

Community Wellness  
Hub Playbook

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Supporting Healthy Ageing in Place

Belinda Yuen, Francine Chan,  
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Lee Kuan Yew  
Centre for  
Innovative Cities

MOHT

MOH OFFICE  
FOR HEALTHCARE  
TRANSFORMATION

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# Table Of Contents

Table of Contents		
Table Of Contents .....	8	
Acknowledgement.....	11	
Foreword .....	13	
CHAPTER 1. ....	16	
Introduction.....	16	
Why wellness centres? .....	17	
Healthy Precinct Framework .....	21	
Who is this playbook for.....	27	
CHAPTER 2. ....	28	
Singapore Wellness Kampung .....	28	
Three centres, one common goal.....	29	
Key principles and strategies .....	31	
Helping residents to take charge of their health.....	32	
Using participatory design to identify residents' needs .....	32	
Providing a safe and welcoming space for residents to visit.....	33	
Evolving activities for greater participation. ....	35	
One typology, different centres .....	37	
Wellness Kampung@115 Chong Pang.....	38	
Wellness Kampung@260 Nee Soon East.....	38	
Wellness Kampung@765 Nee Soon Central .....	39	
CHAPTER 3. ....	40	
Other Wellness Community Hubs.....	40	
Senior activity centres .....	42	
Community for Successful Ageing (ComSA) Whampoa Centre, Singapore....	42	
Toyama City and Kadokawa Care Prevention Centre, Japan.....	47	
Youth activity spaces .....	50	
Tzu Chi Youth Humanistic Centre, Singapore.....	51	
San Francisco Placemaking, USA .....	54	
Intergenerational activity programmes.....	60	
Kampung Admiralty, Singapore .....	60	
Linking Generations Northern Ireland, UK.....	66	
Different strokes, similar principles .....	68	
CHAPTER 4. ....	70	
Organising a Community-Centric Approach .....	70	
Centre organisation.....	71	
Centre services.....	72	
Activities as community connectors.....	73	
Community engagement.....	74	
How to plan and co-create with the community .....	76	
Identify community partners .....	76	
Obtain progress of activities and participants' feedback.....	85	
CHAPTER 5. ....	86	
Delivering Sustainable Outcomes.....	86	
Optimising collaborations and partnerships .....	87	
Consolidating the wellness ecosystem.....	88	
People, systems, processes.....	89	
Does the wellness centre value-add to the community.....	91	
Funding.....	93	
CHAPTER 6. ....	96	
Roadmap to Community Wellness Hub .....	96	
Setting the vision.....	97	
Whose needs .....	97	
Activating community engagement .....	98	
Creating user-centric programmes and activities .....	99	
Who are the main players .....	100	
Keeping it sustainable.....	100	
Integrating programmes into local infrastructure.....	100	
Self-Assessment process .....	104	

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All photographs in this playbook are taken by the LKYCIC Ageing Urbanism team unless otherwise stated.

# Foreword

In recent years, a paradigm shift has occurred in how we approach ageing. We have come to realise that growing older does not have to mean sacrificing health, happiness, or a sense of belonging. Instead, it presents us with an opportunity to reimagine the way we structure our communities, ensuring that they become places where individuals can age gracefully while maintaining their well-being and independence.

The role of neighbourhood experiences in moderating health effects of ageing is well recognised. In fact, Healthy Ageing in Place as a concept was developed to facilitate community-based interventions targeted at seniors. Research suggests that the psychosocial health of seniors could be enhanced more by their neighbourhood environment, than their physical health<sup>1</sup>.

The solution may appear simple - we should actively look into improving the neighbourhood experience for our seniors, to enhance their health outcomes. However, the reality is much more complex. It requires a whole-of-society approach to achieve sustainable changes within a community, with government and community stakeholders working together to develop and provide an integrated suite of approaches. These include motivating individuals to adopt healthier behaviours, modifying the environment to make it much easier for them to do so, and helping communities to embrace these as the norm.

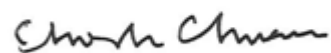
At the MOH Office for Healthcare Transformation (MOHT), we recognise that social, behavioural and environmental factors play a big role in the health and well-being of residents and patients. Our Healthy Precinct thrust aims to activate communities to initiate and sustain programmes that promote health, with support and resources from the community, to enable better outcomes. MOHT has the privilege of working with the leadership and communities in Boon Lay and Yio Chu Kang to develop our first “Healthy Precincts” demo sites.

I am pleased to introduce this community wellness hub playbook as part of a collaboration between MOHT and SUTD. The playbook highlights and describes placemaking opportunities to create vibrant and supportive communities for healthy ageing. Community wellness hubs can take a variety of forms including healthy precincts, Wellness Kampung, youth activity spaces and senior activity centres. What these hubs have in common is that they serve as vibrant centres of connection, collaboration, and care. They provide access to essential services, and offer a range of enriching activities that promote physical, mental, and emotional well-being.

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<sup>1</sup> [Gan, D. R. Y. \(2017\). Neighborhood effects for ageing in place: Factor Structure and Validity of a Scale](#)

For those involved with creating wellness hubs in the community, you will find within these pages, a wealth of information, practical guidance, and useful strategies that we hope will be helpful for your work. The playbook will guide you through the process of establishing and nurturing such hubs tailored to the unique needs of seniors. Together, we can build communities where everyone is valued, supported, and empowered to live their best lives.



Professor Tan Chorh Chuan  
Chief Health Scientist, Ministry of Health  
Executive Director, Ministry of Health Office for Healthcare Transformation

# CHAPTER 1.

## Introduction

Most older Singaporeans prefer to age at home and in the community. The preference to age in place is shared by many around the world.<sup>2</sup> Encouraging older adults' activity, autonomy, and integration in society is widely recognised as an important action that can influence healthy ageing.<sup>3</sup> An Australian study of older adults' needs for ageing in place suggests eight key elements for successful ageing in place,<sup>4</sup>

- Health support – for self-management
- Information services – timely, accessible, online, face to face, one-stop
- Practical support – targeted, timely, self-directed, affordable
- Finance – subsidies for those in need
- Activity – physical and mental
- Company – community, family, pets
- Transport – affordable, reliable, accessible
- Safety – personal, house, environmental safety and security.

Among the enablers, the support of a social and familiar environment is essential for older adults' quality of life. Outside the home, the neighbourhood is a critical space to integrate health and wellbeing in society. This playbook will focus on the neighbourhood built environment and offer a 'how to' guide to organise a community-centric wellness activity centre for healthy living. It will build on various development of various activity centres (senior, youth, intergenerational) in Singapore and elsewhere. Case examples and good practices will be included, where relevant.

### Why wellness centres?

Singaporeans' life expectancy has been rising steadily in recent decades; 1 in 4 Singaporeans will be aged 65 years and over by 2030.<sup>5</sup> Singapore has one of the world's fastest ageing populations and the highest healthy lifespans.<sup>6</sup> Yet, the number of Singaporeans aged 60 years and over with three or more chronic health conditions has doubled between 2009 and 2017 (Box 1.1). The Wellbeing of the Singapore Elderly (WiSE) study found a less than 20% prevalence rate of successful ageing among adults aged 65 years and over.<sup>7</sup>

2 World Health Organisation. (2007). *Global Age-friendly Cities: A Guide*, Geneva: World Health Organisation. Available from [http://www.who.int/ageing/publications/Global\\_age\\_friendly\\_cities\\_Guide\\_English.pdf](http://www.who.int/ageing/publications/Global_age_friendly_cities_Guide_English.pdf)

3 World Health Organisation. (2017). *Global Strategy and Action Plan on Ageing and Health*.

4 Kennedy, K., Grimmer, K., Foot, J., Pastakia, K. & Kay, D. (2015). Consumer views about ageing-in-place. *Clinical Interventions in Ageing*, 10, 1803-1811.

5 Ko, H. (2019). Commentary: It is high time for a Ministry on Ageing Issues. CNA. Retrieved 24 August 2022, from <https://www.channelnewsasia.com/commentary/ageing-issues-ministry-singapore-policy-elderly-seniors-ageing-863041>

6 Ministry of Health. (2016). *Life Expectancy in Singapore*. Singapore: Ministry of Health.

7 Subramaniam, M., Abdin, E., Vaingankar, J. A., Sambasivam, R., Seow, E., Picco, L., Chua, H. C., Mahendran, R., Ng L. L., & Chong, S. A. (2019). Successful ageing in Singapore: Prevalence and correlates from a national survey of older adults. *Singapore Medical Journal*, 60(1), 22-30.

Encouraging the ageing population to adopt healthy living and putting supports in place to meet their physical and social needs is important and urgent.

With population ageing, interest in how to age successfully has increased. Singapore's latest Action Plan for Successful Ageing covers 12 areas: health and wellness, learning, volunteerism, employment, housing, transport, public spaces, respect and social inclusion, retirement adequacy, health care and aged care, protection for vulnerable seniors and research.<sup>8</sup> There is a rich and growing literature on ageing and activity. Three major theories of ageing have related everyday activity to successful ageing,

- Disengagement theory of ageing posits that older adults consciously and subconsciously withdraw from many social networks, people and activities, as they age, leaving them inevitably alone if not addressed;<sup>9</sup>
- In contrast, activity theory suggests that ageing successfully involves staying engaged in meaningful activities that are of interest, and that older adults' quality of life can be enhanced when they remain socially active;<sup>10</sup>
- Continuity theory reinforces that ageing successfully is about remaining active and engaged throughout life.<sup>11</sup>

Gerontologists have largely dismissed the disengagement theory, pivoting attention to activity adjustments to maintain a healthy lifestyle and enhance life satisfaction. Several scholars have examined the effects of socialisation in old age, concluding that its decline can lead to isolation and death.<sup>12</sup> The evidence supports the importance of fostering interaction and activity among older adults and maintaining contact with other people in the community. Over the past few decades, successful ageing has reflected both psychosocial and biomedical considerations. Rowe and Kahn's biomedical model defines successful ageing as being free of chronic disease and disability, maintaining good physical and mental functioning, and staying engaged with activities and life.<sup>13</sup>

8 Ministry of Health. (2016). I Feel Young in My Singapore! Action Plan for Successful Ageing. Singapore, Ministry of Health.

9 Cumming, E. & Henry, W. E. (1961). Growing Old: The Process of Disengagement, New York, Basic Books; Zhang, X. & Lin, H. (2022). Disengagement Theory, Springer.

10 Havighurst, R. J. (1961). Successful ageing. The Gerontologist, 1, 8-13.

11 Atchley, R. C. (1989). A continuity theory of normal ageing. The Gerontologist, 29(2), 183-190.















12 Holt-Lunstad, J., Robles, T. & Sbarra, D. A. (2017). Advancing social connection as a public health priority in the United States. Am Psych, 72(6), 517-530; Victor, C. (2005). The Social Context of Ageing. Routledge.

13 Rowe, J. W. & Kahn, R. L. (1997). Successful ageing. The Gerontologist, 37, 433-440.

### Box 1.1: Older Singaporeans' health condition

In 2017, the Duke-NUS Centre for Ageing Research and Education surveyed 4,549 Singaporeans aged 60 and over on their health and daily living activities. The survey found (compared to 2009):

- 85% increase in older adults having trouble with three or more activities.
- 63% increase in older adults having cataract issues, which impaired their daily living.

	2009		2017	
Three or more chronic health conditions	20%		37%	
High blood pressure	74%		72%	
Diabetes	22%		25%	
Cataract	19%		31%	
Joint pain, arthritis, rheumatism, or nerve pain	31%		29%	
Obesity	8%		9%	
Difficulty with three or more activities of daily living	3.5%		5%	

Source: Choo, F. (2019). Proportion of older adults with multiple chronic diseases surges. The Straits Times, 8 May 2019. <https://www.sgh.com.sg/news/tomorrows-medicine/proportion-of-older-adults-with-multiple-chronic-diseases-surges>

Many countries have developed senior centres of various kinds to support older adults' activity, autonomy, and integration into society. For example, China has announced Healthy China 2030 as a national strategy.<sup>14</sup> Beijing in its Healthy Beijing 2030 Plan has identified healthy lifestyles as a priority to align with Healthy China 2030.<sup>15</sup> The commitment is to promote healthy lifestyles and health at various stages of life including the development of health-friendly environments that:

- Establish easy access to fitness facilities, e.g., 15-minute fitness circles and healthcare services,
- Promote innovation and health literacy (e.g., food and nutrition) to cope with rising health-related costs through a prevention care model,
- Expand the use of community spaces and recreational resources for health promotion activities,
- Leverage on scientific evidence and lessons learnt from the past decade.

The built environment plays a key role in creating healthy experiences and communities for health. Ageing-friendly environments are increasingly established at community level to improve neighbourhood walkability while a range of recreational resources (e.g., community senior centres, cultural activity centres, fitness squares, parks, and sports facilities) are provided to offer daily activities for older residents, empowering them to make personal lifestyle choices and age independently. The community senior centres also provide support services. The Gulouyuan Senior Centre in Beijing, for example, offers lunch at RMB18, either to eat on site or takeout, and the portion is enough for two meals; psychological counselling and mediation services; centre staff offer to queue in line on behalf of older adults to book a doctor's appointment in hospitals while other senior centres may include accommodation and nursing care for those who cannot live independently, at a monthly fee of RMB2000 (accommodation, meals and nursing care); home visits, emergency first aid and foot massages.<sup>16</sup>

In Singapore, relevant authorities such as the Ministry of Health and Ministry of National Development have encouraged the development of dementia-friendly communities and age-friendly neighbourhoods.<sup>17</sup> More recently, the Ministry of Health Office

14 State Council works to enhance people's fitness and health. (2019, July 15). English.Gov.Cn. [http://english.www.gov.cn/policies/latest\\_releases/2019/07/15/content\\_28147675851704.htm](http://english.www.gov.cn/policies/latest_releases/2019/07/15/content_28147675851704.htm)

15 China Daily. (2017, September 22). Beijing issues blueprint to boost life expectancy. [https://www.chinadaily.com.cn/china/2017-09/22/content\\_32347913.htm](https://www.chinadaily.com.cn/china/2017-09/22/content_32347913.htm)

16 Jing, Y (2019, February 28). Community senior centres offer respite for greying China. CGTN. <https://news.cgtn.com/news/3d3d774d7741444d33457a6333566d54/index.html>

17 Amy Khor. (2016). Speech by Dr Amy Khor, Senior Minister of State for Health, at the launch of Dementia Friendly Singapore, 19 March. <https://www.moh.gov.sg/news-highlights/details/speech-by-dr-amy-khor-senior-minister-of-state-for-health-at-the-launch-of-dementia-friendly-singapore-19-march>; Tan Kiat How. (2021). Speech by MOS Tan Kiat How at the Singapore University of Social Sciences Webinar on "Creating an Age-Friendly Environment and Community". <https://www.mnd.gov.sg/newsroom/speeches/view/speech-by-mos-tan-kiat-how-at-the-singapore-university-of-social-sciences-webinar-on-creating-an-age-friendly-environment-and-community>

of Transformation (MOHT) has launched the Healthy Precinct concept to foster an environment and culture that supports individuals to achieve and sustain healthy lifestyles. Using a locality-based approach, Healthy Precincts aim to encourage the positive adoption of healthy behaviours within a precinct via strategies that facilitate health and social collaboration, build capability through social networks and integration of health with the built environment.

## Healthy Precinct Framework

In 2019, through participatory approaches, MOHT co-developed the Healthy Precinct Framework with other agencies such as the Urban Redevelopment Authority (URA), Health Promotion Board (HPB), Housing & Development Board (HDB), People's Association (PA), Land Transport Authority (LTA) and SportSG. The framework comprises nine key socio-environmental determinants that would have an impact on health behaviours such as physical activity, healthy eating, tobacco use, sleep hygiene and communal socialisation (Figure 1.1).

Figure 1.1: The Healthy Precinct Framework



The nine socio-environmental determinants are consolidated into three action domains, each with their focus areas and tools --- Movement for Health and Digital Toolkit, underpinned by Partnerships and Networks (Figure 1.2).

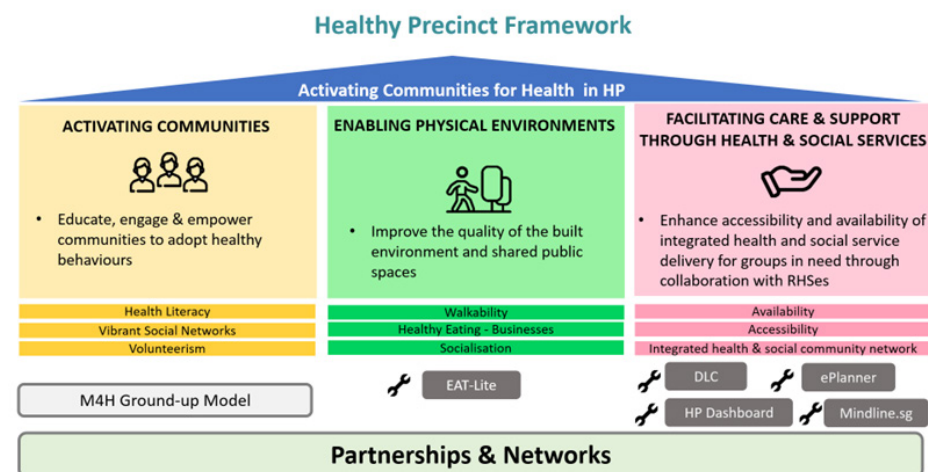
- Activating Communities - Activating communities includes action to build a level of health literacy, having vibrant social networks and promoting volunteerism amongst residents to look out and support one another.
- Enabling Physical Environment - The built environment should facilitate walkability in the neighbourhood, increase socialisation opportunities and provide accessibility to healthy food options and fresh produce.
- Facilitating Care and Support through Health and Social Services - The care and support system should address availability and accessibility of existing health and social services that would support residents on the entire health spectrum in the community, be it involvement from referral sources, service providers, grassroots leaders, or neighbours within the precinct.

