



Empowering Seniors Workgroup:



Get a different result ...  
Get people participating!  
Get service users to voice!

Version 1.0

This resource kit was introduced at Empowering Seniors Workshop: Service User  
Participation in Senior Services on 14 August 2019

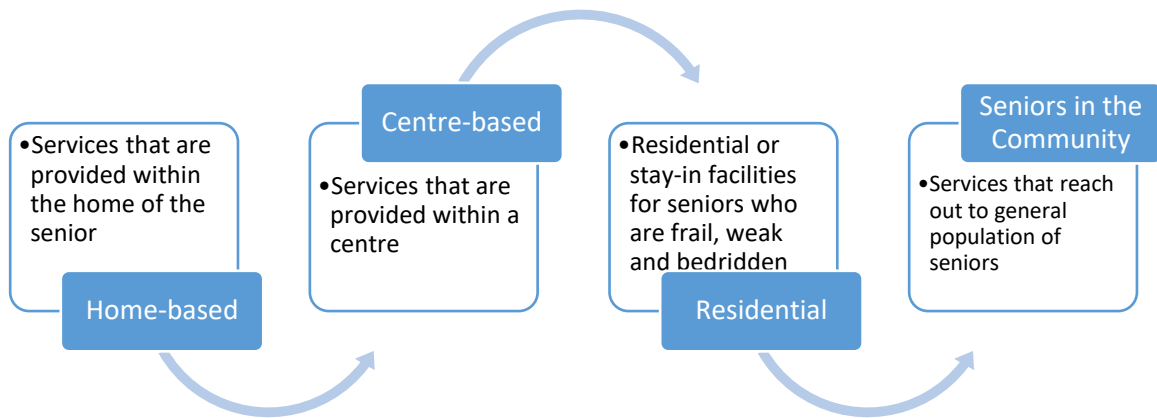
# CONTENTS

	Page No.
<b>1 Welcome</b>	<b>4</b>
<b>2 Introduction to 'Empowerment'</b>	<b>5</b>
<b>3 Why is empowerment important in caring for the seniors?</b>	<b>7</b>
<b>4 Potential Benefits of Empowering Service Users through User Participation</b>	<b>10</b>
<b>5 Tool : Ladder of User Participation &amp; Its Application</b>	<b>11</b>
<b>6 Step-by-step Guide in Implementing User Participation</b>	<b>16</b>
<b>7 Case Studies</b>	<b>17</b>
<b>8 Annex : Templates</b>	<b>27</b>
<b>9 What can you do next?</b>	<b>31</b>
<b>10 References</b>	<b>32</b>

# 1. Welcome

Dear colleagues and partners,

Welcome! This resource kit is compiled for agencies that provide services to support seniors in the various service settings. These settings include:



We hope that this toolkit will be useful for any agency that wish to adopt empowering principles to increase the level of user participation in the design and delivery of seniors services.

This resource kit is developed by the Empowering Seniors Workgroup represented by eight organisations, co-chaired by the National Council of Social Service and Agency for Integrated Care. This production is an introductory level and will require further enhancement. The final version of the resource kit will be made available in 2020.

We hope you find this resource kit useful.

*Kind Regards*

## **Empowering Seniors Workgroup**

National Council of Social Service  
Alzheimer's Disease Association  
AMKFSC Community Services Ltd  
Filos Community Services  
RSVP Singapore

Agency for Integrated Care  
Jamiyah Nursing Home  
Sree Narayana Mission (Singapore)  
Tsao Foundation  
Ng Teng Fong General Hospital, member of NUHS

## 2. Introduction to 'Empowerment'

1. By definition, 'empowerment' is:

❖ *The process of enhancing the capacity of individuals or groups to make choices and to transform those choices into desired actions and outcomes (The World Bank)*<sup>1</sup>

❖ *The process by which people gain control over the factors and decisions that shape their lives. It is the process by which they increase their assets and attributes and build capabilities to gain access, partners, networks, and/or voice, in order to gain control. (World Health Organization)*<sup>2</sup>

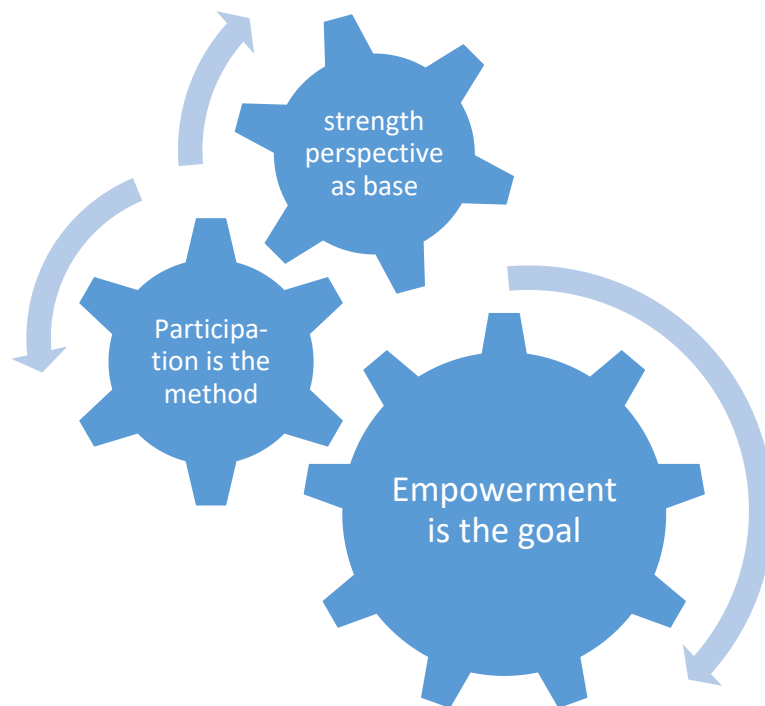
2. But what are the differences between 'empowerment', 'participation' and 'enablement'?

