35-49	1.0	6.3
50-64	0.1	3.1
65+	0.2	1.3

This is also reflected in client profiles from CREST and COMIT, with the data showing an increased population of younger clients. In 2020, AIC partnered social service agencies to pilot youth community mental health programmes.

COMIT Client Profile



Key milestones of our youth mental health efforts



Youth Community Outreach Team (CREST-Youth)

- Supports youth by improving mental health literacy and building mental resilience from a young age
- Involves parents and peers in the recovery journeys through youth-for-youth initiatives

FACT THREAD

8 CREST-Youth and 4 YIT, run by social service agencies with trained care professionals, are across Singapore to support youths and their families.⁷

CREST-Youth reaches out to and engages youths who are at risk or suspected to have mental health conditions, and raises their awareness on mental health, conducts screening for early identification of conditions, and provides basic emotional support.

The Youth Integrated Team (YIT) provides mental health assessment, intervention, and monitoring for youths with mental health needs. These services aim to provide youths with easy accessibility to mental health services.

The teams also actively collaborate with other youth agencies, schools and community partners to provide holistic case management for youths and their families.



⁷ Information correct as of December 2023.

Giving hope to youths:

How YIT SAMH supported Shannon



“The death of my grandfather in 2016 was the catalyst for my declining mental health.”

Shannon felt her world falling apart when her grandfather — her only confidante and protector in life — passed away. In the following year, she became a victim of sexual assault. A few years later, Shannon experienced constant bullying at school and suffered anxiety attacks. As she struggled with the motivation to study, Shannon decided to drop out of school.

“I was left all alone, with no one to turn to.”

“Instead of feeling relieved when I left school, it was the saddest point in my life and I felt suicidal. I was on the verge of taking my own life when I received a call from Zi Ling, a case worker from Youth Integrated Team (YIT) Singapore Association for Mental Health (SAMH). It was the first time that I truly felt listened to. Until this day, I feel extremely grateful as without that call, I might not be here today.”



Shannon began meeting Zi Ling frequently for counselling sessions. Zi Ling also invited Shannon to events planned by YIT SAMH, where she could engage in meaningful interactions with the community.

“The validation and support that I received from YIT SAMH has tremendously improved my life by giving me the courage to accept myself for who I am, without shame. Through counselling, I have learned to identify symptoms of oncoming anxiety attacks, and techniques to alleviate them.”

2.2 Interlacing primary care with mental health

2.2.1 GPs providing integrated mental health and physical health care support

Beyond treating physical chronic conditions, the role of General Practitioner (GP) clinics in Singapore has come a long way to include mental health services, making support more accessible to all. Two initiatives were introduced to enhance the provision of holistic and integrated care to patients with physical and mental health needs.

Mental Health GP Partnership

The partnership with GPs aims to provide mental health services under Singapore's preventive care programme, Healthier SG. GPs are trained to care for and support patients who are able to manage their mental health conditions independently, and refer them to community help, where appropriate.

UNRAVELLING THE "WHY"

By equipping GPs to offer clinical mental health support in the community, the Mental Health GP Partnership offers convenient, affordable, and highly accessible services for recovering individuals, while ensuring the best possible clinical care.

FACT THREAD

Over 450 GPs are Mental Health GP Partners supporting over 15,000 clients since 2012.⁸

Primary Care Network-Mental Health

Under the Primary Care Network-Mental Health, a team of GPs, nurse counsellors, and care coordinators are on-hand to provide integrated and step-by-step care for patients with chronic and/or mental health conditions.

This team-based approach to providing holistic and integrated care allows patients to receive care conveniently from a nearby GP clinic that's affordable and familiar to them.

2.2.2 Polyclinics enhancing mental health services

Polyclinics have built up their mental health capability and capacity over the years.

As of 2023, 19 out of 25 polyclinics in Singapore are able to support persons with mental health conditions and/or dementia through multi-disciplinary teams to provide holistic physical and mental health care.

8 Ministry of Health. (2023, Oct 5). Launch of National Mental Health and Well-being Strategy. <https://www.moh.gov.sg/news-highlights/details/launch-of-national-mental-health-and-well-being-strategy>



FACT THREAD

In Singapore, all three polyclinic clusters (National University Polyclinics, National Healthcare Group Polyclinics, and SingHealth Polyclinics) offer mental health and/or dementia clinic services. To date, the 19 polyclinics under the three clusters have supported over 32,000 clients.

By 2030, all new polyclinics in Singapore will offer mental health and/or dementia services.⁹

Primary Care

The foundation of our healthcare system and the first line of care in the community is provided through a network of outpatient polyclinics and clinics run by private GPs islandwide.

Polyclinics

Provide subsidised primary care which includes medical treatment, preventive healthcare and health education.

GPs

Provide preventive, acute and chronic care.

Family Medicine Clinics

Provide medical care with support services for chronic disease management.

Community Health Centres

Work with GPs to support patients with chronic illnesses within the community.

Hospital Care

Singapore has 11 public hospitals comprising nine general hospitals, a women's and children's hospital, and a mental health hospital — as well as nine speciality centres.

General Hospitals

Provide multi-disciplinary inpatient and specialist outpatient services, with 24-hour accident and emergency departments.

Specialised Hospitals

Provide specialised care for maternal and child health (KK Women's and Children's Hospital) and mental health (Institute of Mental Health).

Specialty Centres

Provide treatment for cancer, cardiac, eye, skin, neuroscience and dental issues.

Community Hospitals

Provide care for patients who require a period of recuperation, usually after discharge from a general hospital.