Key strategies towards the positive adoption of healthy behaviours within a precinct include,

- Facilitating health and community engagement
  - Increase accessibility and availability of integrated health and social programmes
- Capability building through social networks
  - Health literacy (awareness)
  - Upskilling stakeholders & volunteers to adopt & advocate for healthy behaviours
- Integration of health with built environment
  - Accessibility to health-promoting destinations (e.g. walkability)
  - Facilitating placemaking of opportunities for healthy activities, social connections and healthy experiences (e.g. healthy eating - community kitchen)

The goal is to activate communities for health, where residents and providers are empowered to be aware of, adopt, and advocate for healthy living as a community norm.

Figure 1.2: Action Domains and Tools of Healthy Precinct



The Healthy Precinct Framework uses an Understanding-Solutioning-Evolving (USE) approach where solutioning is developed with the understanding of ground needs and challenges. Implemented solutions are evaluated and the solutioning process is continually finetuned. The first healthy precinct is being developed at Boon Lay (Box 1.2).

### Box 1.2: Healthy Precincts – The Boon Lay Experience

Boon Lay, MOHT's first Healthy Precinct, was co-created with various stakeholders using the Healthy Precinct Framework and its three actionable domains as guiding principles.

#### Organising a Community-at-the-centre approach

- A Behavioural Needs Assessment of Boon Lay residents was conducted in collaboration with the Singapore University of Technology and Design (SUTD) in 2021. The assessment utilised a mixed-methods approach through environmental audits, observational studies, and resident engagement sessions to identify health problem statements for solutioning.
- Movement for Health (M4H) is a key initiative for capability building towards awareness, adoption, and advocacy for

healthy behaviours, by harnessing the power of ground-up health movements in a community. Through M4H, grants are given to ground-up organisations, known as Community Movement Champions (CMCs) to embed health literacy into their programmes for the residents and to facilitate the spread of awareness, adoption, and advocacy for healthy behaviours through social networks and connections.

- The CMCs are also guided by a community coach to embed social innovation methodologies within their projects to help build and spread movements in a community. An example is 3Pumpkins, a community arts and social development agency in Boon Lay, which created the “BETTER EAT BETTER” movement. This movement aims to empower children and youth to make better food choices as a community endeavour by providing access to options, experiences, and knowledge through a kitchen and garden programme.
- The Garden2Gather (G2G) project under MOHT’s Design4Impact (D4I) open innovation platform, sought to build a self-sustaining, ground-up gardening community in Boon Lay as an implementation site, a conducive setting for starting conversations with residents on their mental health. In its next phase, the team plans to continue partnering grassroots leaders in Boon Lay to grow the G2G community to ensure that the project can be sustained and eventually mainstreamed by the community. It is hoped that through G2G, seniors can form activated communities to become advocates for physical, mental, and social wellbeing.

#### Enabling Physical Environment

- The Environmental Audit Tool (EAT) was originally developed under the Age Friendly Neighbourhood Planning and Design Guidelines as part of the “Innovative Planning and Design of Age-Friendly Neighbourhoods in Singapore” study. Based on feedback through ground sensing, MOHT has collaborated with SUTD and URA to simplify the Environmental Audit Tool (EAT) from a 72-question to a 40-question to make it more

user-friendly (EAT-Lite). With the EAT-Lite, MOHT partnered with the HDB, Muscular Dystrophy Association (Singapore), OneBoonLay and SmartBFA, to conduct a Community Improvement Walk (CIW) using the EAT-Lite tool for the Boon Lay residents to record improvement opportunities as they walk around the community. The physical built environment influences the access to walkability, opportunities to socialise and access to healthier food options. The CIW, using the EAT-Lite tool, captured residents’ insights and feedback on existing buildings and facilities to inform and recommend improvement opportunities for the built environment.

#### Facilitating Care and Support

- An integrated mental health support network has been formed to complement the care and support network for Boon Lay. The network comprises community mental health providers and grassroots leaders, aided by MOHT’s Digital Local Connect (DLC), a digital tool used as a reference for mental health resources and provider information, as well as a collection of mental health training guides and resources. Grassroots leaders who encounter residents facing various mental wellness issues may refer residents to an array of self-help resources and self-management guides within the DLC, as well as the network of service providers.

The MOHT continues to review, refine, and co-develop the Healthy Precinct Framework with community partners and agencies, based on feedback and lessons from implementing activities on the ground. One key learning is that leveraging social connections is crucial to promoting healthy behaviours in a community. Through social connections in a community and placemaking opportunities for health through the built environment, activated residents are empowered to take charge of their own health by being aware of, adopting and advocating for healthy behaviours to stay well and prevent illness and disease.

Figure 1.3: Structure of this playbook



## Who is this playbook for

At the community level, local organisations such as the Khoo Teck Puat Hospital (KTPH) has advocated the five pillars of healthy living: eat wisely, exercise regularly, be happy, stop smoking, and practise personal hygiene.<sup>18</sup> The KTPH has proceeded to establish three Wellness Kampung activity centres in adjoining neighbourhoods as part of its community-based care eco-system. This and other community-based wellness centres in Singapore and elsewhere are discussed in subsequent chapters with the view to distil their key elements and strategies (Figure 1.3).

The playbook provides a collection of case examples, strategies, and practices to help communities promote healthy living as a way of life within their neighbourhoods. It is dedicated to all who are interested in planning and/or developing a near-home wellness activity centre:

- People (including residents and older adults);
- Groups (e.g., community clubs, interest groups);
- Organisations (e.g., community-based organisations, non-profit organisations).

<sup>18</sup> Khoo Teck Puat Hospital. (2017). The Five Pillars of Health. Singapore, Khoo Teck Puat Hospital.

## CHAPTER 2. Singapore Wellness Kampung

In Singapore, the Khoo Teck Puat Hospital (KTPH) has incorporated its health philosophy into the planning and design of its facilities and services. Beyond the hospital, this includes the creation of three Wellness Kampung ('kampung' is the Malay word for 'village') in adjoining public housing neighbourhoods in Yishun Town. Yishun is a public housing town with a population of 220,000; 13% (29,000) of the town's population are aged 65 and older.<sup>19</sup> Located at underutilised void decks of public housing apartment blocks, these centres are distinguished by their block numbers: Wellness Kampung@115, Wellness Kampung@260, and Wellness Kampung@765.

### Three centres, one common goal

Developed in partnership with an eldercare and/or grassroots organisation in 2016, the three Wellness Kampung share the overarching goal of promoting self- and community-based care. More specifically, this includes,<sup>20</sup>

- Community care experience
- To support residents in self-management of healthy lifestyles, chronic disease, and independent function
- To understand and anticipate life changes that increase their vulnerability to ill health and disability
- To remain well in their own homes and communities
- To reduce their need to enter the health care system prematurely.

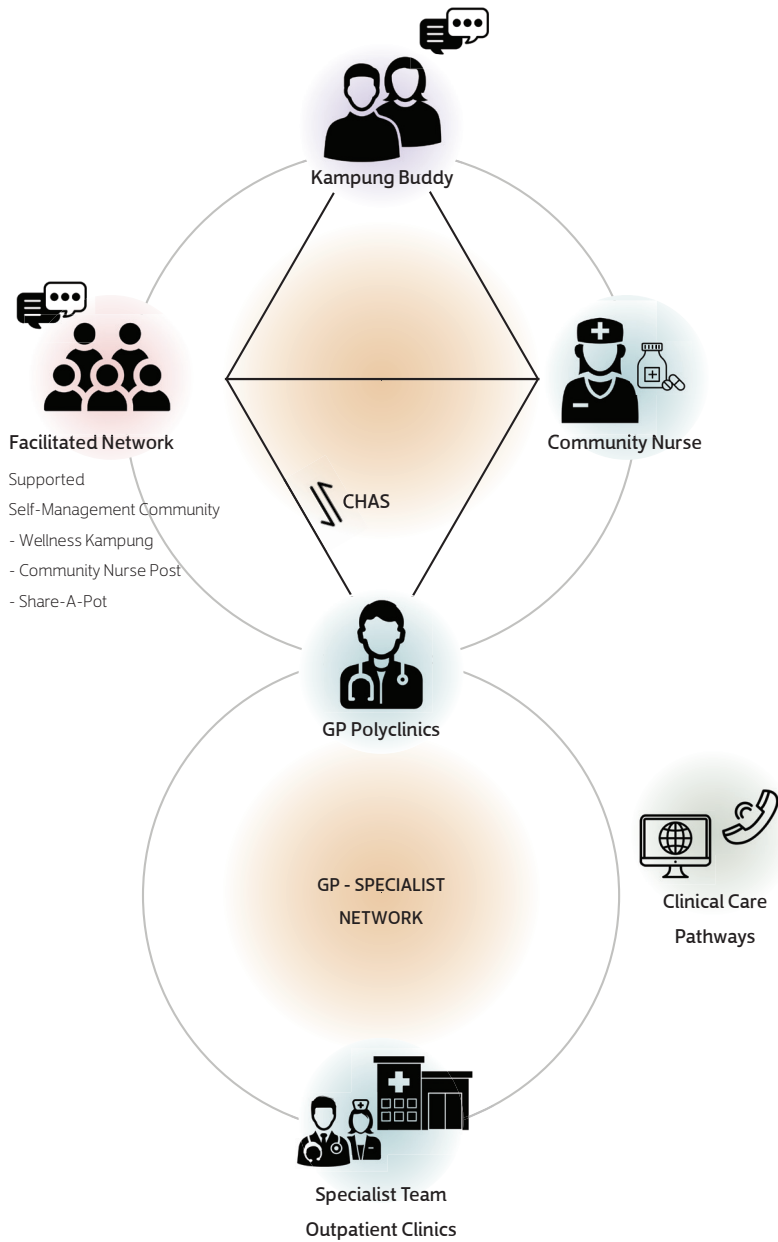
The Wellness Kampung are part of the KTPH community-based care eco-system (Figure 2.1). They offer a near-home 'community living room', a meeting place for resident bonding, developing support networks, and providing community access to healthcare professionals. The desired direction is to create decentralised, low cost, and accessible community networks.<sup>21</sup>

<sup>19</sup> Singapore Department of Statistics (2020). Population Trends 2020. p157.

<sup>20</sup> Wong, S. F. (2018). A case study in re-imagining healthy communities. In K. H. Chong and M. Cho (Ed) Creative Ageing Cities. Routledge.

<sup>21</sup> Seoul Design Award. (2019). Wellness Kampung. Retrieved 17 May 2023, from <http://www.seoulaward.or.kr/en/winners/2019/wellness-kampung>

Figure 2.1: Wellness Kampung and community-based care eco-system



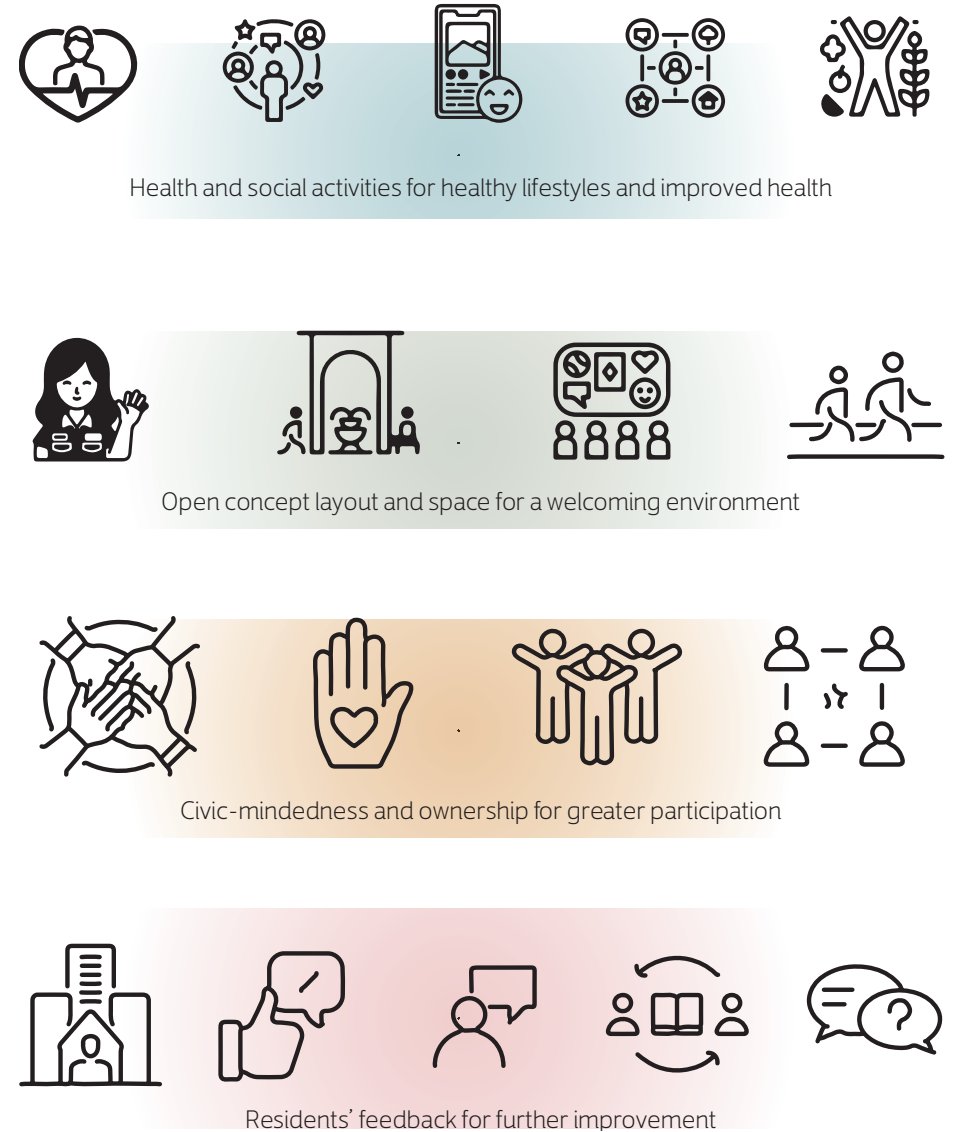
Source: Adapted from Wong<sup>22</sup>

22 Wong, S. F. (2018). Op. Cit., p54.

## Key principles and strategies

The Wellness Kampung are developed over a 3-year process, during which underutilised void deck areas are transformed into spaces that consider residents' spatial patterns and daily operations. Several key principles and strategies are used (Figure 2.2).

Figure 2.2: Key Strategies for Wellness Kampung



## Helping residents to take charge of their health

The underlying premise is to redefine the community care experience by supporting and enabling residents to take charge of their health. The motivation is to provide a support network for residents with chronic diseases or residents who have become progressively home-bound due to age and frailty.<sup>23</sup> Strategies include,

- Community and healthcare workers stationed at centres to help residents understand their health condition and treatment. The desired outcome is that residents will eventually be able to regain their autonomy, strengthen their health, and learn to prevent and manage their health conditions.
- Wellness Kampung model of community care focuses on wellness and sets in motion a gradual shift from treatment and illness care to community preventive support and care. The care model involves organisations that are responsible for the specific needs of the community,<sup>24</sup>
  - Admiralty Medical Centre and Sembawang Primary Care Centre supporting 'chronic' care,
  - Khoo Teck Puat Hospital providing 'fast' medicine,
  - Yishun Community Hospital and the Wellness Kampung providing 'slow' care.

## Using participatory design to identify residents' needs

Central to the centre design is the use of participatory design, which encourages the community to co-design and co-operate the Wellness Kampung centre. While the decision to implement the support network is top-down, spaces and their utilisation are established with and by the residents.

- Through a 3-year iterative design process, resident needs and interests are continuously studied to understand the true needs of the local community,<sup>25</sup>
- Extensive research is conducted to identify existing community interactions and future needs of older residents.<sup>26</sup> The research revealed the need for security and freedom, the importance of having meaningful

23 Wong, S. F. (2018). Op. Cit.

24 Khoo Teck Puat Hospital. (2020). Growing Excellence. [https://issuu.com/yishunhealth/docs/ktph\\_2010year](https://issuu.com/yishunhealth/docs/ktph_2010year)

25 Seoul Design Award (2019). Op. cit.

26 Design Singapore Council. (2020). Building a healthcare hub in the North. Retrieved 4 October 2022, from <https://designsingapore.org/stories/building-a-healthcare-hub-in-the-north/>

roles and responsibilities, and staying socially connected with the community.