❖ To participate means to take part. A person is said to participate in an issue or an event when he is actively concerned about it, whether or not he takes an action to demonstrate this concern<sup>3</sup>.

❖ 'Participation' is a way of enabling people to participate in all the decisions and actions that affect their lives. In practice, participation is recognising people have the right to have their opinions and perspectives heard, creating structures to allow these perspectives to be heard, acting on what is being said and feeding back to the people on the impact that their participation has had<sup>4</sup>.

❖ It is important to distinguish between 'enablement' and 'empowerment'. Although the development of capabilities (enablement) is a *significant step* towards empowerment (the redistribution of power to the enabled), a success in enablement may not necessarily imply success in empowerment. To raise the participation levels of senior service users by providing information to clients, consulting them, encouraging service users to make decisions and delegating the power to the elderly.

- ❖ Lee and Siok (2003) states empowering senior service users by **enabling them to participate is an objective of user participation promotion**. User Participation is ‘an active involvement<sup>5</sup> of a service user in the process of receiving services’. Hence there is close relation between user participation and empowerment.

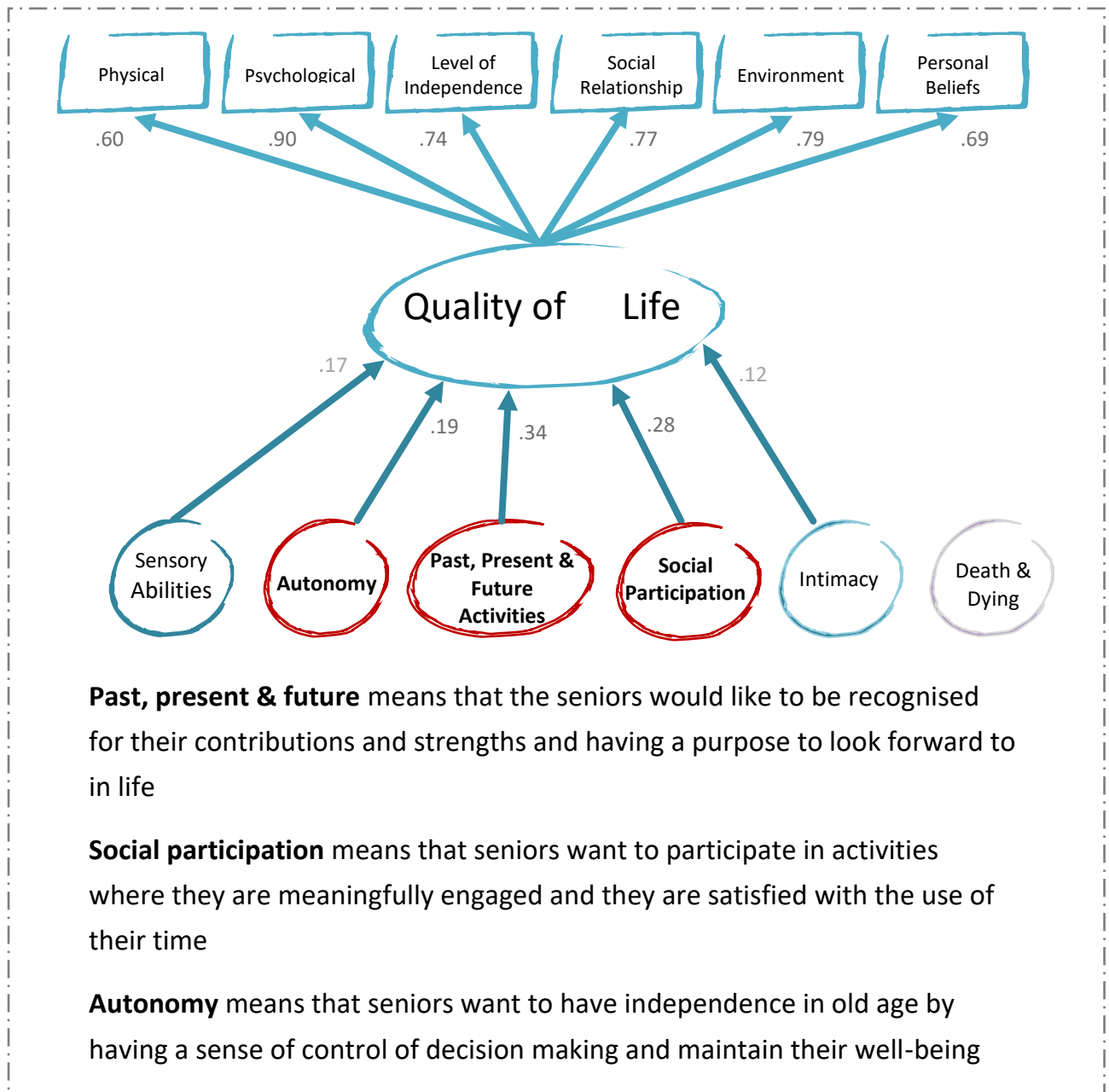


Empowerment-Participation-Strengths model<sup>6</sup>

Kam, Ping Kwong (2019)

### **3. Why is empowerment important in caring for the seniors?**

1. We are probably more familiar with a medicalised approach in caring towards the seniors, particularly the assumption that old age necessarily equates with physical and intellectual decline. In the 'care of the elderly' model, the emphasis is on providing care and comfort, on the assumption that this is what the seniors need.
2. Thompson and Thompson (2001) argued that unless the medical model is challenged, the seniors will continue to be conceptualised by service providers and policy-makers as recipients of care. In the empowerment model, it emphasises on the practitioners to use his or her skills to help people empower themselves, both individually and collectively.
3. The NCSS Quality of Life of Seniors Study found that recognising seniors' strengths and providing opportunities for seniors to lead a purposeful life are key to improving their quality of life.