9 Ministry of Health. (2023, Oct 5). Launch of National Mental Health and Well-being Strategy. <https://www.moh.gov.sg/news-highlights/details/launch-of-national-mental-health-and-well-being-strategy>

Caring for caregivers:

How Bedok Polyclinic and Club HEAL supported Mdm Hadijah



“ I felt at a loss and burnt out caring for my mother with dementia. I didn't know what to do or where to get help. ”

When Mdm Hadijah's mother was diagnosed with dementia in 2018, nobody in her family knew what to expect as her caregivers.

The 64-year-old retiree explained, “It is difficult to take care of a dementia patient because sometimes, their behaviour and actions are erratic. It can be challenging when you do not have much knowledge in how to care for them.”

“My mother's doctor at Bedok Polyclinic referred me to COMIT Club HEAL. Through their caregiver support groups, I found emotional support and picked up caregiving skills that have helped me immensely.”

In 2021, when Club HEAL started a caregiver support group, the team reached out to Mdm Hadijah through her mother's counsellor and invited her to join them. Mdm Hadijah became an active member in the support group, attending events regularly. Today, she is a Caregiver Advocate supporting other caregivers and helping out at Club HEAL's events.

^ Mental Health in Primary Care SingHealth Polyclinics



“The programme provided by Club HEAL is very beneficial and has helped to reduce the stress and burden I felt. It is important that those who need help come forward to get it.”

2.3 Bridging mental health services between hospitals and the community

2.3.1 ASCAT providing specialist care and capability building

A stitch in time saves nine.

With the Assessment and Shared Care Team (ASCAT), a programme under the Community Mental Health Masterplan, persons living with mental health issues can seek early treatment and community support nearer to their homes.

ASCAT forms part of Singapore's integrated healthcare system and tiered care model, where community partners form the first layer of safety net to care for individuals with mild to moderate mental health issues and their caregivers. Those found to have moderate to severe mental health conditions — for example, depression, anxiety, or sleeping disorders — may then be referred to access fast-track clinical services by ASCAT hospital specialists.

Led by a physician, these multi-disciplinary teams provide assessment, treatment, and holistic care within the community. Besides supporting patients and caregivers, ASCAT also provides training and clinical leadership to build the capability of community mental health providers.

FACT THREAD

Over 33,000 clients have received support from ASCAT.¹⁰

Over 4,000 clients have received community support from the Aftercare programme.¹¹

2.4 Seamless transitional care support

2.4.1 Aftercare helping clients to reintegrate into society

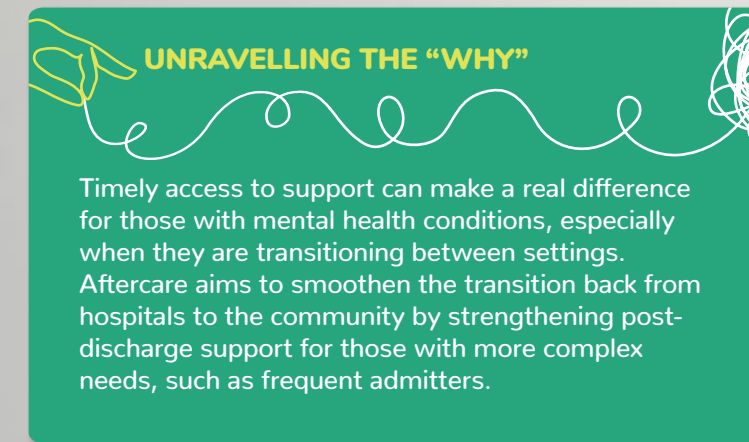
In 2015, the Institute of Mental Health (IMH) started the Aftercare programme to provide transitional care support for clients who have complex needs and frequent relapse episodes.

Through collaborative partnership with community mental health service providers and other partners, Aftercare integrates health and social care to provide holistic needs assessment and management for the benefit of clients.

Today, Aftercare has been expanded to three restructured hospitals — Ng Teng Fong General Hospital (NTFGH), National University Hospital (NUH), and Sengkang General Hospital (SKH) — as well as selected community partners.

¹⁰ Information correct as of December 2023.

¹¹ Information correct as of December 2023.



Dealing with depression: How Aftercare and COMIT supported Ivan



“ My financial decisions triggered my depression and I was constantly afraid that something bad will happen.”

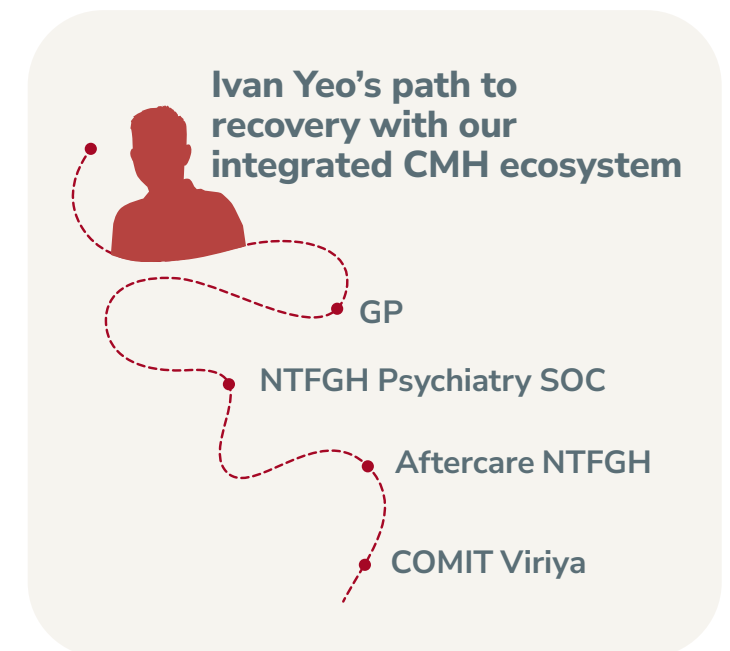
Guilt-stricken for causing financial hardship to his family, Ivan felt so depressed that he found it hard to carry out his job. Eventually, he even developed suicidal thoughts.