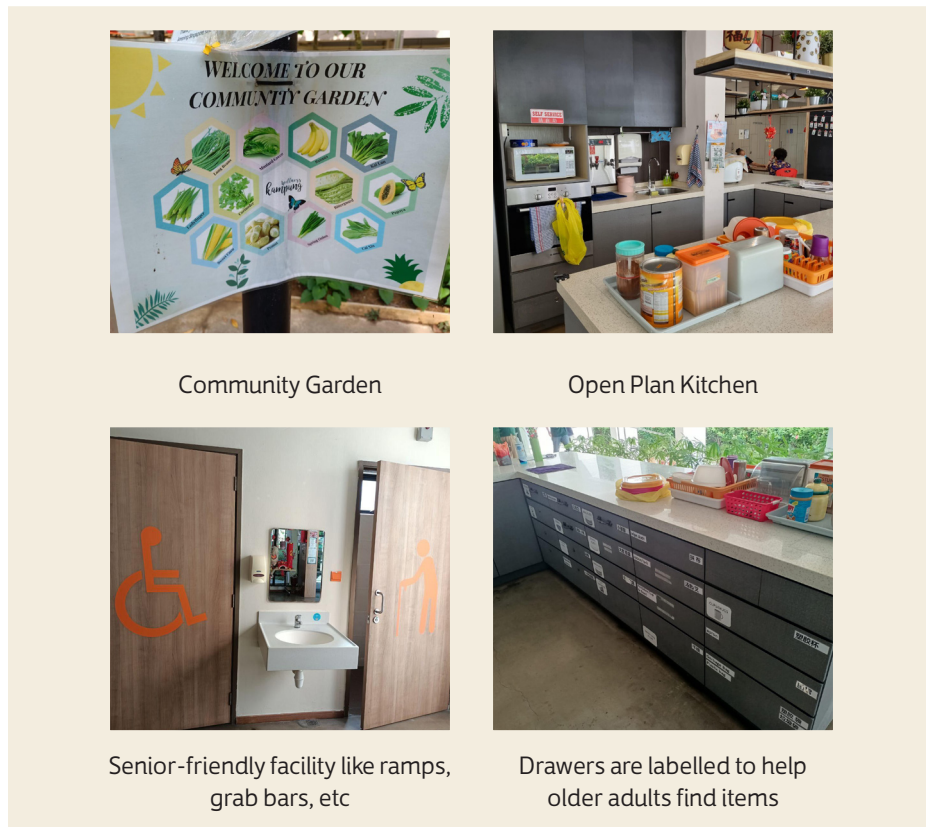
## Providing a safe and welcoming space for residents to visit

The Wellness Kampung are designed to provide a safe and welcoming space where residents can visit and use with peace of mind. There are two aspects: physical space and people.

### Physical space

- Facilities and fixtures
  - Facilities are designed with surveillance--CCTV cameras to ensure the safety of older adults.
  - Fixtures and amenities are senior-friendly, e.g., toilets are installed with grab bars, sufficient lighting, and wide spaces for wheelchair access. Kitchen drawers have pictures and word labels to help older adults confidently and easily locate items that they need.
  - Permanent fixtures and services offered at each of the three Wellness Kampung include a shared kitchen, activity room, outdoor community garden, and office for administrative purpose and consultation (Figure 2.3).
- Centre design
  - An open plan concept layout is adopted to provide flexible spaces as well as large, unobstructed paths for residents to move about and through.
  - Another deliberate design strategy is to integrate the centre seamlessly with its surroundings, blurring the boundary of interior and exterior spaces with folding glass walls instead of solid walls and doors to create an inviting space for passers-by (Figure 2.4).

Figure 2.3: Commonly found facilities at Wellness Kampung



People

- Centre staff support
  - There is an on-site manager whose presence also ensures that residents remain in a safe and comfortable environment.
  - Centre staff are encouraged to use positive language when communicating with residents.
- User attitude and behaviour
  - User guidelines to keep centre spaces well-maintained and to treat the centre and each other with respect and civic-mindedness .
  - Precautionary measures include obtaining information of older residents' next-of-kin in case of emergencies, and staff are on hand to call for aid if needed.

Figure 2.4: Folding glass doors at Wellness Kampung.



**Evolving activities for greater participation.**

Two types of activities---fixed and evolving---are organised to encourage greater resident participation.

- Fixed activities are organised across all three Wellness Kampung while evolving activities are based on the skillsets and interests of centre participants (Table 2.1).
- Residents are encouraged to start their own interest groups or join existing activities that are available from morning till late afternoon. Monthly activity timetables are available online and posted on bulletin boards in the centre (Figure 2.5).
- Residents can look to participate in exercise activities and learn about healthy eating and lifestyles as well as start/join various activities, e.g., dance class, singing, playing card games, calligraphy, craft and repair work, gardening, and language class (Figure 2.6).

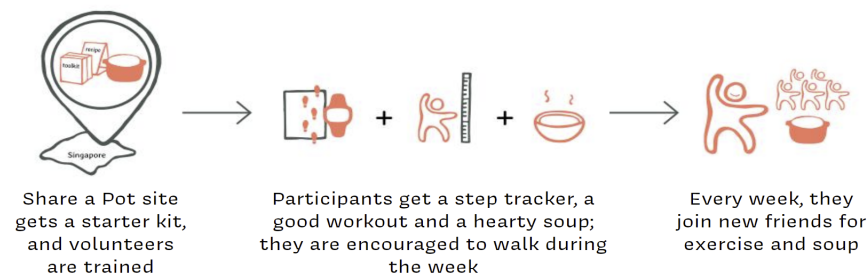
Table 2.1: Activities at Wellness Kampung

Wellness Kampung	Activities (Evolving)	Activities (Fixed)
Wellness Kampung@ 115	<ul style="list-style-type: none"> <li>Dance classes</li> <li>Art and painting classes</li> <li>Optometrist consultations</li> </ul>	<ul style="list-style-type: none"> <li>Morning Exercise (Online and Physical options)</li> <li>Share a Pot</li> </ul>
Wellness Kampung@ 260	<ul style="list-style-type: none"> <li>Health and nutrition workshops</li> <li>Haircut sessions</li> <li>Arts and craft activities</li> <li>Sessions for individually organised activities</li> </ul>	<ul style="list-style-type: none"> <li>Community Nurse Post (Online and Physical Consultation options)</li> <li>Gardening</li> </ul>
Wellness Kampung@ 765	<ul style="list-style-type: none"> <li>Reading and game sessions</li> <li>Group walking sessions</li> <li>Mandarin classes</li> <li>Art and Craft classes</li> <li>Dance Classes</li> <li>DIY repair workshop</li> </ul>	

Source: Khoo Teck Puat Hospital<sup>27</sup>

Figure 2.5: Share a Pot Programme

The simple programme



Source: Khoo Teck Puat Hospital<sup>28</sup>

Figure 2.6: Example of a Wellness Kampung activity timetable

WELLNESS KAMPUNG @ 765 NEE SOON CENTRAL					
January 一月 2022					
MON 星期一	TUE 星期二	WED 星期三	THU 星期四	FRI 星期五	
9am - 10am Morning Exercise 早操 10am - 12nn Reading & Games 轻松阅读和游戏 2pm - 3pm ACP(optional) 预防护理计划 2pm - 4pm Reading & Games (Rummi-O) 轻松阅读和游戏					31
9am - 10am Morning Exercise 早操 10am - 12nn Reading & Games 轻松阅读和游戏 2pm - 3pm ACP(optional) 预防护理计划 2pm - 4pm Reading & Games (Rummi-O) 轻松阅读和游戏 1-1 Mandarin Coaching 华语教学	9am - 10am Morning Exercise 早操 10am - 12nn Reading & Games 轻松阅读和游戏 2pm - 4pm Reading & Games (Rummi-O) 轻松阅读和游戏 2.30-3.30pm 1-1 Mandarin Coaching 华语教学	9am - 10am Morning Exercise 早操 10am - 12nn Reading & Games 轻松阅读和游戏 10am - 12nn Share a Pot 煮粥汤 2pm - 3pm Calligraphy Class 书法班 2pm - 4pm Reading & Games (Rummi-O) 轻松阅读和游戏	9am - 10am Morning Exercise 早操 10am - 12nn Community Nurse Post Video Consultation (社区护士站-视频) 9am - 11am Stepping-On 逐步前行 1pm - 3pm Social dance 社交舞 2pm - 4pm Reading & Games (Rummi-O) 轻松阅读和游戏	9am - 10am Morning Exercise 早操 9am - 10am Walking Kaki 散步 9am - 12nn Reading & Games 轻松阅读和游戏 9am - 12nn Community Nurse Post (Face To face) 社区护士站 2.30-3.30pm Handicraft 手工班 2pm - 4pm Repair Kaki 修理工作坊 2pm - 4pm Reading & Game (Rummi-O) 轻松阅读和游戏	9am - 10am Morning Exercise 早操 9am - 10am Walking Kaki 散步 9am - 12nn Reading & Games 轻松阅读和游戏 9am - 12nn Community Nurse Post (Face To face) 社区护士站 2.30-3.30pm Handicraft 手工班 2pm - 4pm Repair Kaki 修理工作坊 2pm - 4pm Reading & Game (Rummi-O) 轻松阅读和游戏
3	4	5	6	7	8
9am - 10am Morning Exercise 早操 10am - 12nn Reading & Games 轻松阅读和游戏 2pm - 3pm ACP(optional) 预防护理计划 2pm - 4pm Reading & Games (Rummi-O) 轻松阅读和游戏	9am - 10am Morning Exercise 早操 10am - 12nn Reading & Games 轻松阅读和游戏 2pm - 4pm Reading & Games (Rummi-O) 轻松阅读和游戏 2.30-3.30pm 1-1 Mandarin Coaching 华语教学	9am - 10am Morning Exercise 早操 10am - 12nn Reading & Games 轻松阅读和游戏 10am - 12nn Share a Pot 煮粥汤 2pm - 3pm Calligraphy Class 书法班 2pm - 4pm Reading & Games (Rummi-O) 轻松阅读和游戏	9am - 10am Morning Exercise 早操 9am - 12nn Community Nurse Post Video Consultation (社区护士站-视频) 9am - 11am Stepping-On 逐步前行 1pm - 3pm Social dance 社交舞 2pm - 4pm Reading & Games (Rummi-O) 轻松阅读和游戏	9am - 10am Morning Exercise 早操 9am - 10am Walking Kaki 散步 9am - 12nn Reading & Games 轻松阅读和游戏 9am - 12nn Community Nurse Post (Face To face) 社区护士站 2.30-3.30pm Handicraft 手工班 2pm - 4pm Repair Kaki 修理工作坊 2pm - 4pm Reading & Game (Rummi-O) 轻松阅读和游戏	9am - 10am Morning Exercise 早操 9am - 10am Walking Kaki 散步 9am - 12nn Reading & Games 轻松阅读和游戏 9am - 12nn Community Nurse Post (Face To face) 社区护士站 2.30-3.30pm Handicraft 手工班 2pm - 4pm Repair Kaki 修理工作坊 2pm - 4pm Reading & Game (Rummi-O) 轻松阅读和游戏
10	11	12	13	14	15
9am - 10am Morning Exercise 早操 10am - 12nn Reading & Games 轻松阅读和游戏 2pm - 3pm ACP(optional) 预防护理计划 2pm - 4pm Reading & Games (Rummi-O) 轻松阅读和游戏	9am - 10am Morning Exercise 早操 10am - 12nn Reading & Games 轻松阅读和游戏 2pm - 4pm Reading & Games (Rummi-O) 轻松阅读和游戏 2.30-3.30pm 1-1 Mandarin Coaching 华语教学	9am - 10am Morning Exercise 早操 10am - 12nn Reading & Games 轻松阅读和游戏 10am - 12nn Share a Pot 煮粥汤 2pm - 3pm Calligraphy Class 书法班 2pm - 4pm Reading & Games (Rummi-O) 轻松阅读和游戏	9am - 10am Morning Exercise 早操 9am - 12nn Community Nurse Post Video Consultation (社区护士站-视频) 9am - 11am Stepping-On 逐步前行 1pm - 3pm Social dance 社交舞 2pm - 4pm Reading & Games (Rummi-O) 轻松阅读和游戏	9am - 10am Morning Exercise 早操 9am - 10am Walking Kaki 散步 9am - 12nn Reading & Games 轻松阅读和游戏 9am - 12nn Community Nurse Post (Face To face) 社区护士站 2.30-3.30pm Handicraft 手工班 2pm - 4pm Repair Kaki 修理工作坊 2pm - 4pm Reading & Game (Rummi-O) 轻松阅读和游戏	9am - 10am Morning Exercise 早操 9am - 10am Walking Kaki 散步 9am - 12nn Reading & Games 轻松阅读和游戏 9am - 12nn Community Nurse Post (Face To face) 社区护士站 2.30-3.30pm Handicraft 手工班 2pm - 4pm Repair Kaki 修理工作坊 2pm - 4pm Reading & Game (Rummi-O) 轻松阅读和游戏
17	18	19	20	21	22
9am - 10am Morning Exercise 早操 10am - 12nn Reading & Games 轻松阅读和游戏 2pm - 3pm ACP(optional) 预防护理计划 2pm - 4pm Reading & Games (Rummi-O) 轻松阅读和游戏	9am - 10am Morning Exercise 早操 10am - 12nn Reading & Games 轻松阅读和游戏 2pm - 4pm Reading & Games (Rummi-O) 轻松阅读和游戏 2.30-3.30pm 1-1 Mandarin Coaching 华语教学	9am - 10am Morning Exercise 早操 10am - 12nn Reading & Games 轻松阅读和游戏 10am - 12nn Share a Pot 煮粥汤 2pm - 3pm Calligraphy Class 书法班 2pm - 4pm Reading & Games (Rummi-O) 轻松阅读和游戏	9am - 10am Morning Exercise 早操 9am - 12nn Community Nurse Post Video Consultation (社区护士站-视频) 9am - 11am Stepping-On 逐步前行 1pm - 3pm Social dance 社交舞 2pm - 4pm Reading & Games (Rummi-O) 轻松阅读和游戏	9am - 10am Morning Exercise 早操 9am - 10am Walking Kaki 散步 9am - 12nn Reading & Games 轻松阅读和游戏 9am - 12nn Community Nurse Post (Face To face) 社区护士站 2.30-3.30pm Handicraft 手工班 2pm - 4pm Repair Kaki 修理工作坊 2pm - 4pm Reading & Game (Rummi-O) 轻松阅读和游戏	9am - 10am Morning Exercise 早操 9am - 10am Walking Kaki 散步 9am - 12nn Reading & Games 轻松阅读和游戏 9am - 12nn Community Nurse Post (Face To face) 社区护士站 2.30-3.30pm Handicraft 手工班 2pm - 4pm Repair Kaki 修理工作坊 2pm - 4pm Reading & Game (Rummi-O) 轻松阅读和游戏
24	25	26	27	28	29

Source: Khoo Teck Puat Hospital<sup>29</sup>

One typology, different centres

Developed in partnership with People’s Association and St Luke ElderCare, the 3 Wellness Kampung centres offer programmes and activities in 3 key areas to bring residents together: training for befriending, morning exercises, and the KTPH Share a Pot programme, which is aimed at promoting healthy eating (Figure 2.5). While the Wellness Kampung centres have common facilities and activities, each centre has also developed its unique focus and identity, often in consultation and consideration of resident needs and interests.

27 Khoo Teck Puat Hospital. (2022). Be Active. Retrieved 1 July 2022, from <https://www.ktp.com.sg/community-resources/be-active>

28 Wong, S. F., Chua, Y. E., Lim, F. L., Ng, S. G., Ooi, W. Y. C., Tan, S. H., & Tay, C. Y. (2022). Caring Communities, Production and Participation by People. Khoo Teck Puat Hospital.

29 Khoo Teck Puat Hospital. (2022). Op. cit.

## Wellness Kampung@115 Chong Pang

A prominent feature of this centre is its display of participants' artwork like calligraphy paintings (Figure 2.7). It is a strategy to heighten resident ownership of the centre. A wide range of activities and programmes are organised to give residents the choice and opportunity to engage in meaningful activities and expand their social networks. Residents can use the centre space for various activities like playing card games or cooking in the shared kitchen. They are encouraged to take ownership of their own fitness by tracking daily steps with a pedometer and then exchange for reward stamps and tokens. Some would cook and distribute food to home-bound residents, especially during the COVID-19 pandemic.