4. Hence, seniors should not be passive recipients of services, but active participants and contributors in the service design and delivery. We need to re-look at the way our services are delivered today.





*It was found that the receipt of social support, such as receiving money, food, clothing and housework help, reduced depressive symptoms among older individuals but at the same time made them feel they had lost their control over their lives. This loss of control in turn increased their depressive symptoms, counteracting the positive effect of receiving social support.*

Based on survey administered to 2766 older adults aged 62 to 79 who are part of the “Panel on Health and Aging of Singaporean Elderly (PHASE)”. A study by Assistant Professor Rahul Malhotra and Shannon Ang from Duke-NUS Medical School<sup>7</sup>

## **4. Potential Benefits<sup>8</sup> of Empowering Service Users through User Participation**

Benefits for the individual and communities

- ❖ For individual service users, the benefits may include increased confidence and self-esteem and the chance to acquire new skills
- ❖ Beyond benefits to the individual, a strong sense of community may also be developed from the participation process

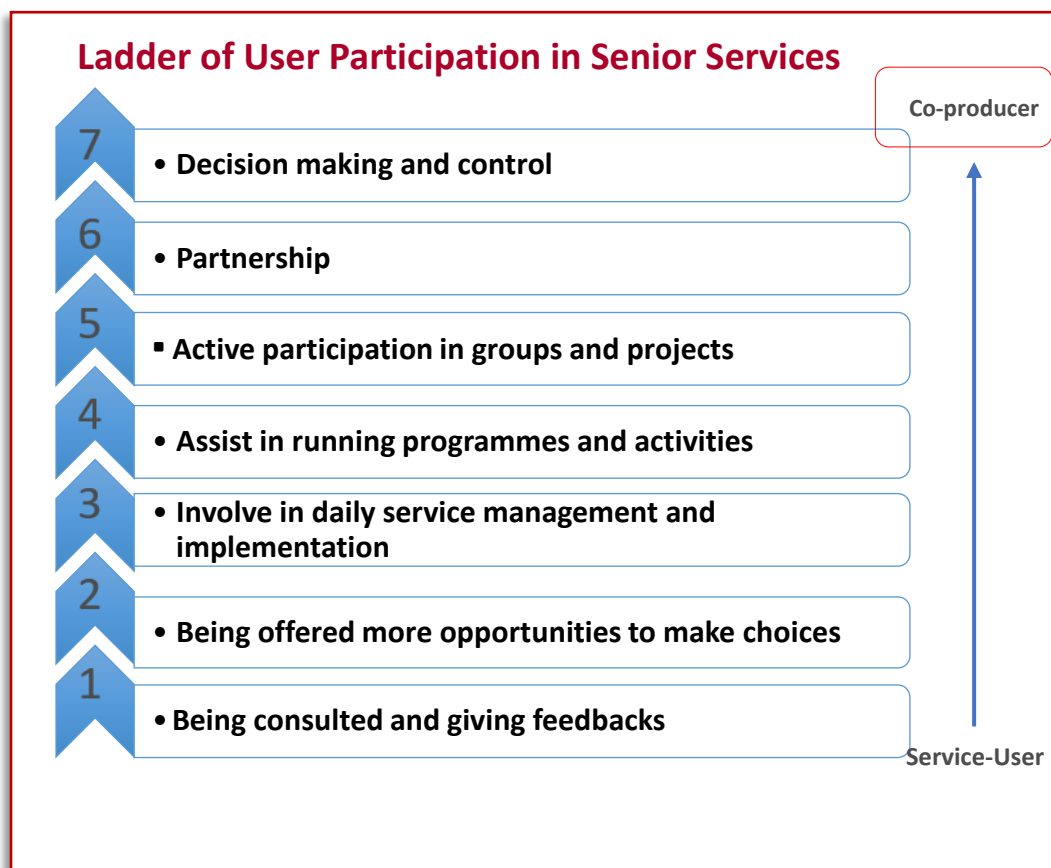
Changes to services

- ❖ User participation can be used to make improvements to services.
- ❖ Service users are more willing to participate when they feel confident that participation will result in definite changes. However, when changes are not made or where service users are not informed of the changes, they may feel there is little point in participation.

Please refer to the Case Studies section where local examples highlight benefits observed in the service users and staff.

## 5. Tool: Ladder of User Participation & Its Application


1. This concept was originally published by Sherry R. Arnstein, “Ladder of Citizen Participation”, Journal of the American Planning Association (JAPA), Vol. 35, No. 4, July 1969. For the purpose of this resource kit, we have adopted the version adapted by A/P Kam Ping-Kwong, Department of Applied Social Sciences, City University of Hong Kong. A/P Kam introduced the “Ladder of User Participation” at the Seniors Empowered! 2017 conference organised by NCSS, in partnership with Tsao Foundation.
2. The Ladder of User Participation is useful in helping agencies to concretise the abstract concept of empowerment into doable actions. The Ladder depicts the different levels of user participation, from the most passive level of “being consulted” to the most participative level of “decision making and control”.