He visited a GP clinic to get medication for depression. Here, his doctor made the call to refer Ivan to Ng Teng Fong General Hospital (NTFGH) Psychiatry Specialist Outpatient Clinic (SOC).

Ivan saw a psychiatrist specialist doctor at NTFGH and received psychiatric assessment, diagnosis and treatment. Ivan's psychiatrist specialist doctor also referred him to see a psychologist for psychotherapy.

“I received tremendous support from my Case Management Officer (CMO) at NTFGH who followed up closely with me on my progress and linked me up with a community counsellor, who helped me to understand my mental health condition better.”

While he was undergoing treatment at NTFGH, Ivan consented to be referred to community partner COMIT Viriya Community Services for counselling support and crisis management.



COMIT Viriya has since been working closely with Ivan's CMO to manage his condition. With the combination of adhering to his treatment plan, receiving support from his family and having strong intrinsic motivation to get better, Ivan made significant progress in his recovery journey. After six months, his mental health stabilised and he also gained greater awareness of his condition. NTFGH's Psychiatry team is currently following up with Ivan for regular medication and he has since returned to the workforce.

2.5 Growing an integrated mental health ecosystem for coordinated care

2.5.1 Western Region Integrated Network

To support clients with mental health issues and dementia needs in Singapore's western region, AIC and the Psychological Medicine department of National University Health System (NUHS) set up the Western Region Integrated Network comprising partners from the tertiary care, primary care, and community care sectors across the tiered care model.



The Western Region Integrated Network has four key components:

1. **A tiered triaging system** that stratifies clients by needs, severity and risk levels to appropriate care settings aligned to the national tiered care model.
2. **A structured framework** with shared referral protocols and standardised assessment tools, so that all care partners within the Network understand one another to facilitate smoother care transitions for the clients.
3. **Building mental health capability** by developing skills-based training and programmes on a local level for primary care and care providers which include onsite co-supervision of cases and involving the community partners in Multi-Disciplinary Team (MDT) meetings, etc.
4. **Clinical leadership** by NUHS to form a collaborative support network, through regular platforms with community partners, primary care and NUHS Regional Health System Office to share success stories and good practices with the community and primary care partners.

Since November 2021, NUHS has been holding regular platforms involving NUHS Regional Health System Office, National University Polyclinic, and 14 adult and youth mental health community partners in the western region of Singapore.



Participants at the 5th Western Regional Engagement Session in February 2024.

By leveraging collaborative partnerships, the Western Region Integrated Network has formed the foundation for better client flow and care transition. This has added to strengthening Singapore's mental health ecosystem.

Between April 2022 to December 2023, close to 600 stabilised clients were appropriately right-sited to primary care and community partners.

FACT THREAD

In 2023, to build up the capabilities of community partners, NUHS implemented:

- 55 online Multi-Disciplinary Teams case discussions
- 12 e-learning modules with over 460 sessions conducted via Thinkific
- 10 batches of community partner attachments
- 35 skills-based training workshops
- 17 youth mental health screening workshops under the Masterclass Youth Mental Health workshops

2.5.2 CARITAS Integrated Dementia Care Network in the Northern Region

Building and integrating care services

In 2012, AIC and Khoo Teck Puat Hospital (KTPH) started the CARITAS Integrated Dementia Care Network comprising CREST, COMIT and the KTPH dementia multi-disciplinary team. Since then, the Network has been providing person-centred care to the community, clients, and their caregivers in the northern region.

As a sector developer, AIC acts as a facilitator by linking relevant partners to the Network to co-develop solutions for raising awareness, so persons living with dementia and their caregivers are better supported in the community. Over the years, the CARITAS Network has expanded to include other partners such as primary care providers and dementia day care partners, so that there is continuum of care for their clients and caregivers.

Singapore's dementia ecosystem in the north

Restructured Hospitals (RHs)/ASCAT and Shared Care

North: KTPH

- Specialised care
- Expertise, training and support

Dementia-Friendly Communities (DFCs), Singapore Police Force (SPF), Grassroots, Community Development Councils, Social Service Offices, Family Service Centres, and Senior Activity Centres

Active Ageing Centres, Nursing Homes, Home Care

North: All Saints Home, Apex Harmony Lodge, AWWA, NTUC Health Co. Ltd., Orange Valley Nursing Home, Singapore Christian Home, Society for the Physically Disabled (SPD), St. Luke's ElderCare, Sree Narayana Mission (Singapore), SWAMI, TOUCH Community Case Management, Vanguard Senior Care

- Long-term care



Client's/Caregiver's needs

- Awareness of dementia and symptoms
- Avenues to diagnosis and management
- Be connected to suitable health and social care and support services

Polyclinics/General Practitioners (GPs)

North: Woodlands Polyclinic, Yishun Polyclinic

- Assessment and diagnosis
- Risk stratification

Allied Health-led Community Intervention Teams (COMIT)

North: Allkin Singapore, Club HEAL, Dementia Singapore, Montfort Care, Singapore Anglican Community Services

- Psycho-social therapy
- Counselling
- Psycho-education
- Caregiver support

Community Outreach Teams (CREST)

North: AWWA CREST, Club HEAL CREST, Montfort Care

- Outreach and mental health awareness
- Service linkage
- Long-term follow up
- Basic emotional support

Mental health helpline

- 24-hr support line
- Home visits for crisis cases

Community care coordinator/Caregiver support

- Care coordination for cases not known to RHs
- Right-siting of clients to GPs

Beyond this, CARITAS collaborates closely with the Yishun Dementia-Friendly Community to create an inclusive community, where persons living with dementia and their caregivers will be able to get help and support to reduce caregiver stress and fatigue.