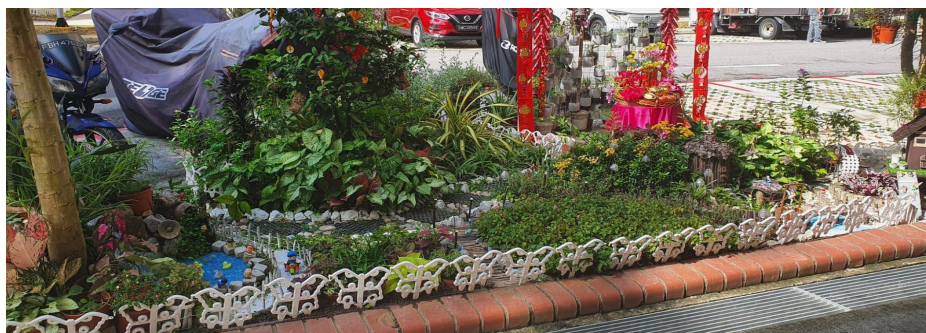
Figure 2.7: Artworks on the centre's glass panels



## Wellness Kampung@260 Nee Soon East

In this centre, residents have come together to start a community garden on a small plot of unused land outside the centre (Figure 2.8). Residents and centre members contributed to the garden artwork and design.

Figure 2.8: Community garden outside Wellness Kampung



## Wellness Kampung@765 Nee Soon Central

In addition to the common programmes on healthy eating, exercise and recreational activities like dance class, a key focus of this wellness centre is its Repair Kaki Programme ('kaki' is the Malay word for 'leg' and is commonly used to refer to 'friends'). The programme brings together older male residents who are skilled or interested in doing repair work, e.g., repairing electrical equipment. Residents are often involved in the repair works by helping to get the required repair parts (Figure 2.9).

Figure 2.9: Repair Kaki Programme tools



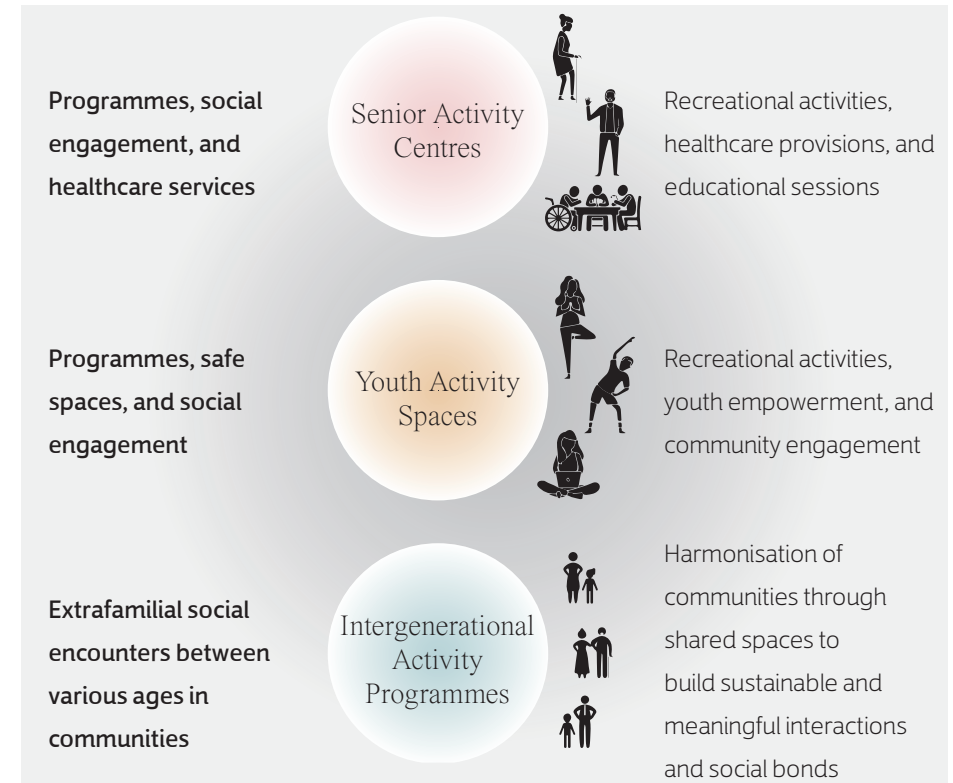
As of December 2018, over 2200 residents have registered with the three Wellness Kampung, each centre serving about 75 residents daily,<sup>30</sup> and 74 new programmes---26% are led by healthcare staff, 36% by volunteers, and 38% by partner organisations. The community and the social design of the Wellness Kampung in promoting active and healthy lifestyles have been celebrated at the Asian Elderly Care Award 2019 Best in the healthy and active ageing service category (gold). It has also received the Human City Design Award 2019 for its contribution to demonstrating that people and people, people and society, and people and the environment can create more harmonious and sustainable relationships.

30 Design Singapore Council. (2020). Op. Cit.

## CHAPTER 3. Other Wellness Community Hubs

This chapter reviews some of the other community hubs that promote health and wellness. There is a common trend of attending to a specific age demographic when developing activity spaces and centres, e.g., children and youths, working-age population, older population, and multi-generation. In this chapter, three typologies of activity centres that promote community health and wellness will be examined. Each typology is illustrated by 2 case studies – Singapore and another from other country.

Figure 3.1: Types of Wellness Community Hubs



Source: Community-based Youth Participatory Action Research studies with a focus on youth health and wellbeing.<sup>31</sup>

31 Branquinho, C., Tomé, G., Grothausen, T., & Gaspar de Matos, M. (2020). Community-based Youth Participatory Action Research studies with a focus on youth health and wellbeing: A systematic review. *Journal of Community Psychology*, 48(5), 1301–1315. <https://doi.org/10.1002/jcop.22320>; Eriksen, I. M., & Seland, I. (2021). Conceptualising Wellbeing in Youth: The Potential of Youth Clubs. *YOUNG*, 29(2), 175–190. <https://doi.org/10.1177/1103308820937571>; Craddock, A. L., Kawachi, I., Colditz, G. A., Gortmaker, S. L., & Buka, S. L. (2009). Neighbourhood social cohesion and youth participation in physical activity in Chicago. *Social Science & Medicine*, 68(3), 427–435. <https://doi.org/10.1016/j.socscimed.2008.10.028>; Pardasani, M. (2019). Senior centres: If you build will they come? *Educational Gerontology*, 45(2), 120–133. <https://doi.org/10.1080/03601277.2019.1583407>

## Senior activity centres

With a focus on promoting practices for a healthy lifestyle, senior activity centres provide opportunities for physical, social, and healthcare activities to encourage the adoption of healthy dietary and self-care behaviours.<sup>32</sup> The goal of most senior activity centres is to promote 'successful ageing'. This comprises active engagement, maintenance of physical functions, and avoidance of disability.<sup>33</sup> Physical, mental, and social support are generally provided through 'meaningful' activities to improve seniors' functional ability, life satisfaction, happiness, and emotional wellbeing.<sup>34</sup>

### Community for Successful Ageing (ComSA) Whampoa Centre, Singapore

The Community for Successful Ageing (ComSA@Whampoa) in Whampoa Community Club is a community project to support community action to create an age-friendly neighbourhood. It was established by the Tsao Foundation, a non-government organisation in 2015 under the Ministry of Health City for All Ages Project. It involved partnership with the Whampoa grassroots organisation and the Ageing Planning Office, Ministry of Health.<sup>35</sup>

The centre embodies a comprehensive approach that congregates multiple services, disciplines, private enterprises, and civic participation to create an age-friendly community where the health and wellness of older adults are embraced as they age (Table 3.1). The development of the centre and its programmes involved several incremental steps. Beginning with the end-in-mind: co-creating wellness solutions with older residents in the Whampoa community, ComSA started by reaching out to these residents, organising longevity parties to find out their concerns, and addressing them through relevant neighbourhood programmes. This process took over 3 years to obtain a critical mass of community champions, volunteers, participants, and resources.<sup>36</sup>

32 Wong, E. Y.-S., Lee, A. H., James, A. P., & Jancey, J. (2019). Recreational Centres' Facilities and Activities to Support Healthy Ageing in Singapore. *International Journal of Environmental Research and Public Health*, 16(18), 3343. <https://doi.org/10.3390/ijerph16183343>

33 Rowe, J., & Kahn, R. (1997). Successful ageing. *The Gerontologist*, 37, 433–440

34 Menec, V. (2003). The relation between everyday activities and successful ageing: A 6-year longitudinal study. *Journal of Gerontology: Social Sciences*, 58B(2), s74–s82.

35 Tsao Foundation. (n.d.). Community Participation. Retrieved 21 December 2021, from <https://tsaofoundation.org/towards-successful-ageing/comsa/community-development>

36 Personal communication with Mary Ann Tsao, Chairman, Tsao Foundation. (7 September 2022). Conducted via Zoom.

Table 3.1: ComSA system of care and community development<sup>37</sup>

Approach	Intervention	Organisation	Goal
System of care (Primary care and care management)	Patient-centred medical care (Primary care)	Hua Mei Clinic, Whampoa Centre, Centre-based Comprehensive Care, Care Management Services, Hua Mei Clinic	Sustainable integrated health and social care system that promotes health over the life continuum and enables ageing in place.
Community development system	Community assessment	Partnership with NUS Saw Swee Hock School of Public Health	Understand the community, identify target elders and residents, and confirm the agreed strategies and intervention activities.
	Community capacity building	Self-Care of Older Adults (SCOPE), Guided-Autobiography (GAB), Sharing Wellness and Initiatives Interest Group (SWING)	Encourage self-care and self-development. Mobilise community health partners and champions and create platforms and opportunities to build a more socially cohesive Whampoa.
	Community outreach and engagement	Café Kawan, Curating Whampoa, Enriching and Mobilising Participation of Whampoa's Elder Residents, (EMPOWER) ComSA Club, Learning Room	Create a healthy community in which older people are involved and residents have an increased sense of wellbeing.

37 Aw, S., Koh, G. C. H., Tan, C. S., Wong, M. L., Vrijhoef, H. J. M., Harding, S. C., Geronimo, M. A. B., & Hildon, Z. J. L. (2019). Theory and Design of the Community for successful ageing (ComSA) program in Singapore: connecting BioPsychoSocial health and quality of life experiences of older adults. *BMC Geriatrics*, 19(1), NA. [https://www.researchgate.net/publication/336367870\\_Theory\\_and\\_Design\\_of\\_the\\_Community\\_for\\_successful\\_ageing\\_ComSA\\_program\\_in\\_Singapore\\_connecting\\_BioPsychoSocial\\_health\\_and\\_quality\\_of\\_life\\_experiences\\_of\\_older\\_adults](https://www.researchgate.net/publication/336367870_Theory_and_Design_of_the_Community_for_successful_ageing_ComSA_program_in_Singapore_connecting_BioPsychoSocial_health_and_quality_of_life_experiences_of_older_adults); Aw, S., Koh, G. C. H., Tan, C. S., Wong, M. L., Vrijhoef, H. J. M., Harding, S. C., Geronimo, M. A. B., & Hildon, Z. J. L. (2019). Exploring the implementation of the Community for Successful Ageing (ComSA) program in Singapore: Lessons learnt on program delivery for improving BioPsychoSocial health. *BMC Geriatrics*, 19(1), 263. <https://doi.org/10.1186/s12877-019-1271-3>; Tsao Foundation. (2015). It takes a kampung: The blueprint for ComSA. Retrieved 21 December 2021, from [https://tsaofoundation.org/doc/comsa/2.%20It%20Takes%20A%20Kampung%20\(by%20Ms%20Peh%20Kim%20Choo\).pdf](https://tsaofoundation.org/doc/comsa/2.%20It%20Takes%20A%20Kampung%20(by%20Ms%20Peh%20Kim%20Choo).pdf)

ComSA has 2 main approaches,

- A system of care, which consists of the care programmes under the Tsao Foundation Hua Mei Centre for Successful Ageing (HMCSA). HMCSA is a one-stop, first-stop primary healthcare provider.
- A community development system, which covers 3 aspects: community assessment, community capacity building, and community outreach and engagement (Table 3.2). The system optimises opportunities for older adults to build quality social relationships, facilitating healthy ageing.<sup>38</sup>

Key components of ComSa@Whampoa include:

- Community participation to provide a healthy community where older residents are more involved and have a greater sense of wellbeing by co-creating senior-friendly initiatives and activities.<sup>39</sup>
- Life-course approach to wellbeing (Table 3.2) - outreach programmes such as longevity parties, Curating Whampoa activity (Figure 3.2) and the physical space of Cafe Kawan offer opportunities for residents to gather, meet new residents, and participate in ComSA's programmes.

Over time, the development has helped build up local community's ability to proactively involve every individual and create civic mindedness in the community as a whole. Minister for Health (2011-2021) Gan Kim Young has described ComSA@Whampoa as "a concrete example of the development of community care infrastructure to support our care transformation efforts – to go beyond healthcare to health, and to extend care beyond hospitals to home".<sup>40</sup>

38 Medicus. (2022). In Conversation With Dr Mary Ann Tsao. DukeNUS. <https://www.duke-nus.edu.sg/medicus/2022-issue2/in-conversation-with>; Mavis Teo. (2022). Empowering the Elderly: Dr Mary Ann Tsao, Prestige Anew Ball Patron Award winner, on championing an ageing population. <https://www.prestigeonline.com.sg/people/dr-mary-ann-tsao-on-empowering-the-elderly/>

39 Personal communication with Mary Ann Tsao, Chairman, Tsao Foundation. (7 September 2022). Op. Cit.

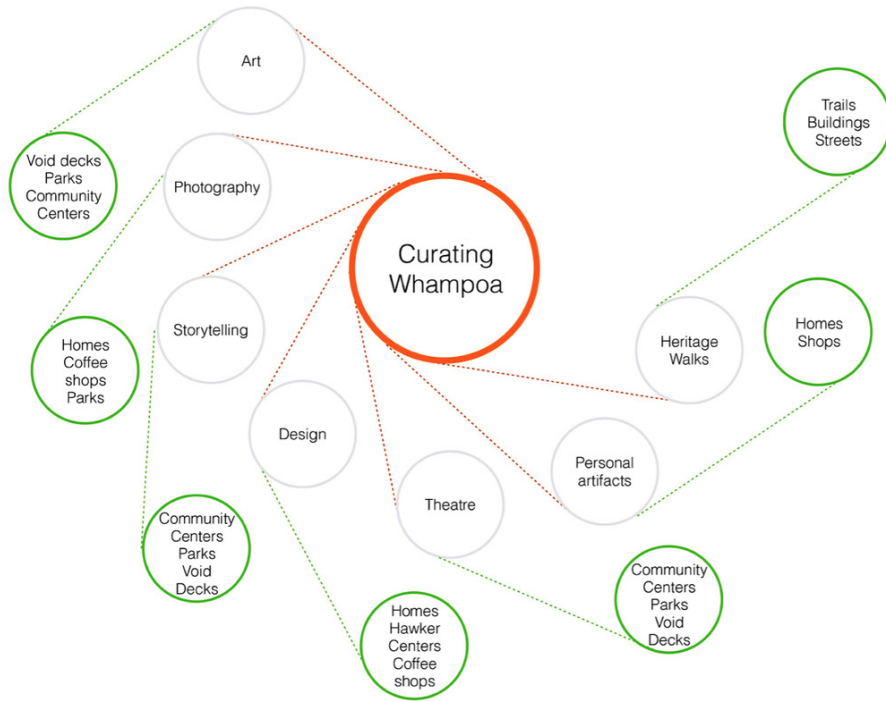
40 Tsao Foundation. (n.d.). Official Opening of Whampoa CC. Retrieved June 30, 2022, from <https://tsaofoundation.org/media/official-opening-of-whampoa-cc>

Table 3.2: ComSA@Whampoa community participation programmes <sup>41</sup>

Programme	Goal	Resource	Organisations
Café Kawan	Café Kawan is an informal meeting area for older residents to gain cooking skills and socialise. Care management and/or counselling are also available.	Activities such as cooking, gardening, crafts and access to a community-free library.	Volunteer-run programmes, National Library Board.
Curating Whampoa	Community art and heritage initiative to display Whampoa residents' rich cultural and living heritage of Whampoa.	Community artworks are displayed in common spaces like the void deck, parks, community centres and coffee shops.	Local residents, artists, designers, students and community-based workers will be involved.
Enriching and Mobilising Participation of Whampoa's Elder Residents ComSA Club	1) Supporting the interests of the senior community 2) Promoting senior health and wellness in the community 3) Encouraging senior participation in networks to support wellbeing and re-thinking ageing in the community.	Recreational activities such as dancing, singing, cooking, gardening, sports, beading and crafts, and community curation.	This pilot service initiative is co-funded by Tote Board Social Service Fund overseen by the National Council of Social Service and Tsao Foundation.
Learning Room	Provides comprehensive life skills courses and self-care training to achieve successful ageing.	Self-care courses, Caregiver training, traditional Chinese medicine courses	National Silver Academy, and relevant personnel from Tsao Foundation.
Sharing Wellness and Initiatives Group	An 8-week civic-mindedness workshop that activates neighbours to act on a variety of neighbourhood issues.	Workshop-based	Local community, Tsao Foundation.
BIG SWING	Participants of SWING who have continued interest after the SWING workshop are trained to be ComSA champions.	Volunteers	Local community, Tsao Foundation.