## Further information on the Ladder of User Participation

Level	Ladder of User Participation	Descriptions	Local Practice Examples
7	Decision making and control	Develop senior groups to be self-help groups, appoint senior users to be members of the Board / Executive Committee of agency. At this level, seniors are involved in the co-designing /developing /evaluating of programmes / solutions	<ul style="list-style-type: none"> <li>• EMPOWER by Tsao Foundation</li> <li>• Enrichment Committee by RSVP Singapore</li> </ul>
6	Partnership	Set up Senior Users Council to discuss the existing service and future plans of the service unit, work in partnership with agency to advocate for policy change.	<ul style="list-style-type: none"> <li>• Residents' Committee by Sree Narayana Mission (Singapore)</li> </ul>
5	Active participation in groups and projects	Make decisions together, seniors take up key roles in meetings E.g. take up role of chairperson/ facilitator and recorder in group meetings	<ul style="list-style-type: none"> <li>• ComSA Champions by Community for Successful Ageing, an initiative of Tsao Foundation</li> </ul>
4	Assist in running programmes and activities	Take up more active roles in organising programmes and activities. E.g. lead recreational activities, involve as volunteers in home visit service	<ul style="list-style-type: none"> <li>• Senior Activity Hub @ Damai by AMKFSC Community Services Ltd</li> <li>• Community Befriending Programme by Filos Community Services</li> </ul>
3	Involve in daily service management and implementation	Assist in the implementation of services. E.g. assist in counter service, make phone calls, ambassadors of a service unit	
2	Being offered more opportunities to make choices	Collect the views of seniors on their preferred choices and options. E.g. Offer more choices in joining activities, meal selection etc.	<ul style="list-style-type: none"> <li>• Voices for Hope by Alzheimer's Disease Association</li> <li>• Our Kitchen Programme by NCSS</li> </ul>
1	Being consulted and giving feedback	Collect users' feedback and views to centre's services and activities. E.g. Set up user feedback collection box	

## Step-by-Step Guide in Using the Ladder of User Participation in Agency's Programmes/Services

STEPS	WHAT TO DO	REFER TO
Step 1	Identify a programme	
Step 2	List down the various activities/services in the identified programme, for example: <ul style="list-style-type: none"> <li>- Meal planning</li> <li>- Activities</li> <li>- Outreach</li> <li>- List down other activities, if applicable</li> </ul>	
Step 3	<p>Map each activity / service onto the Ladder of User Participation Worksheet</p> <p>1. Self-assess the current level of participation of your service users</p> <p>(a) Choose one or more <b>activity/service components</b>.  <b>Example: Meal Planning (this illustration will be used for the rest of the questions below)</b></p> <p>(b) Ask: For each activity, where are your service users currently on the Ladder (<b>Mark an "O"</b>)  <b>Example: Agency currently offers choices to service users to meal selection</b></p> <p>SAMPLE: Refer to table 1</p> <p>(c) Ask: Where do you think you can push the level of participation of your service users (<b>Mark an "X"</b>)  <b>(Note: this can become your new initiative and be developed into action plan)</b></p> <p>→ <b>Consider: Can the service users also participate in cooking?</b></p> <p>→ <b>Can the service users decide on the type of food in the running of the agency for the benefit of other service users such as having committee for meal planning and cooking?</b></p>	<p>Annex A: Ladder of User Participation Worksheet</p> 

	<p>(d) Ask: Where are the opportunities to move up the ladder for each activity / service component for the service users?</p> <p>Note: it is not necessary for agencies to aim towards having every service user achieve the highest level of participation. The level of participation would have to take into consideration the readiness of a service user and the nature of the initiative that the agency is planning to introduce.</p>	
Step 4	<p>Profile the Service Users (identify those who are more ready to participate at a higher level)</p> <p>(a) Ask: Are there pre-requisites that seniors would need to have for each level of participation for that activity/service?</p> <p>(b) Identify seniors who will be suitable for the different levels of participation. *Note: it will be useful to deliberately challenge pre-conceived assumption of each service user and explore ways to tap on the strengths of the person:</p> <ul style="list-style-type: none"> <li>- Level of participation?</li> <li>- Who are they?</li> <li>- What are their strengths?</li> </ul>	
Step 5	Formulate an action plan & develop a practice	<p>Refer to Annex B: Action Plan</p> 

**Table 1: Ladder of User Participation Worksheet (Sample)**

<b>Name of Organisation:</b> <u>XYZ Community Services</u> <b>Service Setting :</b> <u>Centre-based</u> <b>Name/Email :</b> <u>Jane Lim, jane@xyz.org.sg</u>									
<b>(Part A) Programme :</b> <u>Senior Activity Centre</u> (e.g. senior care centre, senior activity centre, counselling programme, etc)									
<b>(Part B) Activity / Services rendered</b> <i>(E.g. outings, meals, helpline, exercise, planning, etc.)</i>		<b>(Part C) Current - Mark an "O"    Potential - Mark an "X"</b>							<b>(Part D) Pre-requisites needed</b>
1. Group activities e.g. art / exercise sessions				O		X e.g. Mr A	X e.g. Mdm B		5 – Interest + expertise 4 – Interest + initiative
2. Meal planning				O		X e.g. Mdm C			4 – Interaction with others and gather inputs
3. Registration of members					⊗				
4. Outdoor Activities/Excursion		O	X		X	X			
5.									
6.									
7.									
<b>Ladder of User Participation Levels</b>		0	1	2	3	4	5	6	7
			Being consulted and given feedback	Offered opportunity to make choices	Involve in daily service management	Assist in running programme & activities	Active participation	Partnership	Decision making & control