AIC also hosts regular retreats to foster the sharing of learning points across partners, in addition to facilitating regular multi-disciplinary meetings and networking sessions.

The regular communication platforms and structured processes between KTPH and their partners facilitate cross-sharing of information on their clients and caregivers, as well as the escalation of care issues to allow for timely response to care needs. Through this integrated Network, the needs of clients and caregivers are met more holistically and care resources are allocated more efficiently across settings.

In 2020, research evaluation of the Network demonstrated that CARITAS-integrated dementia care is a cost-effective intervention that showed promising outcomes for persons living with dementia and their caregivers.¹² This provided validation for the efforts of all stakeholders in the CARITAS Network and affirmed the need to continue strengthening the dementia ecosystem.

2.5.3 Gearing towards the #DementiaFriendlySingapore Movement

Beyond health and social care services, it is important to rally the broader community to build a caring and inclusive society to support persons with dementia and their families. To this end, Dementia-Friendly Singapore (DFSG) was announced as a national initiative by MOH in 2016 to address dementia prevalence in Singapore.



UNRAVELLING THE "WHY"

By creating inclusive communities to support persons living with dementia and their caregivers, we enable them to continue living well at home for as long as possible.

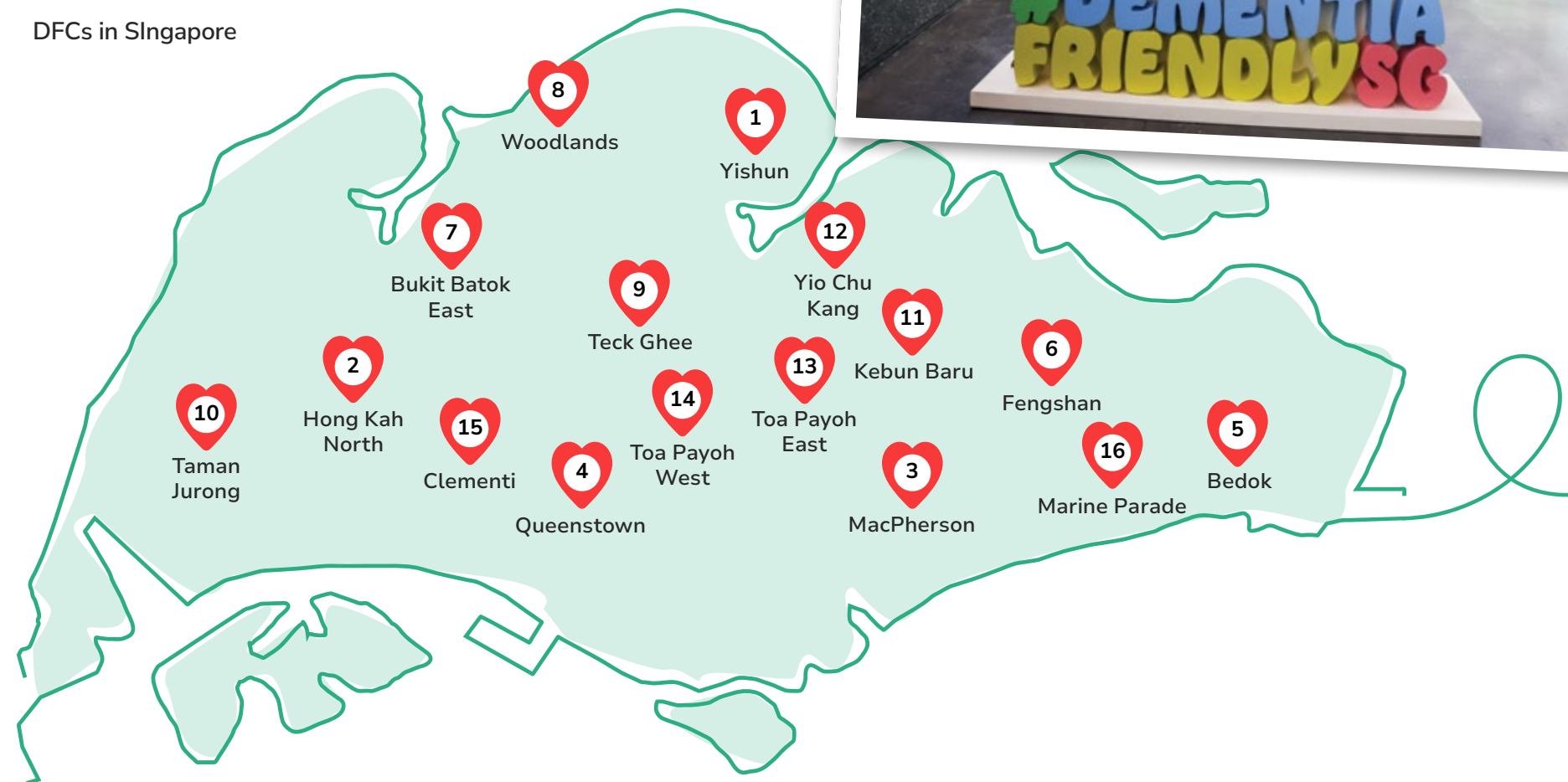
¹² Ha NHL, Chan I, Yap P, et al. Mixed-method evaluation of CARITAS: a hospital-to- community model of integrated care for dementia. *BMJ Open* 2020;10:e039017. doi:10.1136/bmjopen-2020-039017

DFSG hopes to build a caring and inclusive society to support persons with dementia and their families, where they feel respected, valued, and continue to lead independent lives at home and in the community.