41 Tsao Foundation. (n.d.). Community Participation. Op. cit; Tsao Foundation. (n.d.). Café Kawan. Retrieved 21 December 2021, from <https://tsaofoundation.org/towards-successful-ageing/comsa/cafe-kawan>; Tsao Foundation. (n.d.). Curating Whampoa. Retrieved 21 December 2021, from <https://tsaofoundation.org/towards-successful-ageing/comsa/curating-whampoa/about-us>; Tsao Foundation. (n.d.). EMPOWER (2019-2021). Retrieved 21 December 2021, from <https://tsaofoundation.org/towards-successful-ageing/comsa/community-development/empower>; Tsao Foundation.(n.d.). Learning Room. Retrieved June 30, 2022, from <https://tsaofoundation.org/towards-successful-ageing/comsa/learning-room>; Tsao Foundation. (n.d.). SWING Programme. Retrieved 21 December 2021, from <https://tsaofoundation.org/towards-successful-ageing/comsa/community-development/swing>

Figure 3.2: Curating Whampoa



Source: Curating Whampoa<sup>42</sup>

ComSA has used realist evaluation to understand how its programme can be improved, replicated, and scaled up.<sup>43</sup> Realist evaluation objectively understands how the programme works while acknowledging complex and contextual problems affecting outcomes (Box 3.1). The evaluation assesses resources needed to develop and implement ComSA, along programme accessibility and potential evolution and performance of ComSA.

42 Studio Chronotope. (n.d.). Curating Whampoa. Retrieved 4 October 2022, from <http://www.studiochronotope.com/curating-whampoa-singapore.html>

43 Vrijhoef, B. (2021). What Works for Whom and under What Conditions? Retrieved 25 October 2022, from <https://lkyspp.nus.edu.sg/docs/default-source/ips/presentation-slides-of-bert-vrijhoef.pdf>

### Box 3.1: Example of ComSA’s Realist Evaluation

Realist evaluation was used to guide the analysis of the design of ComSA programmes and their processes. Some measures include,

- Identifying the contexts, mechanisms and outcomes of ComSA’s programmes as identified by individual stakeholders through interviews
- Examining the relevance of identified contexts, mechanisms and outcomes of ComSA’s programmes by surveying internal and external stakeholders
- Distilling an initial programme theory for ComSA.

The preliminary findings were presented to the senior management team of Tsao Foundation, and qualitative data were analysed in a stepwise approach. Qualitative data were also analysed from survey question statements.

Results of the realist evaluation found that ‘trust’ and ‘clarity’ are instrumental when developing and maintaining stakeholders’ roles and responsibilities under ComSA. “If care providers and community leaders understand their (new) roles under ComSA and if they trust the (new) collaboration, integrated care will become more accessible for frail older people in Whampoa because care providers will be more involved in ComSA”.

Source: B. Vrijhoef. (2021). What Works for Whom and under What Conditions? Brief Intro on Realist Evaluation. Retrieved 25 October 2022, from <https://lkyspp.nus.edu.sg/docs/default-source/ips/presentation-slides-of-bert-vrijhoef.pdf>

### Toyama City and Kadokawa Care Prevention Centre, Japan

Toyama City supports ageing policies and innovations to encourage active and independent lifestyles of its senior citizens. The focus is on preventing social isolation and inactive lifestyles, which decrease overall health and increase the city’s healthcare costs.<sup>44</sup> This is achieved through a framework of improving urban accessibility and social opportunities with senior-friendly interventions and initiatives (Table 3.3).

44 Rockefeller Foundation. (2017). Resilient Toyama, Toyama Vision 2050 (Community, Nature and Innovation). 100 Resilient Cities.

Table 3.3: Senior Privileges and Provisions in Toyama City <sup>45</sup>

Project	Goal	Resources	Organisations Involved
Tram Travel Passes	To encourage senior mobility and active lifestyles by providing subsidised and convenient travel.	City Tram subsidised passes for 100 yen.	Tram service, government subsidies
Free Attraction Entry	To encourage intergenerational family bonding by going to attractions together.	Zoo, Museum and other city attractions pass.	Attractions, government subsidies
Let's Walk Programme	Increase senior activity and mobility by organising guided walks through the city and countryside.	Volunteers and tour leaders.	Community organisations
Integrated Daycare Centres (e.g. Konoyubi Tomare)	Caters to the elderly, young and individuals with special needs as an all-in-one care facility.	Short stays, job training, recreational activities.	Government initiated and funded
Provision of daily necessities for the senior population	Toyama's malls, supermarkets and convenience stalls have added provisions for senior care and wellbeing, including delivery services.	Comfortable seating areas, blood pressure monitors and senior counselling services. Large malls train staff to recognise dementia symptoms.	Private initiatives (malls, supermarkets, convenience stalls)

Local networks play a key role in Toyama City's integrated and inclusive senior care centres. The city has 32 community support centres and contact points for older adults within the community. Centre staff such as nurses, certified social workers and welfare caretakers monitor and advise individuals to attend the Kadokawa Care Prevention Centre when necessary. The city also works with senior voluntary clubs where 36% of older adults in the city participate. Older adults are assigned leadership roles to promote community-based

45 Toh, E. M. (2020). Toyama Compact City, A return to vitality (No. 16; Urban Solutions). Centre for Liveable Cities, Singapore.

activities for preventive care while communicating with the community support centres.<sup>46</sup> This community-based approach has helped older adults to become more mindful of their health while enhancing self-reliance and promoting mutual help. The Kadokawa Care and Prevention Centre is another approach to promote preventive healthcare while maintaining health condition, physical mobility, and overall wellness of older adults through facilities and activities (Box 3.2). A preventive care approach improves citizens' wellbeing while simultaneously reducing the financial burden on individuals and public services. This is achieved by encouraging a self-reliant lifestyle to decrease frailty in senior citizens who need careful long-term care and nursing.<sup>47</sup>

### Box 3.2: Health and wellness programmes in Kadokawa Care Prevention Centre

The Kadokawa Care Prevention Centre, Hydrotherapy



Source: Panorama Solutions for a Healthy Planet

The Kadokawa Nursing Care Prevention Centre is combined with other nursing and health care services provided by public service to ensure sustainable long-term care and maintenance of health. It houses facilities and activities including:

- Hot springs
- Exercise equipment
- Ground exercise therapy
- Thermal therapy
- Aquatic exercise therapy.

Source: Mori, M. (2016). Aiming for a sustainable city that creates added value and is full of social capital. International Forum on the "FutureCity" Initiative. Retrieved 25 October 2022, from [https://doc.future-city.go.jp/doc/pdf/forum/2016\\_06/03\\_02\\_mori\\_en.pdf](https://doc.future-city.go.jp/doc/pdf/forum/2016_06/03_02_mori_en.pdf); Panorama solutions. (2018). Revitalising the Ageing City: Kadokawa Nursing Care Prevention Centre. Retrieved 25 October 2022, from <https://panorama.solutions/en/solution/revitalizing-ageing-city-kadokawa-nursing-care-prevention-centre>

46 Panorama Solutions for a Healthy Planet. (2020). Promoting Integrated and Inclusive Care Services through Community-based Approaches. <https://panorama.solutions/en/building-block/promoting-integrated-and-inclusive-care-services-through-community-based-approaches>

47 Panorama solutions. (2018). Op. Cit.

The centre was funded by Toyama City through donations from citizens as well as the city budget. The building is owned by the city, with its citizen-donated facilities outsourced to a joint venture of different private companies. The Care Prevention Centre has successfully helped 141 senior members keep active lifestyles -- who showed a positive influence of exercise on their physical and mental conditions while gaining noticeably improved mobility over three months.

## Youth activity spaces

Youth activity spaces come in three main forms: organised programmes, social community spaces, and public spaces catering to physical activities.<sup>48</sup> They usually address concerns of youths within their communities or provide spaces for safe communal interactions and enable youth participation in knowledge sharing and community practices for positive change.<sup>49</sup>

**Organised programmes** are often supported by adult community members and individuals who advocate for community causes. They train youths in critical thinking for social change, fostering alliances with stakeholders to improve their communities.<sup>50</sup> These programmes enable youths to have greater awareness and knowledge of social justice issues and take on leadership roles. The activities are aimed at improving their relationships with adults in the community, creating and supporting intergenerational dialogue.<sup>51</sup>

**Youth clubs** provide recreational spaces for community socialisation, especially in overcrowded urban areas. Simple activities are provided such as board games in comfortable public spaces.<sup>52</sup> These clubs often aim to keep at-risk youths occupied. The safe and nurturing social environment provides a space for prevention and intervention for youth gangs and youth violence.<sup>53</sup> These youth clubs can also be seen as spaces fostering positive mental health among youths, developing community social circles in safe environments, and preventing loneliness.<sup>54</sup>

**Youth physical activity spaces** are achieved through placemaking or allocating safe

outdoor spaces in neighbourhoods for youths and families.<sup>55</sup> Parents and children are offered opportunities to form social bonds with other families to encourage community socialisation.<sup>56</sup> With a positive community environment, participation in recreational programmes and physical activity in neighbourhood spaces also tends to be higher.<sup>57</sup>

## Tzu Chi Youth Humanistic Centre, Singapore

In Singapore, the Children and Young Persons Act (1993) defines a young person as between 14-16 years while the National Youth Council (NYC)<sup>58</sup> defines youth as 15-35 years. The Ministry of Culture, Community and Youth (MCCY), responsible for youth issues, adopts the NYC youth definition of 15-35 years.<sup>59</sup> There are many for-profit/non-profit youth centres and services provided by various organisations in Singapore.

The Tzu Chi Humanistic Youth Centre (HYC) is a community hot spot where youths gather and make use of its environment for study, recreation, activities and personal development.<sup>60</sup> It was established in November 2019 within walking distance of the Khoo Teck Puat Hospital. Situated near the idyllic Yishun Pond and FutsalArena@Yishun, HYC was converted from the former Yishun Polyclinic premise, and was transformed into co-created spaces for youths.<sup>61</sup> HYC has a comprehensive range of spaces for youth activities:

- 195 sq m public reading area
- Public co-working spaces
- Chat rooms
- Multipurpose hall
- Classrooms
- Shops (bookshop, cafes, restaurants)
- Makerspace
- Art exhibitions
- Wellness studio
- Sustainable workshops.

48 Branquinho, C., Tomé, G., Grothausen, T., & Gaspar de Matos, M. (2020). Op. Cit.; Eriksen, I. M., & Seland, I. (2021). Op. Cit.

49 Anyon, Y., Bender, K., Kennedy, H., & Dechants, J. (2018). A Systematic Review of Youth Participatory Action Research (YPAR) in the United States: Methodologies, Youth Outcomes, and Future Directions. *Health Education & Behaviour*, 45(6), 865-878. <https://doi.org/10.1177/1090198118769357>

50 Ozer, E. J., & Douglas, L. (2015). Assessing the Key Processes of Youth-Led Participatory Research: Psychometric Analysis and Application of an Observational Rating Scale. *Youth & Society*, 47(1), 29-50. <https://doi.org/10.1177/0044118X12468011>

51 Branquinho, C., Tomé, G., Grothausen, T., & Gaspar de Matos, M. (2020). Op. Cit.

52 Forkby, T. (2014). Youth policy and participation in Sweden: A historical perspective. In M. Taru, F. Coussée and H. Williamson (Eds.), *The History of Youth Work in Europe Vol 4*. Council of Europe Publishing.

53 Forkby, T., & Kiilakoski, T. (2014). Building capacity in youth work: Perspectives and practice in youth clubs in Finland and Sweden. *Youth & Policy*, 112, 1-17.

54 Eriksen, I. M., & Seland, I. (2021). Op. Cit.

55 Kawachi, I., Subramanian, S. V., & Kim, D. (2008). Social Capital and Health. In I. Kawachi, S. V. Subramanian, & D. Kim (Eds.), *Social Capital and Health* (pp. 1-26). Springer.

56 Coleman, J. S. (1988). Social Capital in the Creation of Human Capital. *American Journal of Sociology*, 94, S95-S120.

57 Cradock, A. L., Kawachi, I., Colditz, G. A., Gortmaker, S. L., & Buka, S. L. (2009). Op. Cit.

58 The NYC is the national organisation for holistic youth development in Singapore and funds, facilitates, develops, and coordinates national programmes to establish a thriving, well-connected and self-sustaining youth sector.

59 Youthpolicy. (2014). Definition of Youth. Retrieved 23 August 2022, from <https://www.youthpolicy.org/factsheets/country/singapore/>

60 Tzu Chi Singapore. (n.d.). Tzu Chi Humanistic Youth Centre. Retrieved 1 July 2022, from <https://www.tzuchi.org.sg/en/our-missions/education/tzu-chi-humanistic-youth-centre/>

61 Tzu Chi Humanistic Youth Centre. (n.d.). For Youth By Youth. Retrieved 11 January 2022, from <https://hyc.tzuchi.org.sg/>

By empowering and encouraging youths to be changemakers, HYC actively works towards a sustainable community.<sup>62</sup> HYC collaborates with different partner organisations to offer various classes, such as pilates, maker education, sustainability and mental awareness workshops that appeal to youths. The public co-working area is the most popular, as youths use it as a study space, while other facilities promote art and culture, eco-awareness, volunteerism, and youth wellness (Table 3.4). Some facilities like the plant-based cafe, artisan bakery, wellness studio and sustainable workshops are managed by external partners. HYC's partners also collaborate to create a charitable platform for youths to carry out activities that promote equal living, sustainable development and a healthy lifestyle.

Table 3.4: Programmes in HYC<sup>63</sup>

Programme	Goal	Resources	Organisations Involved
Zero Market	HYC organises a zero meat and zero plastic lifestyle marketplace that caters to eco-conscious buyers and sellers to encourage and inspire the adoption of sustainable living.	Space at HYC	HYC, eco-conscious sellers.
Eco Workshops	To promote eco-awareness among youths and to encourage them to learn about environmental protection and conservation via the workshops.	Space at HYC	HYC, sustainable business.
Co-lab	The focus of HYC's Co-Lab is to bring together like-minded entities such as aspiring social entrepreneurs with a mission of doing good for society.	Co-working space at HYC (Main suite room and single dedicated working desks)	HYC, various start-ups, non-profit organisations and social enterprises.

62 Tzu Chi Humanistic Youth Centre. (2022) Information on AGS x Tzu Chi HYC Partnership. Retrieved 1 July 2022, from [https://humanist.org.sg/wp-content/uploads/2021/03/Information\\_on\\_AGS\\_x\\_Tzu\\_Chi\\_HYC\\_Partnership\\_for\\_AGS\\_members\\_1.pdf\\_safe.pdf](https://humanist.org.sg/wp-content/uploads/2021/03/Information_on_AGS_x_Tzu_Chi_HYC_Partnership_for_AGS_members_1.pdf_safe.pdf)

63 Tzu Chi Singapore. (2022). Co-working Space Serves as Platform to Foster Mutual Support. Retrieved 25 October 2022, from <https://www.tzuchi.org.sg/en/news-and-stories/local-news/co-working-space-serves-as-platform-to-foster-mutual-support/>; Tzu Chi Humanistic Youth Centre. (n.d.). Zero Market. Retrieved 25 October 2022, from <https://hyc.tzuchi.org.sg/whats-on/zero-market/>

Figure 3.3: Tzu Chi Youth Humanistic Centre



Currently, HYC continues to find ways to improve programmes and events to engage a wider variety of youths including the less academically inclined and those from the middle- and lower-income classes, and youths at risk. HYC has been actively involved in promoting mental health awareness (Box 3.3) including programmes that would allow interaction between different communities (e.g., children, youths, seniors, differently-abled, and migrants). The HYC exemplifies the spirit of community giving and community learning through a co-created space for youths to explore their interest with programmes and socialisation.

### Box 3.3: Promoting mental health awareness via counselling services and art therapy

2021: Tzu Chi Singapore signed a Memorandum of Understanding with Silver Ribbon to collaboratively provide residents with free psychological counselling services. HYC also provided a space within the centre for Silver Ribbon to conduct counselling services.

2022: HYC launched an after-school programme for primary school children titled 'Kidz Hideout', with befriending, homework support programme and art therapy as its key activities. Activities are specifically targeted at increasing the wellbeing of their participants. Art therapists from Red Pencil, the main organisation working with HYC, have noted gradual improvements in students' overall behaviour after the eight-week-long sessions as students are taught to express their inner feelings through different art mediums.