## 6. Step-by-step Guide in Implementing User Participation

1. A study on the “Feasibility of Promoting User Participation to Elderly Service Workers” (2013) shows that a positive understanding of user participation in elderly services among the practitioners has a positive effect on the practice of User Participation.
2. An agency who plans to implement user participation (UP) may consider the following:

Step	Process	Description
Step 1	Set up agency policy	<ul style="list-style-type: none"> <li>• When agency policy promotes UP, it encourages practitioners to adopt the practice in their service</li> <li>• Staff should be involved in the formulation process for effective acceptance &amp; support</li> </ul>
Step 2	Cultivate the right mentality	<ul style="list-style-type: none"> <li>• Mentality of practitioners is determinant of the successful promotion and practice of UP</li> </ul>
Step 3	Provide necessary backup support	<ul style="list-style-type: none"> <li>• Provide sufficient support to front-line workers</li> </ul>
Step 4	Respecting clients' determinants	<ul style="list-style-type: none"> <li>• Service users do have the right to decide whether to participate or not. Their decisions should be respected.</li> <li>• Capabilities of service users will influence their level of participation</li> </ul>
Step 5	Encourage participation	<ul style="list-style-type: none"> <li>• Motivate seniors' participation by helping them to realise that there are potential gains in participation</li> </ul>
Step 6	Promote enablement for empowerment	<ul style="list-style-type: none"> <li>• Practitioners to raise the participation levels of the seniors</li> </ul>
Step 7	Conduct staff training	<ul style="list-style-type: none"> <li>• Practitioners to be trained to actively listen to what seniors are saying. They should also be skilled in raising their concerns and assist them to participate</li> </ul>



## 7. Case Studies

### **VOICES FOR HOPE**

#### **Alzheimer's Disease Association**

*Aims to empower persons with dementia and their caregivers to step up and speak up as self-advocates to promote greater acceptance of individuals who are coping with dementia*

<b>Service Setting:</b> Seniors in Community Setting	<b>Level of User Participation: 2</b> (Being offered more opportunities to make choices)
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#### **The What :**

- Voices for Hope is a programme of 8-10 sessions which aims to help the participants (persons with dementia and their caregivers) recognise their strengths and build their confidence in speaking up about their needs and perspectives. The curriculum consists of the following modules:
  - (1) Creating familiarity
  - (2) Cultivating Self Advocacy Skills
  - (3) Building Confidence
  - (4) Stepping Up
- The programme contributes towards addressing the gap by enabling a pool of persons with dementia and caregivers to step up and share their needs and perspectives

#### **The How**

- The programme brings the participants through a journey where they are offered opportunities to confront their condition (dementia diagnosis) and speaking opportunities (e.g. public forum, media coverage). Throughout the programme, opportunities to share their stories to the public audience are offered, where participants make their choice as to whether they would join the event or not. Participants are also encouraged to support each other on that journey.
- The participants plan their own "graduation" ceremony where the agenda and even the emcee is chosen from among themselves.

### The Benefit

- The graduates have stepped up to talk about dementia and themselves. Examples include sharing at the SIT Symposium, CNA 938 radio show and participation at the Social Service Summit.



*“My mum, Katherine and I have always enjoyed and benefited from ADA programmes. When I attended Voices for Hope, I realised that it’s not the usual activity for our loved ones with dementia. This programme is a platform to give a voice for them, and my mum is more willing to speak out now.”*

*Caregiver Belinda Seet (Left), her mother Katherine Seet (middle) and Theresa Lee*



Celebration of the “Voices for Hope” Programme to mark the completion of the first cohort on 16 March 2019

### Contact Person

Ms Theresa Lee, Deputy CEO, Alzheimer’s Disease Association  
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# Community Befriending Programme

## Filos Community Services

*Aims to empower seniors to empower other isolated seniors in the community through building relationships and social connectivity through befriending activities and participation in active ageing programmes.*

<b>Service Setting:</b> <b>Seniors in Community Setting</b>	<b>Level of User Participation: 4</b> (Assist in running programmes and activities)
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### The What :

- The Community Befriending Programme (CBP) has 3 objectives:
  - 1) Provide social support and links to the community for socially isolated seniors in Kembangan-Chai Chee
  - 2) Befrienders act as “eyes and ears” on the ground so that senior’s needs can be relayed to the relevant Social Service Agencies for further assistance
  - 3) Provide opportunities for seniors to volunteer and serve the community with meaning and purpose.
- CBP allows senior volunteerism and empowerment to proliferate by providing an opportunity for elderly in the community to help other seniors in a meaningful way.
- The senior volunteer visits an isolated senior twice per month and follows up with a phone call fortnightly.

### The How

- Seniors are encouraged to help those in the community who are lonely and isolated. Some seniors who have never done befriending before will partner staff or other regular volunteers when they begin their journey in befriending.
- When they feel comfortable in their role as a befriender, they are paired up with another senior befriender to make home visits to lonely elderly living in the community.
- Training is provided both on the job, as well as formal training modules to equip and empower senior volunteers to be able to communicate well with other elderly and to identify red flag situations to bring to the attention of professional staff for further action.
- Regular evaluation sessions are held for senior volunteers to give feedback and suggestions on how to better help their *befriendeds*, or on how to improve the services. This sets the platform for senior befrienders to function at level 5 of the Ladder.

### The Benefit

- Seniors who volunteer feel empowered that they are able to make a difference to help another elderly who may have more difficult life situations than themselves. They learn new skills and find greater meaning and purpose in life as they reach out to help others.
- Isolated seniors who are being helped find new friends who visit them, who will draw them into friendships and community life as well as they step out of their isolation to join in community active ageing programmes. The isolated seniors are offered choices on their preferred active ageing programme that they would like to join in, enabling them to move to level 2 on the Ladder.