From 2017 to 2021, the initial phase of building Dementia-Friendly Communities (DFCs) focused on increasing community dementia awareness and building local support. Today, the number of DFC sites has increased to 16.

The next phase (2022 to 2027) is to scale dementia-friendly initiatives towards building a Dementia-Friendly Singapore (DFSG).

DFCs in Singapore



#DementiaFriendlySG Exhibition 2024



DFSG aims to achieve a more systemic shift towards a dementia-friendly nation (through prevention, early identification, care and support) with three broad strategies:

- **Engage society** to understand and be more aware of dementia to create an inclusive environment
- **Empower partners** to better support their clients through the expansion and integration of services, and strengthening established networks of care
- **Enable influencers and decision makers** to advocate good dementia-friendly practices in their organisations through strategic collaborations

Key achievements at a glance¹³

<p>Engaging the community to support persons living with dementia by raising awareness.</p>	<ul style="list-style-type: none"> • 16 DFCs implemented • > 600 Dementia Go-To Points islandwide • Reached out to > 260,000 people • DementiaHub.SG established as a one-stop portal, reaching over 100,000 unique visitors
<p>Empowering at-risk individuals and their caregivers with tailored services and support.</p>	<ul style="list-style-type: none"> • Piloted Assisted Living concept to support persons living with dementia staying at Kebun Baru rental flats • Eight Caregiver Support Networks set up, supporting over 350 caregivers • > 100,000 clients and caregivers supported by CREST and COMIT • 360° Virtual Reality Dementia-Friendly HDB Home Design Guide launched on DementiaHub to help caregivers make their home more dementia-friendly
<p>Enabling partners to adopt dementia-friendly designs in the community to support persons living with dementia.</p>	<ul style="list-style-type: none"> • > 12,600 downloads of the Dementia Friends mobile app, which successfully transitioned to the CARA app with almost 4,000 members • Launched useful resources to raise awareness of and de-stigmatise dementia • Partnered key stakeholders, including those in building and transport, to adopt dementia-friendly design and practices



13 Information correct as of December 2023.

Weaving the fabric of a Dementia-Friendly Singapore

- **Dementia Go-To Points** serve as resource centres and safe return points in the community for persons with dementia who need help finding their way.
- **Expanding strategic partnerships with corporates** such as SMRT Corporation Ltd and the National Museum of Singapore to incorporate dementia-friendly practices in their staff training, internal work process, and environmental design.

FACT THREAD
5 sectors (building, transport, retail, arts and leisure, and finance and banking) have been identified as priority areas for dementia-friendly initiatives.

- **Building Dementia-Friendly Neighbourhoods** through pilots and research studies to integrate dementia-friendly upgrades in neighbourhoods.

FACT THREAD
In 2023, AIC, the Centre for Livable Cities (CLC), and the Singapore University of Technology and Design (SUTD) published a study titled 'Creating a Dementia-Friendly Neighbourhood: A Yio Chu Kang Pilot Project'.



Dementia-friendly design prototypes in Yio Chu Kang.

Dementia Go-To Points: How an SMRT train station staff helped Uncle Lim get home



“ The dementia training gave me the confidence and know-how to communicate with and assist persons living with dementia. ”

In Singapore, train stations and bus interchanges are designated Dementia Go-To Points (GTPs) that function as safe return points for persons living with dementia.

As a frontline staff at SMRT Corporation, Station Manager Hzlinah Binte Abdul Hamid's daily responsibilities include supporting people living with dementia and helping to reunite them with their loved ones. As part of her training, Hzlinah underwent courses that raised her understanding of dementia, and equipped her with knowledge and skills to communicate with persons living with dementia.

On 14 November 2021, Hzlinah was on duty at the North-South Line Bishan station Passenger Service Centre (PSC) when a caring commuter brought in an elderly man, Uncle Lim. He looked lost and disoriented, and could only speak Hokkien. Despite the language barrier, Hzlinah was well-prepared to help Uncle Lim, thanks to her training.

First, she used the CARA app by Dementia SG to search for reports of missing persons. There were no matching reports, so Hzlinah escorted Uncle Lim to the SMRT WeCare room at the station, accompanied by a colleague, where he could rest and get some refreshments.

Helping Uncle Lim, an elderly living with dementia, get home



Passenger brought a lost Uncle Lim from Bus 156 to the Passenger Service Centre

Staff contacted Uncle Lim's family

Family members fetched Uncle Lim home

Hzlinah and her colleague managed to establish contact with Uncle Lim's daughter, and his family members arrived at the station within an hour to pick him up. Uncle Lim's family was deeply appreciative and grateful to Hzlinah and her colleague for assisting their loved one and letting them know he was safe.

As we work together to build a Dementia-Friendly Singapore, caregivers will have greater peace of mind knowing that assistance is available for their loved ones.