Source:  
Liong, C. T. (2021). Tzu Chi Signs MOU with Silver Ribbon to Promote Mental Health. Tzu Chi Singapore. Retrieved 24 August 2022, from <https://www.tzuchi.org.sg/en/news-and-stories/local-news/tzu-chi-signs-mou-with-silver-ribbon-to-promote-mental-health/>; Pan, Z. (2022). Students Share Their Inner Thoughts and Grow through Art Therapy. Tzu Chi Singapore. Retrieved 24 August 2022, from <https://www.tzuchi.org.sg/en/news-and-stories/local-news/students-share-their-inner-thoughts-and-grow-through-art-therapy/>

## San Francisco Placemaking, USA

USA applies the UNICEF Child-Friendly Cities Initiative (CFCI), which supports municipal governments to realise children's rights at the local level. The CFCI offers a child rights framework that seeks to establish safe, equitable, just, inclusive, and child-responsive cities and communities worldwide.<sup>64</sup> Its development involves a wide range of stakeholders while having children and young people at the forefront; local government, non-profit leaders, and community partners work together with the input of youths. The aim is to realise children's rights in policies, services, and actions, resulting in neighbourhood transformation projects.<sup>65</sup> San Francisco adopts a placemaking and urban reconfiguration approach following the CFCI that transforms busy streets into recreational activity-friendly spaces. Projects include the Safe Passage Park (SPark), Play Streets, and Sunday Streets in Tenderloin and other neighbourhoods around San Francisco, which are collaborative placemaking events (Table 3.5).<sup>66</sup>

Table 3.5: Placemaking Initiatives in San Francisco

Project	Goal	Resources	Organisations Involved
Sunday Streets	To promote healthy living for disadvantaged communities by reclaiming congested roads and providing new open spaces and activities.	Temporary event sites with organised recreational activities	Government officials, community volunteers, non-profits, small businesses, various sponsors and city industries.
Play Streets	Closing urban streets to vehicular traffic, providing open spaces for children and youth to play on.	Temporary usage of vehicular roads, recreational classes and chalk for street drawing.	Partnership for a Healthier America, state councils, community organisations.
Safe Passage Park	Widening sidewalks and creating liveable outdoor environments in disadvantaged communities. Addressing urban crime by fostering community spaces.	Urban reconfiguration planned recreational activities and vents.	Government officials, community volunteers, non-profits, small businesses, various sponsors and city industries.

64 UNICEF (n.d.). The Convention on the Rights of the Child—Still Critical 30 Years On. Retrieved 6 December 2021, from <https://www.unicefusa.org/stories/convention-rights-child-%E2%80%94still-critical-30-years/35154>

65 Ferguson, S. (2021). UNICEF USA BrandVoice: UNICEF's Child Friendly Cities Initiative Celebrates First Year In U.S. Forbes. Retrieved 6 December 2021, from <https://www.forbes.com/sites/unicefusa/2021/08/12/unicefs-child-friendly-cities-initiative-celebrates-first-year-in-us/>

66 Zieff, S. G., Chaudhuri, A., & Musselman, E. (2016). Creating neighbourhood recreational space for youth and children in the urban environment: Play(ing in the) Streets in San Francisco. *Children and Youth Services Review*, 70, 95–101. <https://doi.org/10.1016/j.childyouth.2016.09.014>; City, L. (2019, February 28). MODE SHIFT IN ACTION: The Story of Sunday Streets San Francisco. Livable City. <https://www.livablecity.org/sunday-streets-san-francisco-history/>; Zieff, S. G., Kim, M.-S., Wilson, J., & Tierney, P. (2014). A "Ciclovia" in San Francisco: Characteristics and Physical Activity Behaviour of Sunday Streets Participants. *Journal of Physical Activity and Health*, 11(2), 249–255. <https://doi.org/10.1123/jpah.2011-0290>

## Sunday Streets

Figure 3.4: A Sunday Street



Source: [StreetsBlogSF.org](https://streetsblogsf.org)

The Sunday Streets is an open streets programme started in 2008 with an annual event season. It was first initiated after city reports showed that chronic diseases were rising locally, especially among people of colour and low-income communities because of a lack of access to parks, gyms, and open spaces. Sunday Streets' goal is to reclaim vehicular streets for community health, providing free activities by the local community and non-profit organisations (Box 3.4). It has become a permanent event in 2009, expanding to dedicated neighbourhoods in 2010.<sup>67</sup> It remains a constantly evolving project based on community feedback, benefiting the whole community, not just youths.

Sunday Streets is managed by a non-profit organisation, Livable City, with three permanent staff assigned to this project. Their roles are to liaise with stakeholders to organise community events to advocate for urban environmental restoration and revitalise public streetscapes. Community involvement includes volunteering to conduct outreach, plan for the events, or host these events on the day.<sup>68</sup> Stakeholders involved are vendors from the community who wish to showcase their talents or goods to a select audience. Funding comes from community donations for the organisation of future events.

67 Strobe, M. (2019, February 28). MODE SHIFT IN ACTION: The Story of Sunday Streets San Francisco. Livable City. <https://www.livablecity.org/sunday-streets-san-francisco-history/>

68 Volunteer – Sunday Streets SF. (n.d.). Retrieved 14 March 2022, from <https://www.sundaystreetsf.com/volunteer/>; Exhibitor Info – Sunday Streets SF. (n.d.). Retrieved 14 March 2022, from <https://www.sundaystreetsf.com/exhibit/>

### Box 3.4: Sunday Streets Activities

Sunday Streets Event Poster



Source: Sunday Streets SF

The event provides:

- Temporary parks
- Block parties (music, performances, and free food)
- Children play areas (hula hoops and chalk provided)
- Concerts and live performances
- Public raffle (sponsored prizes)
- Flea market.

Source: Sunday Streets SF. (2022). Sunday Streets Tenderloin. Retrieved 25 October 2022, from <https://www.sundaystreetsf.com/tenderloin/>

Promoted by Mayor Gavin Newsom and the ShapeUp Coalition of San Francisco, Sunday Streets has grown into a diverse neighbourhood programme across San Francisco with the help of community volunteers, non-profits, small businesses, sponsors, and industries. Participants emphasised their positive experiences with safe environments as reasons to return to future events. First-time attendees also found the social environment to be an engaging factor to return to.<sup>69</sup>

### Play Streets

The success of Sunday Streets led to the pilot programme, Play Streets. Supported by the Partnership for a Healthier America (PHA), Play Streets is a programme of the San Francisco Municipal Transportation Agency working with the non-profit Livable City and supported by San Francisco's various government departments and agencies. The partnership works in collaboration with the municipality to close urban streets to vehicular traffic to provide temporary open spaces for children and youths to play on. Play streets is a small-scale programme designed to cater for individual neighbourhoods and their unique needs, cultural preferences and required resources (Figure 3.5). The event is conducted more frequently to provide consistently available open spaces for recreational and social activities.

Figure 3.5: Play Streets 2020



Source: Tenderloin Community Benefit District

69 Sunday Streets SF. (n.d.). About Us. Retrieved 6 December 2021, from <https://www.sundaystreetsf.com/about/>

Four neighbourhoods have been selected to pilot this programme based on the following criteria:<sup>70</sup>

- Low income (more than 16% below the poverty line)
- Higher than city average rates of chronic diseases (childhood obesity)
- Poor recreational resources (less than one acre of open space per 1000 residence, toxic land).

The pilot takes place in selected residential blocks, avoiding commercial corridors. It is restricted to single streets, avoiding traffic intersections. During each event, organising committees are required to include a minimum of 3 separate events, with a maximum of 10 sessions on selected streets for a minimum of 3 hours per session (Box 3.5).

### Box 3.5: Play Streets Activities

Traffic is blocked from 10 am-3 pm on select Saturdays, and facilitates activities such as bike riding, art, music and wellness classes. It also facilitated COVID-19 testing and provided resources through giveaways and sharing events

Popular activities include:

- Hula Hoops
- Jump Ropes
- Tug of War
- Potato-sack Races
- Movement Games
- Arts and Crafts
- Sidewalk Chalk Art
- Card Games.

Some activities are explicitly banned by the municipality. This includes food sales or food giveaways, the distribution of single-use bottles, vehicle shows, amplified sound, and the use of tobacco products and alcohol.

Source: 2018 Play Streets Program Guidelines. (2018). San Francisco Municipal Transportation Agency; How It Works – SF Play Streets. (n.d.). Retrieved 22 February 2022, from [https://sfplaystreets.org/?page\\_id=45](https://sfplaystreets.org/?page_id=45)

Play Streets are initiated and organised by community members who volunteer to form an organising team. The team must include at least one local resident, with a minimum of four people who would apply to the municipality with their proposed area. Volunteers are then trained to organise these events by the non-profit, Livable City. The teams are responsible for gathering signatures of support from a minimum of 51% of households and businesses on the street, creating flyers and advertisements for the event, and clearing out parked traffic three days before the session.<sup>71</sup>

There are challenges in attracting targeted youths to the event (e.g., from lower socio-economic groups). At times, adults would be present but did not participate in physical activities, choosing to socialise while minding their children. There is urgent need to better understand the requirements of adults and youths, especially since participants have requested more programmed activities and more frequent implementation. Additionally, the direction to make it a family-friendly event has resulted in significantly diminished youth involvement, as most participants were children under 10 years old accompanied by their parents. A solution is to re-evaluate the programming and play equipment offered. Research has shown that Play Streets offer a useful model for implementing low-cost, regular recreation opportunities, especially in low-resourced communities and those facing urban issues and revitalisation. Researchers have also observed a noticeable reduction in drug and gang activities during Play Street events.<sup>72</sup>

### Safe Passage Park

The Safe Passage Park (SPark) initiative in the Tenderloin neighbourhood of San Francisco aims to provide a safe, accessible outdoor space for youth activity. The sidewalks of Turk Street have been transformed into a multi-purpose recreational area to support the rights of youth residents. The southern stretch of Turk Street was remade into a permanent recreation area with children play equipment, scheduled recreational activities, art murals and pet-friendly areas. Its predominant focus is to create a safe environment for outdoor activities.<sup>73</sup> SParks has become a permanent feature of Tenderloin, cleaned and maintained by state departments and community organisations.

Developed in phases, some of the changes included,

- Concrete barriers erected to provide spaces for walking and activities, separating pedestrians from vehicular traffic.
- Planters and greenery added along with murals and seating.

71 King, S. (2016). San Francisco play streets for all: Policy, toolkit, training & implementation.; San Francisco Municipal Transportation Agency (2017, May 23). Play Streets, from <https://www.sfmta.com/projects/play-streets>

72 Zieff, S. G., Chaudhuri, A., & Musselman, E. (2016). Op. Cit.

73 Graf, C. (2021, April 27). Tenderloin's 200 block of Turk Street transformed into urban community park. The San Francisco Examiner. <https://www.sfexaminer.com/news/tenderloins-200-block-of-turk-street-transformed-into-urban-community-park/>

70 Tenderloin Community Benefit District. (n.d.). Tenderloin Community Benefit District —TL Transforms. Retrieved 6 December 2021, from <https://tlcbd.org/tl-transforms>

The phased approach allows for active local community feedback and involvement that steers future plans and programmes. The project also began its design through a participatory approach using resident surveys. Youths and families participated in design exercises on-site to plan future spaces and activities.<sup>74</sup>

Tenderloin was selected for several reasons -community concerns about the lack of safe and accessible permanent outdoor spaces,<sup>75</sup> disadvantaged communities had limited mobility due to municipal cuts in transit, and Tenderloin had previously struggled with traffic violence and the lack of accessible green spaces. Understandably, its transformation included traffic calming measures, widening sidewalks and routes catering for different modes of mobility. Car traffic was limited to a set number of hours on Saturdays throughout 2020, offering children and youths spaces to participate in games and activities. The space was converted into a COVID-19 testing site for the community during the pandemic.

## Intergenerational activity programmes

Intergenerational programmes bring together communities of different ages/generations. A common strategy is to work on voluntary services or issues of common concern. Such programmes often combine older and child-friendly considerations, rather than limiting the focus to age-specific problems.<sup>76</sup> The World Health Organisation (WHO) reports community-wide benefits among older participants, such as enhanced mobility and independence, increased security, and confidence in leisure and social activities.<sup>77</sup> Adolescents also develop more pro-social behaviour, less negative risk-taking with alcohol and drugs, and overall improvement in psychosocial wellbeing and quality of life.<sup>78</sup> Case studies from Singapore and Northern Ireland are reviewed.

## Kampung Admiralty, Singapore

Kampung Admiralty is a one-stop, purpose-built senior housing development featuring facilities for residents of all ages. Intergenerational amenities include a shared food court, a medical centre, senior activity and childcare centre. Its development activated the working together of various Singapore agencies to adopt a combined approach to address the housing, transport, outdoor recreation, healthcare, family and social developmental needs of all ages, with an emphasis on senior housing, healthcare and social support<sup>79</sup> (Figure 3.6).

<sup>74</sup> Tenderloin Community Benefit District. (n.d.). Op. Cit.

<sup>75</sup> Ferguson, S. (n.d.). Op. Cit.

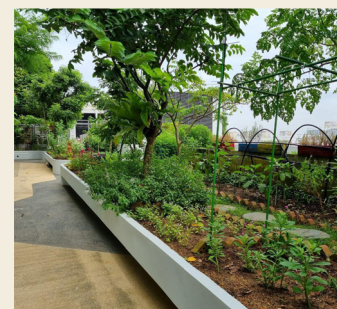
<sup>76</sup> Cushing, D., & Vliet, W. (2016). Intergenerational Communities as Healthy Places for Meaningful Engagement and Interaction (pp. 1–27). [https://doi.org/10.1007/978-981-4585-92-7\\_10-1](https://doi.org/10.1007/978-981-4585-92-7_10-1)

<sup>77</sup> World Health Organisation. (2007). Op. Cit.

<sup>78</sup> Cushing, D., & Vliet, W. (2016). Op. Cit.

<sup>79</sup> Yuen, B. (2019). Senior Public Housing in Singapore: Kampung Admiralty [Webpost]. Lee Kuan Yew Centre for Innovative Cities. <https://lkycic.sutd.edu.sg/research/resources/>

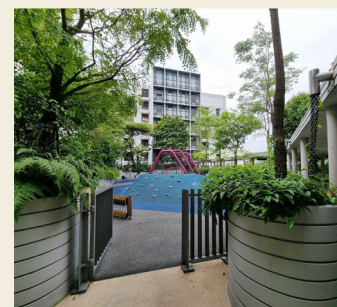
Figure 3.6: Kampung Admiralty Building and Facilities



Skypark and community farm



Accessibility features



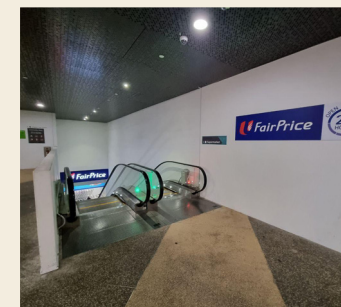
Central playground in front of childcare and senior care centres



Co-located senior care



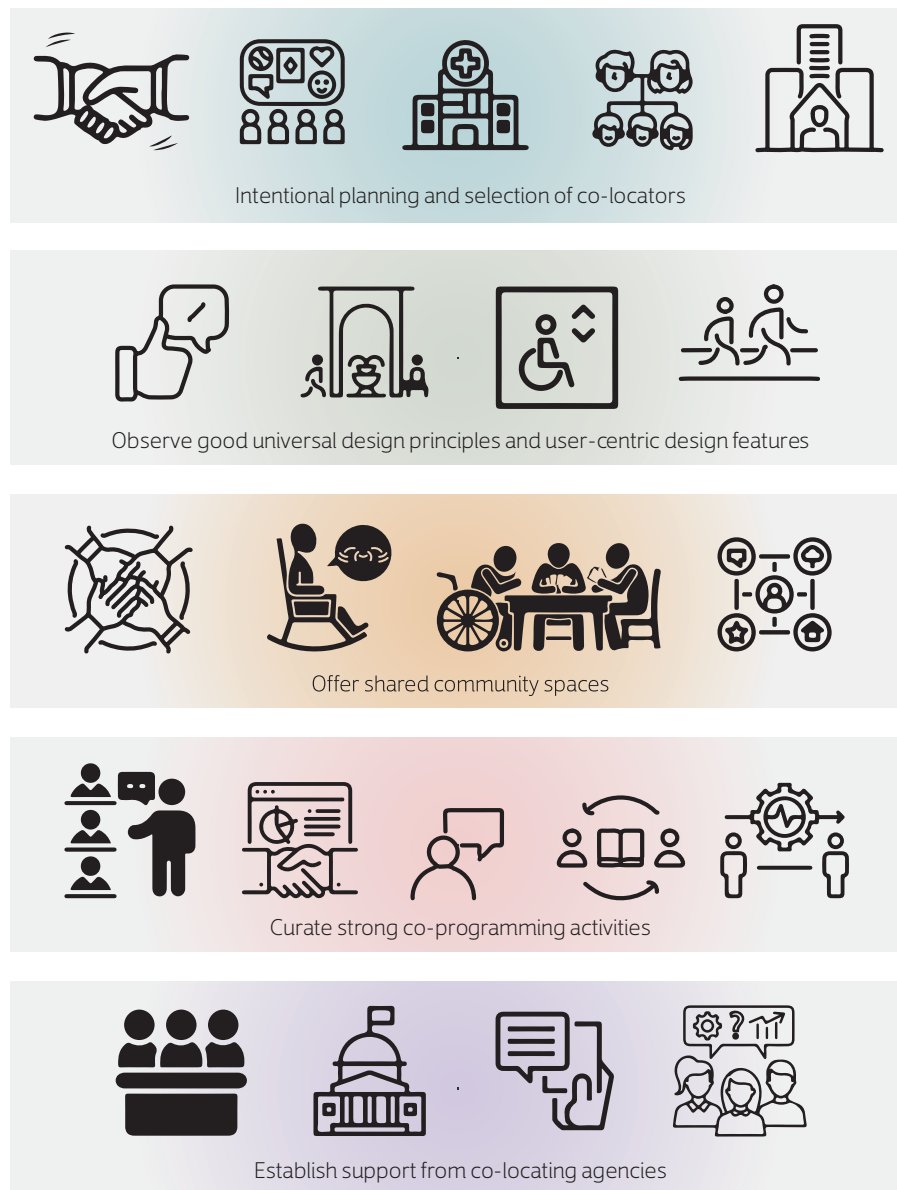
Foodcourt overlooking central atrium



Escalator going to basement supermarket

Some key takeaways for planning integrated projects are summarised in Figure 3.7.