Senior Volunteers in action

*“It’s never too old to contribute back to the community. Volunteering should be seen as a part of life and not as a burden because you are caring for those in need. Even through small acts of volunteering, you can impact lives”.*

*Kheng Soon, 66, Volunteer*

### Contact Person

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# ComSA Champions

## Tsao Foundation

*Aims to empower and develop capacities of older adults in the community to step up as ComSA Champions (community leaders) who organise and conduct activities for their peers in monthly BIG SWING\*, who volunteer for ComSA-related activities and who will ultimately take the lead as committee members for a ComSA Club#.*

*\*BIG SWING: A monthly platform where older participants of ComSA gather together as one big Whampoa family, to have fun and to experience lifelong learning.*

*#ComSA Club is an older person's association which we envisioned to be "led by elders, with elders, for elders".*

<b>Service Setting:</b> Seniors in Community Setting	<b>Level of User Participation: 5</b> (Active participation in groups and projects)
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### The What :

- To train a group of older adults to become ComSA Champions, we ran a 6-month training programme which consists of monthly full-day training sessions and biweekly two-hour practice sessions. The training programme aims to help the participants re-discover their leadership qualities, to recognise their strengths and leadership styles and boost their confidence in public-speaking and facilitating small groups. The curriculum includes topics like leadership styles, facilitation skills, activity organising and conflict management.
- We have also been facilitating monthly ComSA Champions Network Meetings to maintain team dynamics among ComSA Champions and for them to plan and prepare for BIG SWING.
- The programme contributes towards promoting participation among older adults and in showcasing a positive image of ageing where older adults are seen as active contributors to society's productivity.

### The How

- ComSA Champions are offered the opportunity to lead programme planning for BIG SWING and they make decisions together on what activities are suitable for implementation.
- For every BIG SWING, they take on different roles such as emcee, game masters, and conducting learning segment where they share with the participants a skill or knowledge. Most of them also take on the additional responsibility as small group facilitators in running group activities, facilitating group discussions and managing their group bonding.

### The Benefit

- The ComSA Champions, especially those who rarely have the opportunity to showcase their leadership or to organise programmes, have gained/regained confidence in public speaking and been socialising more actively than before. They also learnt skills and knowledge such as conflict management and programme planning which they were not given opportunity to do so. Most importantly, they are being recognised as role models of active agers, which further boosted their self-esteem and motivated them to share their spirit with others.
- An example is ComSa Champion speaking as panellist in ComSA forum August 2017, hosted ASEAN delegates from the ISEAS Workshop in February 2018.

*"I learnt how to communicate with people and how to make people feel happy. Teacher KK taught us communication methods during the ComSA Champions Training Programme so more or less I learnt. Example how to endure, how to accept others' opinions. It's really very good I had the opportunity to learn this."*

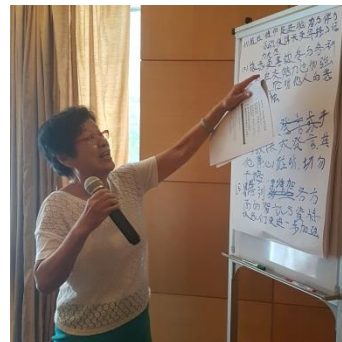
*Mr Ng Seng Puan, ComSA Champion*

*"Even though I am a retiree and suffers from a terminal illness, I am still unaffected by it. I am happy to carry on my active life, be a useful person and contribute my time to the society."*

*Mdm Margaret Lee,  
ComSA Champion*



*A group of ComSA Champions in discussion during training*



*ComSA Champion was tasked to present on their group's thoughts and ideas.*

### Contact Person

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## **RESIDENTS' COMMITTEE**

### **Sree Narayana Mission (Singapore)**

The objectives of the committee are to promote and enhance resident's ability to proactively identify and highlight issues pertaining to the running of the Nursing Home, particularly in the psycho-social dimensions, and actively participate in identifying solutions to issues. These empower residents and give meaning to the notion that the nursing home belongs to the Residents

<b>Service Setting:</b> Residential (Nursing Home)	<b>Level of User Participation: 6</b> <b>(Partnership)</b>
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<b>The What :</b>	
<ul style="list-style-type: none"> <li>• The Residents' Committee (RC) was formed to encourage residents to foster strong bonds within the nursing home and to create good relationship with the Care Staff. Run by residents for residents, RC members will work closely with the Nursing, Facilities, Programmes, Catering and Community Engagement teams to improve the physical environment and safety of the Nursing Home.</li> <li>• A total of 9 members comprising of Chairman, Vice-chairman, Secretary, Assistant Secretary and 5 members.</li> <li>• Membership of the committee shall be open to all active residents (Medically Stable and Cognitively alert)</li> </ul>	
<b>Chairman</b>	: Facilitate the meeting, lead Sree Narayana Mission (Singapore)'s dance group
<b>Vice Chairman</b>	: Prepare the Agenda with Secretariat
<b>Secretary</b>	: Assist in facilitating the meetings, translation for Chinese/dialect speaking residents, and collate feedbacks from RC members one week before the meeting
<b>Assistant Secretary</b>	: Assist Secretary during meeting
<b>Members (5)</b>	
Lead Gardening activities	
Lead Meal Preparations activities	
Lead Sports Activities	
Lead in-charge of Ward facilities	
Lead in Arts & Crafts activities	