2.6 Strengthening the fabric of the Community Mental Health sector

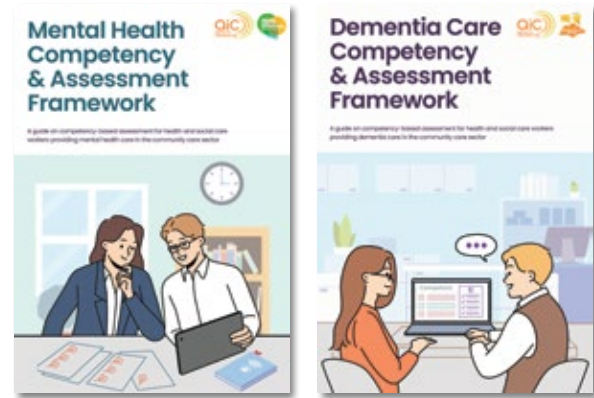
Competency frameworks

To align training standards and build up the capability of Community Mental Health service providers, AIC worked with clinicians and community practitioners to develop two competency frameworks for community mental health and community care staff:

- **Dementia Care Competency Framework (DCCF)** in 2016
- **Mental Health Competency Framework (MHCF)** in 2020

Assessment frameworks

A set of assessment frameworks have also been developed to facilitate the use of the competency frameworks, and enhance adoption through the use of performance criteria and self-assessment.



Guides on competency-based assessments for health and social care professionals.

AIC also focuses on continual learning and development by bringing in experts to conduct specialised workshops to address localised learning gaps, and share best practices through learning and sharing sessions and Communities of Practice (CoP).

To date, AIC has facilitated five sessions of the Dementia-Friendly Communities CoP and six sessions of the Youth CoP, bringing community partners together to cross-share learnings and tips.

Blended workshops and e-learning

Training was provided for frontline staff from government agencies, community partners, corporates and volunteers to equip them with basic knowledge of mental health conditions and dementia, so they can identify and respond to individuals and their caregivers in the community.

FACT THREAD

Over 100,000 frontline staff of government agencies and community partners have been trained to identify and respond to persons with mental health conditions as of December 2023.

UNRAVELLING THE "WHY"

The assessment frameworks ensure competency standards and care delivery are consistent, and identify training gaps more accurately so suitable mental health courses can be recommended.

Chapter 3

Tailoring the future

of Community Mental Health

Tailoring the future of Community Mental Health

3.1 National Mental Health and Well-being Strategy (2023)

What we want: a world where people with mental health needs can seek help without stigma, and are readily supported for their recovery.

To make this a reality, the Inter-agency Taskforce on Mental Health and Well-being launched the National Mental Health and Well-being Strategy in 2023 with the aim of improving the accessibility and quality of Singapore's mental health ecosystem.



FACT THREAD
 Chaired by Dr. Janil Puthucheary, Senior Minister of State, Ministry of Communications and Information & Ministry of Health, the Taskforce is co-led by MOH and the Ministry of Social and Family Development (MSF).

The Strategy covers four focus areas:

1. Expanding capacity of mental health services
2. Enhancing capabilities of service providers for early identification and intervention
3. Promoting mental health and well-being
4. Improving workplace mental health and well-being

Enhancing mental health service delivery through a tiered care model

Under the new national strategy, a tiered care model will organise mental health services and support measures according to the severity of an individual's needs.

Service providers will be equipped to refer individuals to the appropriate tier of services using standardised detection, assessment, and referral protocols.

This ensures mental health care will be delivered in a more timely and effective way.

	Tier 1	Tier 2	Tier 3	Tier 4
	Mental well-being promotion	Low-intensity services	Moderate-intensity services	High-intensity services
Who will benefit?	Healthy individuals (i.e., coping well, no or minimal symptoms of mental health conditions)	Individuals with low mental health needs (e.g., some difficulties coping, mild symptoms of mental health conditions)	Individuals with moderate mental health needs (e.g., difficulties coping, moderate symptoms of mental health conditions)	Individuals with high mental health needs (e.g., major difficulties coping, showing severe symptoms of mental health conditions)
Objective	Promote and maintain mental well-being for all individuals, and prevent development of mental health conditions	Facilitate coping and prevent the escalation of symptoms	Reduce severity of symptoms	Reduce severity of symptoms and stabilise chronic mental health conditions
Examples of interventions/ resources provided	School curriculum to build mental well-being and resilience Public education and self-help (e.g., MindSG, SG Mental Well-Being Network) Parenting/Peer/Community support Workplace mental well-being support	Mental health needs detection Counselling Stress and anxiety management, social skills training, behaviour management	Mental health assessment* Psychotherapy (e.g., Cognitive Behavioural Therapy) Medical treatment	Psychiatric assessment+ and diagnosis Specialised and longer-term psychological interventions Medical treatment Emergency services

* A mental health assessment is conducted to gather detailed information and to gain a deeper understanding of an individual's needs. It includes identifying the nature of the issue(s), determining the severity of the issue(s), determining a diagnosis (where relevant), and developing specific intervention recommendations to address the issue(s). It is often supported by results from psychological tests, clinical interviews, and behavioural observations.

+ Psychiatric assessment is conducted to determine or rule out certain diagnoses, through evaluating an individual's current mental health symptoms, function, and history. It is used to inform specific treatment plans tailored to the needs of the individual.

Partnering public, private, and people sector agencies

Recognising the need for whole-of-society involvement, the national strategy involves care providers across the health, social service, and community sectors to co-develop the mental health care model. The aim of this multi-agency partnership? To improve the accessibility, coordination and quality of mental health services for the adult and youth population.