Figure 3.7: Kampung Admiralty Key Takeaways for Planning Future Integrated Projects



Source: Kampung Admiralty: Building for All Ages<sup>80</sup>

80 Yap, C. B. (2019). Kampung Admiralty: Building for All Ages. CSC. Retrieved 4 January 2022, from <https://www.csc.gov.sg/articles/kampung-admiralty-building-for-all-ages>

Co-location is a strong factor for potential collaboration and synergy among the agencies and stakeholders. Facilities are seamlessly connected with the convenience of residents in mind.<sup>81</sup> It also supported the development of an intergenerational programme at the NTUC Active Ageing Hub and adjoining NTUC Childcare Centre to promote social connection among seniors and children. A singular provider for both services further facilitated intergenerational activity development.

### NTUC Intergenerational Programme

This intergenerational programme has a structured model to promote healthy and nurturing environments for the social growth of seniors and children.<sup>82</sup> The programme facilitators are connected through a three-tiered interaction framework for activities (Figure 3.8) that strengthens cognition and physical function (Table 3.6). This simultaneously builds bonds between seniors and children through interaction and co-location. The twin goals are to inculcate in participating children the values of empathy, compassion, and respect for seniors, and to empower seniors by enabling a stronger sense of purpose through mentoring children.<sup>83</sup>

Table 3.6: Three-tiered interaction framework for NTUC First Campus and NTUC Health’s intergenerational programmes<sup>84</sup>

Programme	Goal	Resources	Organisations Involved
Basic	One-off or infrequent programmes	Festive celebrations, non-regular events	NTUC First Campus, NTUC Health.
Intermediate	Regular intervals programmes	Birthday celebrations, monthly activities	NTUC First Campus, NTUC Health, private collaborators (museums).
Advanced	Regular, intentionally planned weekly programmes	Structured programme throughout the year (drama productions, crafts, cooking and baking)	NTUC First Campus, NTUC Health.

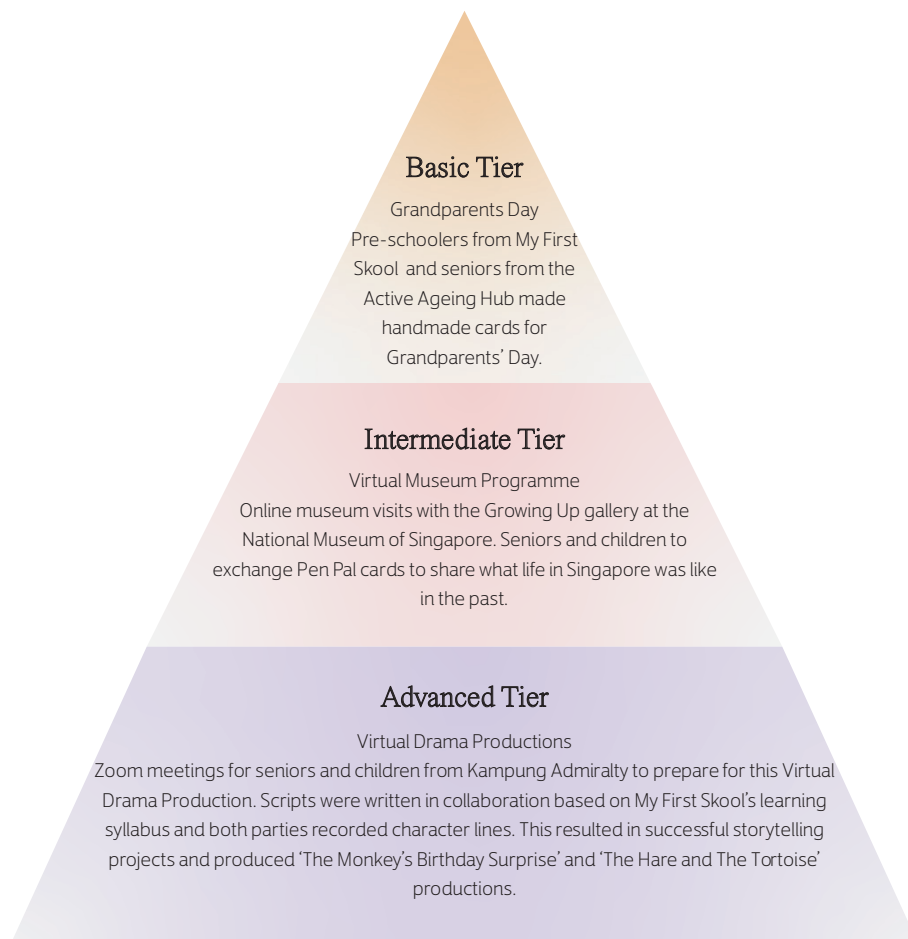
81 Ibid.

82 NTUC Enterprise. (2017). NTUC First Campus & NTUC Health to Enhance Intergenerational Interaction. <http://www.ntucentreprise.sg/media-release/ntuc-first-campus-and-ntuc-health/>

83 Siau, M. E. (2017). Daycare programme for pre-schoolers and seniors to mingle. TODAY. <https://www.todayonline.com/singapore/daycare-programme-pre-schoolers-and-seniors-mingle>

84 NTUC Enterprise. (2017). Op. Cit.

Figure 3.8: Intergenerational Tiered Programme Initiatives



Source: Adapted from Tan Tock Seng Hospital. (2021)<sup>85</sup>

This framework was first piloted in 2016 in two co-located facilities: MFS@Braddell Heights and Silver Circle (Serangoon Central, where the Advanced tier was integrated into the childcare curriculum and seniors' daily activities through a child mentoring activity-based programme. The seniors are mostly those with mild to moderate dementia. Post-implementation evidence suggests that they appeared to enjoy the interactive sessions with children, and the children displayed varying degrees of learning and empathy.<sup>86</sup> This

85 Tan Tock Seng Hospital. (2021). Forging Intergenerational Relationships. <http://www.ttsh.com.sg:80/Community-Health/Central-Health-Stories/Pages/Forging-Intergenerational-Relationships-By%20NTUC-Health.aspx>

86 Ibid

positive finding led to the adoption of Advanced tier intergenerational programming in other NTUC Health care centres and NTUC First Campus, including Kampung Admiralty. By the end of 2017, some 15 senior centres have been included in this intergenerational programme.

### Impact of COVID-19

The COVID-19 pandemic put the intergenerational programme framework through a stress test. Social distancing measures brought challenges. Co-location was no longer an advantage due to the high risk it imposed on the health of seniors and young children. Intergenerational activities were moved online. This did not deter intergenerational interaction to continue due to the existing relationship between senior centres and pre-schools.<sup>87</sup> Nevertheless, COVID-19 safety measures add to the difficulty of promoting voluntary uptake of intergenerational programmes among NTUC senior and childcare centres. There are limited number of available online activities. Although traditionally more popular activities such as cooking and physical activities are unable to resume during the pandemic, the centres have thought of other ways to conduct activities off site (Figure 3.9). Group activities such as arts and craft and storytelling were conducted via Zoom with participants from the NTUC Active Ageing Hub and adjoining NTUC Childcare Centre. As of April 2023, a mix of online and face-to-face intergenerational activities are available at Kampung Admiralty.

Figure 3.9: Hybrid Intergenerational Programme Activities



Source: NTUC Health<sup>88</sup>

For many of the seniors whose children are grown up, this programme provides an opportunity to relive their nurturing experiences while sharing life stories with the pre-schoolers. In 2018, about 260 people, including seniors and children were surveyed after a small fire started in the Kampung Admiralty. Seniors from NTUC Health Active Ageing Hub heard the fire alarm and took immediate action to help evacuate children from the adjoining preschool.<sup>89</sup> The programme forged close ties between the seniors and children, improved seniors' emotional health, giving them a stronger sense of purpose and dignity, and ultimately, enabling successful ageing. Parents also noted that their children have

87 Ibid.

88 Chai, C. M. (2022, August 12). Kampung Admiralty Intergenerational Programme Talk.

89 Auto, H. (2018, December 26). Fire at Kampung Admiralty retirement complex forces 260 to evacuate | *The Straits Times*. <https://www.straitstimes.com/singapore/fire-at-kampung-admiralty-retirement-complex-forces-260-to-evacuate>

become more caring and understanding after participating in the programme, learning to look after their grandparents, while the older adults have picked up some ideas for interacting with children in their family.<sup>90</sup>

## Linking Generations Northern Ireland, UK

Linking Generations Northern Ireland (LGNI) is a non-profit programme to build age-friendly communities by bringing generations together as a catalyst for positive social change.<sup>91</sup> It was founded in 2009 by The Beth Johnson Foundation. The intergenerational programmes include activities to encourage relationship building by working on shared problems and exchanging resources between participants.<sup>92</sup> A framework of interdependence is created between participants for mutual aid, e.g., technical skills and social relations.

The Beth Johnson Foundation provides the framework and administrative support required to bring different intergenerational groups of people together.<sup>93</sup> LGNI initiatives are funded, supported, and evaluated by various philanthropic foundations and government departments. This support has led to several initiatives over the years (Table 3.7), held within specific communities to address their respective needs.<sup>94</sup> For example, programmes looking to foster social inclusion for orphans and older adults without familial support were developed with local orphanages and social organisations. After a successful pilot, these programmes can become institutionalised and integrated into the local network if the organisations involved decide to adopt them as part of their annual plans or long-term activities.

LGNI seeks to sustain its ad-hoc event model through community support and involvement—activating institutions and organisations to ensure their long-term provision.<sup>95</sup> Key success factors include:

- Setting medium- to long-term objectives
- Long-term planning of resources
- Developing an evaluation framework (to determine if community needs are met).

90 Goy, P. (2017, March 27). Intergenerational programme launched to spur interaction between children and the elderly. *The Straits Times*. <https://www.straitstimes.com/singapore/education/intergenerational-programme-launched-to-spur-interaction-between-children-and>

91 The Beth Johnson Foundation. (2016). *The Beth Johnson Foundation, A review of recent activities*. (p. 60)

92 Sanchez, M. & Instituto de Mayores y Servicios Sociales. (2007). *Intergenerational Programmes Evaluation*. Instituto de Mayores y Servicios Sociales.

93 The Beth Johnson Foundation. (2016). Op. Cit.; Johnston, L. (2018). Linking Generations in Northern Ireland: Age-Friendly School Project. *Journal of Intergenerational Relationships*, 16(1–2), 184–189. <https://doi.org/10.1080/15350770.2018.1404860>

94 Sanchez, M. & Instituto de Mayores y Servicios Sociales. (2007). Op. Cit.

95 Granville, G. (2002). *A Review of Intergenerational Practice in the UK*. Stoke-on-Trent: The Beth Johnson Foundation.

Table 3.7: Intergenerational Projects Under Beth Johnson Foundation<sup>96</sup>

Project	Goal	Resources	Organisations Involved
The Digital Age Project (2015 - 2017)  25 10-week courses	To promote digital inclusion and intergenerational engagement for older people living in sheltered accommodation, addressing social isolation.	Online educational toolkit  <a href="http://www.digital-age.org.uk">www.digital-age.org.uk</a>	Local IT institutions, schools, youth organisations, senior citizen shelters.
An age-friendly school project (2014 - 2015)	To create a successful model of an age-friendly school. A group of older people engaged with a class of children aged 9–10 and developed a programme of activities to make their area more age-friendly.	Local service providers to coach and facilitate the programme. IT classes, intergenerational sports day, cooking classes and drama productions.	Primary School, Community Association.
Celebrating Age – 29 April: EU Day of Solidarity Between Generations (2009 - present)	To raise awareness of the importance of engagement across the generations, and to offer a platform for showcasing good practices and activities that promote intergenerational solidarity.	Small grants are given to support community initiatives such as performances, storytelling sessions, crafting and physical activities.	Public Health Agency (Funding), Community organisations.

Main challenges include:

- Ensuring programme longevity (due to the lack of funding and long-term support)
- Difficulties expanding and integrating programme into organisation structure
- Lack of an evidence-based evaluation for overall impact of interventions in the community.

Notwithstanding, LGNI has recognised the need to address above challenges and sought to establish a stronger framework of expansion based on an evidence-based methodology.<sup>97</sup> Strategies include: setting medium and long-term objectives while planning for resources

96 The Beth Johnson Foundation. (2016). Op. Cit.

97 Ibid.

needed. An evaluation framework can also determine if community needs have been met. Feedback on LGNI programmes has generally been very positive. Participants shared that the programmes fostered open communication and understanding between the different generations. Participants felt more confident and had meaningful connections with each other; recognising and greeting each other in their respective neighbourhoods.<sup>98</sup>

## Different strokes, similar principles

Several key takeaways (Figure 3.10) and key principles and strategies (Table 3.8) may be discerned across the different senior, youth, and intergenerational community wellness centres.

Figure 3.10: Comparison of principles and strategies across wellness centre

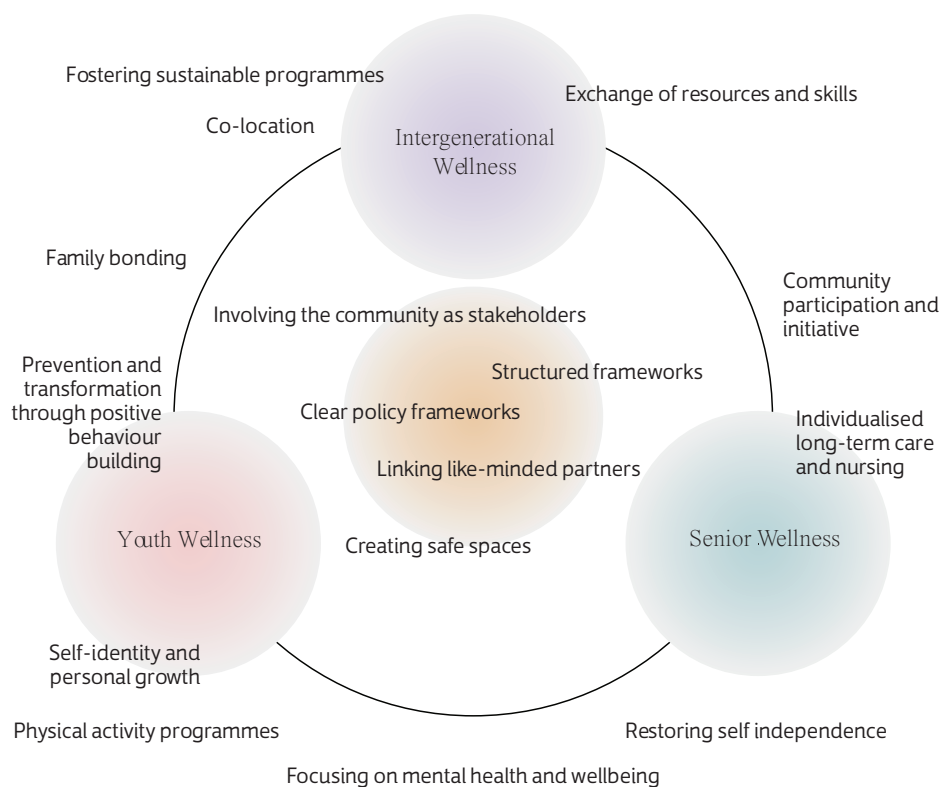


Table 3.8: Comparison of Key Principles and Strategies

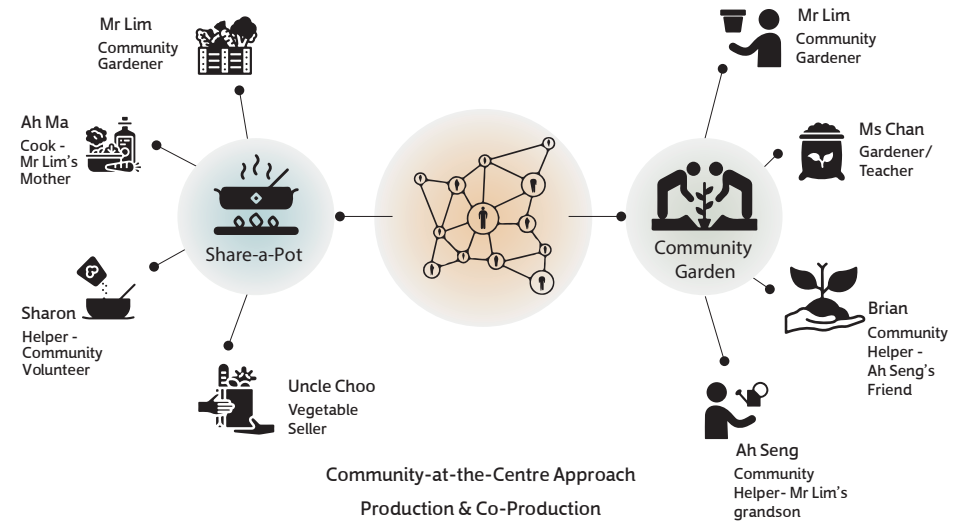
Age Group	Case Study	Key Principles and Strategies
Senior	Singapore: ComSA @ Whampoa	ComSA@Whampoa is a comprehensive system that supports the vision of galvanising community action to create an elder-friendly neighbourhood in collaboration with community health partners and private enterprises.
Senior	Japan: Toyama City	Toyama City supports ageing policies and innovations to encourage active and independent lifestyles of senior citizens. This is achieved through improving urban accessibility with senior-friendly interventions and initiatives such as The Kadokawa Care and Prevention Centre that promotes preventive healthcare.
Youth	Singapore: Tzu Chi Humanistic Youth Centre	Tzu Chi Humanistic Youth Centre (HYC) is a community space where young people gather and utilise its conducive environment for study, recreation, activities and personal development. This is in partnership with various organisations, which provide youth-friendly services and workshops.
Youth	USA: San Francisco Placemaking	The city has adopted placemaking and urban reconfiguration projects: Sunday Streets, Play Streets and Safe Passage Park. Spaces in neighbourhoods at higher risk for crimes, and lacking an inclusive environment are transformed into safe and liveable environments that allow free-play, or host organised activities for youths and families.
Inter-generational	Singapore: Kampung Admiralty	Kampung Admiralty is a one-stop, purpose-built senior housing development featuring homes for seniors and co-located facilities for residents of all ages. Intergenerational amenities are located throughout the development. This is complemented by the NTUC intergenerational programme that promotes connection and bonding among seniors and children.
Inter-generational	UK: Linking Generations Northern Ireland	Linking Generations Northern Ireland (LGNI) aims to build age-friendly communities by bringing generations together as a catalyst for positive social change. This is achieved through programmes and activities that create a framework of interdependence between participants for mutual aid.
All Ages	Singapore: Wellness Kampung	Wellness Kampung aim to enable resident bonding, support networks, and provide community access to healthcare professionals. This process has transformed underutilised public spaces into "community living rooms". It currently supports activities and events organised and run by community members and volunteers for all residents to participate in.