## SNM Resident Committee 2018-2019



Mr. K. Ramachandran  
Chairperson



Mr. Ishwar Lal Singh  
Deputy- Vice Chairperson



Mr. Tan Joo Huat  
Secretary



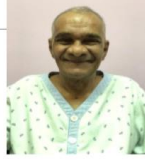
Mdm. Wong Siew Sing  
Assistant Secretary



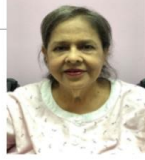
Mdm. Vanita Metha  
Member



Mdm. Pungavanam  
Member



Mr. RamaKrishnan  
Member



Mdm. Asha  
Member



Mr. Yap Chye Guan  
Member

### The How

- RC members will highlight area of concern and invite residents to cast their votes based on their preference.
- RC collates the votes from the residents and makes the final decision based on majority votes.
- They make recommendation to Management team for acceptance and approval.
  - To be the “voice” of the residents by highlighting the views and concerns of the residents to the Management and Care teams during meetings
  - To represent the interest of the residents by acting as the communication channel between them and the Home
  - To disseminate information and gather feedback from the residents on Management’s policies and actions
  - To work in partnership with the Management and Care teams to address concerns and achieve the desired results
  - Promote good citizenship amongst residents
  - Ambassador for all events and visits held at the Nursing Home

### The Benefit

#### **Residents:**

- Residents felt that they are respected
- They felt empowered with decision making in their choices
- More responsive from the clinical team
- Having better quality of life

#### **Nursing Team:**

- A more caring and friendly attitudes among the residents and Staff
- An improvement in meeting the needs of the residents
- A reduction in residents’ behaviour problem ( E.g agitation, uncooperative behaviour as their needs are met)

### Contact Person

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# RSVP Enrichment Committee

## RSVP Singapore The Organisation of Senior Volunteers

*The enrichment committee supervises team leaders of enrichment programmes to promote the psycho-social wellbeing and active ageing of seniors. The committee designs programmes, appoint team leaders and make decisions with the Board on policies and guidelines for the programmes.*

<b>Service Setting:</b> Seniors in Community Setting	<b>Level of User Participation: 7</b> (Decision making and control)
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### The What :

- The enrichment programmes are made up of activity groups and classes which have these objectives:
  - encouraging life-long learning
  - showcasing talents of seniors
  - supporting RSVP to sustain volunteering efforts of members and volunteers.
- There are 12 such enrichment classes/activity circles which are led by the respective Enrichment Classes and Activity Circles Team Leaders.
  - (a) Activity Circles  
Interest groups where seniors gather together to practice the following activities by themselves. They are Balloon Sculpting, Gavel Club, Gourmet, Karaoke, Photography, Ukelele and Video Cast
  - (b) Enrichment Classes  
Seniors conduct paid lessons/classes for other seniors in these activities – Yoga, Tai-Chi, English Conversation, Drawing, Line Dancing

### The How

#### Co-create and Control

- The Enrichment Committee is empowered to:
  - Design and develop new programmes for seniors which meets the defined objectives and aligns with RSVP's cause
  - Resolve conflicts and mediate issues between seniors who are members or participants of the programmes
  - Define policies and guidelines on membership and participation of the programmes

### **Decision Making**

- The Enrichment Committee is led by a Chairperson who
  - Chairs all committee meetings
  - Has sole discretion on the dissolution of a programme
  - Appoints Team Leaders of a programme
  - Appoints Committee Members into the committee
  - Represents the committee to RSVP's Board of Directors in presenting new policies, programmes and brings up any issues which require Board approval at Board Meetings

### **The Benefit**

- The increased collaboration between senior service users (volunteer and members) and staff drives a better working environment
- Through the wealth of experience and social capital, we have been able to create more focussed and creative ground-up programmes/activities suited and driven by senior needs and wants
- We are able to more effectively direct staff/manpower resources to driving operational needs
- The seniors who are in the committee are more engaged, motivated and more independent in thinking and living.



*Enrichment Committee members  
in discussion*



*Enrichment Committee Chairperson  
leading a meeting*

### **Contact Person**

Ms Meng Fong, Executive Director, RSVP Singapore  
Email: [mengfong@rsvp.org.sg](mailto:mengfong@rsvp.org.sg)

## **8. Annex: Templates**

- **Annex A: Ladder of User Participation Worksheet**
- **Annex B: Action Plan**

**ANNEX A: LADDER OF USER PARTICIPATION WORKSHEET**

Organisation Name: \_\_\_\_\_  
 Service Setting: \_\_\_\_\_ *(which the best practice or initiative falls under)*  
 Name & Contact : \_\_\_\_\_

Step 1	Identify a programme (Part A)
Step 2	List down the various activities /service identified in the programme (Part B)
Step 3	State one or more activity / services rendered (Part B)
Step 4	For each activity, where are your service users currently on the Ladder <i>(Mark an "O")</i> (Part C)
Step 5	Where do you think you can push the level of participation of your service users? <i>(Mark an "X")</i> (Part C)
Step 6	Where are the opportunities to move up the ladder for each activity / service component for the service users?
Step 7	List down the pre-requisites that service users would need to have for each level of participation for that activity / service (Part D)

<b>(Part A) Programme :</b> _____ <i>(e.g. senior care centre, senior activity centre, counselling programme, etc.)</i>									<b>(Part D) Pre-requisites needed</b>
<b>(Part B) Activity / Services rendered</b> <i>(E.g. outings, meals, helpline, exercise, planning, etc.)</i>	<b>(Part C) Current - Mark an "O"    Potential - Mark an "X"</b>								
1.									
2.									
3.									
4.									
5.									
6.									
7.									