3.2 Future threads: Key focus areas for 2025-2027

The next phase of the Community Mental Health Masterplan from 2025 to 2027 will focus on developing the mental health ecosystem, building the quality of service and capability of service providers, and further enhancing accessibility.

Expanding our network of support in the community

Structured training programmes, case discussions provided by training providers including ASCAT, and the curated resources developed by AIC have equipped community mental health and primary care providers with requisite mental health competencies to provide effective support for their clients.

Looking forward, basic training will be extended to other sectors in the frontline, such as retail staff and care staff from the social sector (e.g. Family Service Centres and Social Service Offices) to ensure they are able to recognise signs and symptoms of mental health conditions and dementia. This would be essential for early identification and intervention for those who may require support.

Making information easily accessible

A community mental health microsite will be launched in 2024 to promote public awareness and outline available mental health services in the community.

The microsite includes a wayfinding tool which enables users to find Community Mental Health services such as CREST, COMIT, GPs and polyclinics located near them to support their needs.

Other than the microsite, the public can access easy-to-use mobile applications and web-based services. These digital tools facilitate early self-detection and self-help, and empower individuals to take proactive steps towards managing their mental health, ultimately contributing to a more resilient and mentally healthy society.



Chapter 4

A tapestry of appreciation:

**Hearing from
our leaders,
stakeholders,
and partners**

Many voices. One people dedicated to better mental health for all.

“ The Community Mental Health sector has grown tremendously since the launch of the Community Mental Health (CMH) Masterplan in 2012. Today, we have 29 partners with over 90 community-based teams, 450 GPs, 19 polyclinics and 13 teams in the hospitals supporting the community. All these would not have been possible without our partners' dedication and perseverance. On behalf of AIC CCMHD, I thank you for journeying with us and for your support over the years.

It is exciting to witness the launch of the National Mental Health and Well-being Strategy which spans across different ministries and agencies. While there has been significant progress over the past 10 years, there remains much to be done in the Community Mental Health sector.

The next phase of the CMH Masterplan will focus on better integrating support across settings, strengthening mental health capability of the sector and enhancing access to support.

I look forward to continuing this journey with our partners to better empower and enable people with mental health needs and their caregivers to live well in the community. ”

See Yen Theng
Chief, Caregiving and Community Mental Health Division (CCMHD)
Agency for Integrated Care (AIC)

“ I am delighted to see this coffee table book chronicle our incredible Community Mental Health journey, and congratulate the AIC team for this amazing endeavour. The National Mental Health Blueprint and the Community Mental Health Masterplan have certainly laid solid foundations for our National Mental Health and Well-being Strategy. We stand on the shoulders of giants, both individuals and entire organisations, who had over the past few decades contributed tirelessly to improving the mental health landscape in Singapore, and will continue to galvanise whole-of-Government and whole-of-society efforts to achieve our vision and goals set out in our strategy. ”

Dr Harold Tan
Director (Mental Health Office)
Ministry of Health (MOH)

“ Like all journeys, we had our ups and downs, and cheers and jeers. But this was always met with lots of hard work by many passionate team members, partners and funders. 13 years on (since 2011), I am proud to see that the ecosystem is flourishing with the integrated network across the social, health and community sectors. With the announcement of the National Mental Health and Well-being Strategy, I believe we are moving in the right direction towards achieving our vision of integrated community living, and ageing in place.

It has been a privilege to co-develop the CMH Masterplan with our CMH partners and colleagues from AIC and MOH. I would like to express my utmost gratitude and appreciation for the support of many partners who have walked this journey with us. Wishing AIC and our partners all the best in the next phase of the CMH journey as we move towards greater digital enablement! ”

Dr Tan Weng Mooi
Director/Head (InHealth), MOHT
Former Chief, Caregiving & Community Mental Health Division, AIC

“ Congratulations to AIC on the launch of the 'Weaving the Community Mental Health Masterplan' coffee table book! We appreciate the strong partnership with AIC over the years to enhance community mental health and well-being in Singapore. In particular, we are encouraged by AIC's active contribution to the Beyond the Label (BTL) movement to combat stigma against mental health conditions. Strengthening mental health is a national agenda and I look forward to our continued partnership to strengthen the mental wellbeing of our community. ”

Tan Li San
Chief Executive Officer
National Council of Social Service (NCSS)

“ It has been a fulfilling journey for MSF — working with our social service partners as well as community mental health agencies, under the National Mental Health and Well-being Strategy 2023, to enhance community mental health in Singapore. Our work on setting up first-stop touchpoints and a common Practice Guide will help us integrate both healthcare and social services and help ensure that those with mental health concerns get the help they need promptly. ”

Denise Low
Director, Service Delivery Division
 Ministry of Social and Family Development (MSF)

“ Since its launch in 2012, the CMH Masterplan has been key in bringing help and support closer to those who need it, especially in the community. Building on this strong foundation, we are thankful for AIC’s support for the work of the SG Mental Well-Being Network and Well-Being Circles, to encourage partnerships and strengthen peer support networks for mental well-being in the community. We need all hands on-deck as we work towards the vision of a society where no one has to struggle alone. ”

Tan Lin Teck
Senior Director (Youth)
 Ministry of Culture, Community & Youth (MCCY)

“ In the field of community mental health, the contribution of every partner is crucial. To our dedicated partners, your unwavering commitment and collaborative spirit are the cornerstones upon which we make progress. The Health Promotion Board would like to express our deepest appreciation for your invaluable contributions, and we look forward to more collaborations ahead. Together, we can co-create a future in which everyone prioritises mental health and has accessible support in their communities! ”

Joanna Chan
Group Director (Programmes)
 Health Promotion Board (HPB)

“ TOUCH’s commitment to fostering mental well-being in the community would not be possible without strong partnerships. Through collaborations with agencies such as AIC, we have been able to offer a continuum of community-centric mental health programmes to cater to diverse needs.