**Ladder of User  
Participation Levels**

**0**

**1**

**2**

**3**

**4**

**5**

**6**

**7**

Being consulted and given feedback

Offered opportunity to make choices

Involve in daily service management

Assist in running programme & activities

Active participation

Partnership

Decision making & control

## **ANNEX B: ACTION PLAN**

Organisation Name: \_\_\_\_\_  
(which the best practice or initiative falls under)

Service Setting: \_\_\_\_\_

Name & Contact : \_\_\_\_\_  
(e.g. senior care centre, senior activity centre, counselling programme, etc.)

Programme : \_\_\_\_\_

### **Opportunities Identified**

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### **Describe on how your organisation will implement the opportunity**

**What** are those ideas?

**Who** will test or implement them?

**When** is the timeframe?

How will you **assess** or know if they work?

## 9. What can you do next?

*To learn more about application of user participation in the respective service settings, you may reach out to the following workgroup members:*

### **Centre-based setting (Senior Activity Centre):**

- Dr Terence Yow  
Divisional Director, AMKFSC Community Services Ltd  
[terenceyow@amkfsc.org.sg](mailto:terenceyow@amkfsc.org.sg)

### **Residential setting (Nursing Home):**

- Mr S. Devendran  
CEO, Sree Narayana Mission (Singapore)  
[devendran@snm.org.sg](mailto:devendran@snm.org.sg)
- Mr Satyaprakash Tiwari  
Director, Jamiyah Nursing Home  
[cjh@jamiyah.org.sg](mailto:cjh@jamiyah.org.sg)

### **Seniors in the community:**

- Dr. Foo Fung Fong,  
Executive Director, Filos Community Services  
[fungfong@filos.sg](mailto:fungfong@filos.sg)
- Ms Meng Fong  
Executive Director, RSVP Singapore The Organisation of Senior Volunteers  
[mengfong@rsvp.org.sg](mailto:mengfong@rsvp.org.sg)
- Ms Susana Concorde Harding  
Senior Director, ILC Singapore, Tsao Foundation  
[susanaharding@tsaofoundation.org](mailto:susanaharding@tsaofoundation.org)
- Ms Theresa Lee  
Deputy CEO, Alzheimer's Disease Association  
[theresalee@alz.org.sg](mailto:theresalee@alz.org.sg)

*To provide feedback on the resource kit and/or explore strengthening your empowerment practice, you may contact the following :*

- Ms Dayang Istiaisyah  
Caregiver & Eldercare Services, Service Planning & Funding Group, NCSS  
[Dayang\\_hussin@ncss.gov.sg](mailto:Dayang_hussin@ncss.gov.sg)
- Ms Jacqueline Ng  
Service & Operations Integration, Home & Community Care Division, First Home Group, AIC  
[jacqueline.ng@aic.sg](mailto:jacqueline.ng@aic.sg)

# 10. References:

## Publications

- Lee, Francis Wing-Lin and Siok, Pitmas Yu-Yeung (2003) *The Feasibility of Promoting User Participation to Elderly Service Workers*, International Social Work, Sage Publications: London, Thousand Oaks, CA and New Delhi
- Kam, Ping Kwong (2019) *Beyond the strengths perspective: Towards an EPS (Empowerment-Participation-Strengths) Model in Social Work Practice*. International Conference on Change and Innovation for a Better World, Hong Kong, China
- NCSS Quality of Life of Seniors Study (2015)
- *Participation Toolkit*, Grundtvig Participation Project, October 2013
- Thompson, Neil and Thompson, Sue (2001) *Empowering Older People Beyond the Care Model*, Journal of Social Work, Sage Publications: London, Thousand Oaks, CA and New Delhi

## Websites:

Social Care Institute of Excellence : [www.scie.org.uk](http://www.scie.org.uk)

[The World Bank: www.worldbank.org](http://www.worldbank.org)

[The world Health Organization : www.who.int](http://www.who.int)

## Endnotes:

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<sup>1</sup><http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/EXTPOVERTY/EXTEMPowerment/0,,contentMDK:20272299~pagePK:210058~piPK:210062~theSitePK:486411~isCURL:Y,00.html>

<http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/EXTPOVERTY/EXTEMPowerment/0,,contentMDK:20272299~pagePK:210058~piPK:210062~theSitePK:486411~isCURL:Y,00.html>

<sup>2</sup> <https://www.who.int/healthpromotion/conferences/7gchp/track1/en/>

<sup>3</sup> Lee, Francis Wing-Lin and Siok, Pitmas Yu-Yeung (2003) *The Feasibility of Promoting User Participation to Elderly Service Workers*, International Social Work, Sage Publications: London, Thousand Oaks, CA and New Delhi

<sup>4</sup> *Participation Toolkit*, Grundtvig Participation Project, October 2013.

[https://feantsa.org/download/participation\\_toolkit\\_english\\_final\\_2013-2-177590631456157739680.pdf](https://feantsa.org/download/participation_toolkit_english_final_2013-2-177590631456157739680.pdf)

<sup>5</sup> Active involvement implies the service user is encouraged to express his/her needs, assess his/her problems, formulate action plans and review the effectiveness of the plans.

<sup>6</sup> Kam, Ping Kwong (2019) *Beyond the strengths perspective: Towards an EPS (Empowerment-Participation-Strengths) Model in Social Work Practice*. International Conference on Change and Innovation for a Better World, Hong Kong, China

<sup>7</sup> The study was published in the journal *Social Science and Medicine*, March 2016 and in the Editorial in *Annals Academy of Medicine* ("Social Support for Older Adults—A Bane or a Boon for their Health?")

<sup>8</sup> Refer to Social Care Institute for Excellence. [www.scie.org.uk](http://www.scie.org.uk)