The launch of the National Mental Health and Well-Being Strategy is a rallying call for everyone to make a difference. This whole-of-society approach will enable us to build a community where families are strong and resilient, and where individuals are supported in seeking help. ”

James Tan
Chief Executive Officer
 TOUCH Community Services

“ Dementia Singapore partnered with AIC from the very beginning of the CMH Masterplan to develop specialised COMIT and CREST for people with dementia and their caregivers. Over the years, this partnership has benefited many families who would have been lost without the support. Hence we are extremely grateful to AIC for initiating these two programmes which till today is still so crucial in our journey to make Singapore a more dementia inclusive community. Wishing AIC greater success in the CMH landscape! ”

Jason Foo
Chief Executive Officer
 Dementia Singapore

“ We are honoured to collaborate with AIC to provide COMIT and CREST services. These services enable us to reach out to individuals and families struggling with mental health issues, and at the same time provide accessible and holistic services to them. It is a humbling journey as we support our clients and families in their mental health recovery — to bear witness to their trials and tribulations, and to celebrate their resilience to bounce back from adversity. All this is made possible by the many partnerships formed in the community and health institutions including polyclinics and ASCAT from various hospitals. ”

Samuel Ng, BBM
Founder/Chief Executive Officer
 Montfort Care

“ Our preparedness for the uncertain world can be emboldened by creative and out-of-the-box responses instead of leaving the mind defaulting to worrying. Changes around us can offer new possibilities when our mind is open and accepting of the unpredicted situation. Our happiness depends on us seizing the opportunities presented; we don't have to feel defeated when things don't go our way. Our unique mindfulness courses offer the training the mind needs to be equipped with the skills to be flexible and resilient. ”

Adj. A/Prof Angie Chew
Chief Executive Officer & Mindfulness Principal
 Brahm Centre

“ Over the last 10 years, more emphasis has been put on mental health and bringing accessible care to the community. Our work in IMH is just one part of the ecosystem that we need to continue developing. It has been an honor to be working closely with primary care doctors like the GPs and polyclinics, as well as training and collaborating with community partners who support numerous cases in the community. I look forward to the progress Singapore will make in the coming decade. ”

Dr Gillian Lim Shanhui
Chief (Central Region), Consultant |
ASCAT Programme Director
 Institute of Mental Health (IMH)

“ Since the start of the CMH Masterplan, NHGP has been privileged to enhance our mental health services to our patients.

With like-minded co-workers, we established a multi-disciplinary team and developed workflows allowing us to pilot and scale up our services rapidly. Building on this success, NHGP has gone on to other mental health projects: postnatal depression, youth mental health, and behavioural health.

NHGP is thankful to our partners including our specialists at KTPH, IMH, MOH, and AIC. ”

Dr Winnie Soon
Programme Director of Health and Mind Service
Family Physician, Senior Consultant
 National Healthcare Group Polyclinics (NHGP)

“ The Community Mental Health sector has grown and matured significantly since the CMH Masterplan was launched in 2012. The Health Wellness Programme (ASCAT CGH) is honoured to have played an important role in this journey — providing clinical leadership, building networks and enhancing the capabilities of community mental health partners ranging from primary care physicians to social service agencies to deliver mental health interventions in the community. With the renewed focus on building the ecosystem of community mental healthcare, we will continue to forge strong collaborations with the different stakeholders to realise our shared aspirations of better mental well-being for our people. ”

Dr David Teo Choon Liang
Senior Consultant, Department of Psychological Medicine |
ASCAT Programme Director
 Changi General Hospital (CGH)

“ In fostering progress within Singapore's community mental health programmes, it is crucial to cultivate a holistic and inclusive approach; to remove all barriers to create a supportive environment that prioritises mental well-being for all individuals.

AIC has been crucial in leading innovative solutions and a comprehensive mental health network through a multi-faceted approach that addresses the unique needs of each community.

By allocating resources to community-based programmes, interventions such as counselling services and psychoeducational initiatives can cater to the specific needs of the community, with ASCAT providing the training to uplift the sector, and clinical leadership to strengthen the ecosystem. ”

Dr Michael Yong
Group Chief, Psychological Medicine | ASCAT Programme Director
 National University Health System (NUHS)

“

SHINE is thankful to contribute towards youth well-being in Singapore. Our aspiration is a community where mental health is viewed with the same importance and care as physical health. Where stigma surrounding mental health is replaced with empathy, understanding, and support. We aspire for services to be accessible to anyone, regardless of their background or circumstances. Let us strive for a community where mental health education is integrated into various aspects of life, from schools, workplaces, and beyond.”

Lee Seng Meng

Executive Director

SHINE Children & Youth Services

“

Since 2018, NEA has been collaborating with AIC to equip our enforcement officers with the necessary “Mental Health Awareness” knowledge and skills to observe and assist members of the public exhibiting mental health behaviours in the course of their enforcement work in the field. NEA cherishes this partnership and looks forward to continuing working with AIC in building our enforcement officers’ capabilities in this area.”

Nur Syafawani Redzwan

**Manager (Singapore Environment Institute,
Corporate Service Group)**

National Environment Agency (NEA)