98 The Beth Johnson Foundation. (2016). Op. Cit.

## CHAPTER 4. Organising a Community-Centric Approach

Organising a neighbourhood wellness centre that has the community at its centre requires not only physical space and facilities but also software components like community programmes, participation, centre organisation, services, and activities (Figure 4.1).

Figure 4.1: Community-at-the-Centre approach for co-production of activities



Adapted from Source: KTPH<sup>99</sup>

### Centre organisation

Each of the KTPH Wellness Kampung has an on-site centre manager who is the only permanent staff. The centre manager plays an important role in ensuring that the centre runs smoothly, residents are aware of activities, and volunteers feel appreciated for their contributions. The role of the centre manager includes,<sup>100</sup>

- Administrative tasks of the centre such as securing budget from community funds and keeping track of members and activities,
- Overseeing resident relationships and mediate conflicts that may arise.

The centre manager is equipped with soft skills to create a community ecosystem where residents are encouraged to volunteer and participate. Residents are mobilised and

99 Wong, S. F., Chua, Y. E., Lim, F. L., Ng, S. G., Ooi, W. Y. C., Tan, S. H., & Tay, C. Y. (2022). Op. Cit.

100 Community Foundation of Singapore. (n.d.). Seniors Colabs learning journey #2: Wellness Kampung – entrusting the community to care for itself - Retrieved 13 January 2022, from <https://www.cf.org.sg/2019/02/01/seniors-colabs-learning-journey-2-wellness-kampung-entrusting-the-community-to-care-for-itself/>

primarily in charge of planning and running the activities and programmes at the centre. This is achieved by identifying and understanding the different groups of resident archetypes in the neighbourhood through research, reaching out and involving them in the development of the centre and its activities.<sup>101</sup>

## Centre services

A range of services are provided to promote health and wellbeing in the community. The KTPH Wellness Kampung work closely with healthcare professionals,

- Residents who are observed to have issues with frailty or are becoming progressively homebound are recommended to go to the Wellness Kampung by community healthcare professionals.
- Community nurses convene regular sessions with older residents, looking in on them, developing their trust, and becoming their 'nurse friends'.

These services offer isolated residents access to a near-home support network, fostering independence among older residents, and encouraging them to participate in a 'do-it-yourself' style rehabilitation. Over time, residents have shown improvements in their physical functions with the constant support of community healthcare workers and resident volunteers.<sup>102</sup> The resultant high level of trust and community support is crucial in sustaining the Wellness Kampung in the longer term (see also Chapter 5).

The Wellness Kampung further serves as a catalyst and place to connect people with similar hobbies and interests together. This has translated into many long-term activities (see Chapter 2) conducted by residents who are keen to share their skills and participating members who would like an opportunity to socialise and learn. This structure functions on a high level of community trust, which encourages residents to take ownership and sustain the programmes of activities for the long run.<sup>103</sup> Through the activities, the wellness goals of Wellness Kampung are being seamlessly integrated into the daily routines of residents.

Aside from residents, the Wellness Kampung also provide a community place for domestic helpers/caregivers who visit the centre with their charges (older adults). They become regulars and form support networks through, e.g., WhatsApp, online chat group, which is encouraged by the Wellness Kampung coordinator. This chat group has become an invaluable information source on the needs and wellbeing of older adults. During the COVID-19 pandemic, this chat group also acted as a platform to carry on wellness activities by sharing exercise videos, recipes, and caregiving tips when the Wellness Kampung were closed.<sup>104</sup>

101 Design Singapore Council. (2020). Op. Cit.

102 Ibid.

103 Community Foundation of Singapore. (n.d.). Op. Cit.

104 Yishun Health. (2020). A Test of Our Time. Annual Report. Yishun Health, National Healthcare Group.

## Activities as community connectors

Activities are a key resource of any community centre. The aim of these activities is to promote healthy lifestyles while providing opportunities for socialisation and re-creating a sense of community (see also Chapter 2 and 3). Fixed activities at all three Wellness Kampung embody a preventive healthcare approach (Table 4.1). The Wellness Kampung are open to everyone, and residents can join any of them or propose new centre-based activities they are interested in. The implication is that when the notion of Wellness Kampung is applied to different communities, the outcome would vary, depending on residents' needs and interests. The activities are complemented by positive communication that reinforces wellness and community, which is vital in supporting older adults' healthy ageing. Technical jargon of healthcare professionals is replaced with every day, easy-to-understand words such as 'food' instead of 'nutrition' or 'diet'. And the centre is deliberately designed with see-through glass walls to encourage interaction, allowing passers-by to observe and possibly enquire about the events for future participation.<sup>105</sup>

Table 4.1: Examples of fixed activities across Wellness Kampung<sup>106</sup>

Programme	Goal	Resource needed	Organisation involved
Morning Exercise (Online and Physical options)	To keep one's brain and body healthy with increased mental focus	Activity room, nearby basketball court	Volunteers.
Share a Pot programme (Figure 2.5)	To congregate community partners, supporters, and volunteers to encourage older adults to exercise regularly, eat nutritiously, and forge strong bonds of friendship	Shared kitchen	Senior Activity Centres, Social Services Centres, Volunteers.
Community Nurse Post (Online and Physical Consultation options)	To help residents to better manage their health through regular follow-ups for simple ailments	Office, main hall	Yishun Health Campus.
Gardening	To promote volunteer-led community gardening activity	Outdoor community garden	Volunteers.

105 Design Singapore Council. (2020). Op. Cit.

106 Khoo Teck Phuat Hospital. (2020). Shareapot. Retrieved 25 January 2022, from <https://www.shareapot.sg/shareapot-sites>; Khoo Teck Phuat Hospital. (n.d.). Be Active. Retrieved 20 January 2022, from <https://www.ktph.com.sg/community-resources/be-active>; Yishun Community Hospital. (2022). Careers. Retrieved 25 January 2022, from <https://www.yishuncommunityhospital.com.sg/join-us/careers>

Residents turned volunteers are not uncommon in the community-driven Wellness Kampung. They are supported by the centre to launch and lead their activities, leveraging on the skills and strengths of every individual who is interested to participate. By providing opportunities for community-led activities, centre staff are freed up to undertake more relationship management and befriending services.<sup>107</sup> Since the launch of the Wellness Kampung, residents have initiated various activities including their own community gardens, organised free haircuts, coordinated a flea market and Share A Pot event (Figure 4.1).<sup>108</sup> The cycle of activities has generated interaction among participants as well as with other residents who pass through the centre when moving to other parts of the neighbourhood.<sup>109</sup>

## Community engagement

Community participation is a core component of Wellness Kampung. A key factor is understanding community needs and interests. To help conceptualise the kinds of programmes to develop, the KTPH conducted in-depth interviews with residents to find out their needs and aspirations for the proposed neighbourhood activity centre---259 hours of interview records were collected from 79 residents over 8 months.<sup>110</sup> Interviews were conducted to canvas a holistic view of community demographic, from residents to businesses, shop owners and other community stakeholders, and to understand how residents used public spaces and the issues of importance to older adults. The residents discussed the uncertainties brought about by ageing. The findings led to the formation of the Wellness Kampung as a platform to provide a suite of health and social programmes that would re-create a sense of community.<sup>111</sup> The KTPH continues to collect feedback and suggestions after the Wellness Kampung is in operation. Table 4.2 summarises some methods to sense community needs.

Table 4.2: Methods to sense community needs

Method	Steps	Guiding Questions
<b>Community asset mapping</b> - Identify and map the assets and resources in the community	Develop a database of organisations, individuals, and community resources Promote community involvement, encouraging ownership, and enabling empowerment.	Who has control over these resources? Where are these resources? When is the resource available? Why are these community resources useful? How are these community resources used?
<b>Observations</b> - Adopt an empirical process of acquiring data and information.	Controlled observation Participant observation Naturalistic observation Ethnography	Why is observation selected instead of other methods? What will be observed (e.g., people, activity, space)? When will the observations be done? Where should the observations be conducted? Who will conduct the observations? How will the observation be conducted?
<b>Community surveys or interviews</b> - Ask and collect data from the target community to understand and address a particular problem.	Survey Telephone survey Online community survey Postal survey Interviewer-assisted survey Interviews (expert, resident, behavioural, walkalong)	Who is the key target audience? Who will conduct the survey/interview? What type of survey questionnaire/interview type is relevant to identify their needs and concerns? What is the sample size? When will be a good time to conduct the survey/interview? Where will the target audience be approached? How will the survey/interview be conducted (e.g., with or without the accompaniment of caregivers/guardians)?
<b>Discussions</b> - Gathering information through group discussions.	Small team discussions Focus group discussions Community forum and workshop	Who are the participants involved in the group session? Where will the discussions be held? What are the key parameters/settings to enable and empower open discussion? Why is it important to use discussions for this purpose (i.e., the need for interactive inputs over one-to-one sessions with open-ended questions)? How are the discussions designed to achieve their purpose and address key questions of a study (evidence, insights or fact-finding)?

107 Community Foundation of Singapore. (2020). A call for collaborative giving. Retrieved January 26, 2022, from <https://cityofgood.sg/wp-content/uploads/2020/10/Seniors-Colabs-Publication.pdf>

108 Yishun Health. (2020). Annual Report FY2019/2020. Retrieved 26 January 2022, from [https://issuu.com/yishunhealth/docs/yishun\\_health\\_ar\\_2019\\_2020\\_hr\\_for\\_issuu](https://issuu.com/yishunhealth/docs/yishun_health_ar_2019_2020_hr_for_issuu)

109 Community Foundation of Singapore. (n.d.). Op. Cit.

110 Ibid.

111 Ibid.

Another consideration is the promotion of volunteering. The Wellness Kampung operates on the basis of community initiatives and volunteerism. This has resulted in a rich and varied arrangement of activities that is in part supported by residents' interests and skill sets. And in part by the provision of a safe and welcoming space that caters to the needs of the community and the activities which they wish to conduct (see Chapter 2).

## How to plan and co-create with the community

### Identify community partners

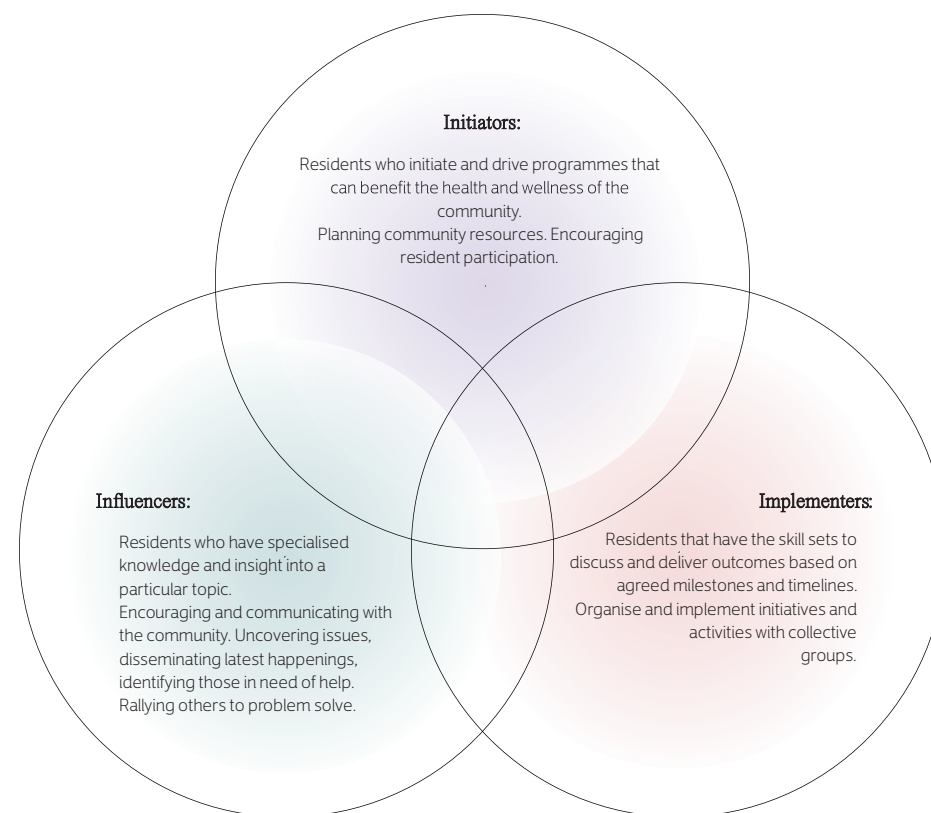
A relevant starting point is to identify the community---who to engage with? The community is not homogeneous; it could comprise of people with different roles and responsibilities. The community is "a social group with a common territorial base; those in the group share interests and have a sense of belonging to the group".<sup>113</sup> At any one time, the individual can take on any and possibly, more than one role. They may be initiators, influencers, and/or implementers (Figure 4.2).

Some guiding questions to identify these change agents,

- Who are the former and current change agents in the community--- initiators, influencers, implementers?
- Who (e.g., individual, group, organisation) might be willing to bring about change and commit resources (e.g., knowledge, skill, etc.)?
- Who has the time and ability to inform others about change? What is the commitment level needed?
- Who are the 'eyes' and 'ears' to gather feedback from residents?

While the three roles are not mutually exclusive, it is crucial to consider the interactions between them, their benefits, and characteristics (Figure 4.3 and Table 4.3). They contribute to the pool of local volunteers.

Figure 4.2: The community in the development of wellness activity centres.



112 UCLA Centre for Health Policy Research. (n.d.). Health DATA Program – Data, Advocacy and Technical Assistance. Section 1: Asset Mapping. [http://healthpolicy.ucla.edu/programs/health-data/trainings/documents/tw\\_cba20.pdf](http://healthpolicy.ucla.edu/programs/health-data/trainings/documents/tw_cba20.pdf); Baird, L., & Peterson, M. (n.d.). Introduction to Community Asset Mapping, Training for New York City Department of Probation. [https://www.courtinnovation.org/sites/default/files/documents/asset\\_mapping.pdf](https://www.courtinnovation.org/sites/default/files/documents/asset_mapping.pdf); Price, Paul P. C., Jhangiani, R., Chant, I., Chiang, A., Leighton, D. C., & Cuttler, C. (2022). Observational Research. <https://westernsydney.pressbooks.pub/customerinsights/chapter/chapter-8-observational-research/>; McLeod, S. (2015). *Observation Methods—Naturalistic, Participant and Controlled* | Simply Psychology. <https://www.simplypsychology.org/observation.html>; Formplus Blog. (2022, July 27). Community Survey: Types, Importance + [Questionnaire Examples]. <https://www.formpl.us/blog/community-survey>; Verma, N. (2021, February 16). The Right Way To Conduct A Community Survey Successfully. CallHub. <https://callhub.io/community-survey/>

113 Stebbins, R. (1987) *Sociology. The Study of Society*. New York, Harper and Row, p534.

Figure 4.3: Benefits of involving the community.

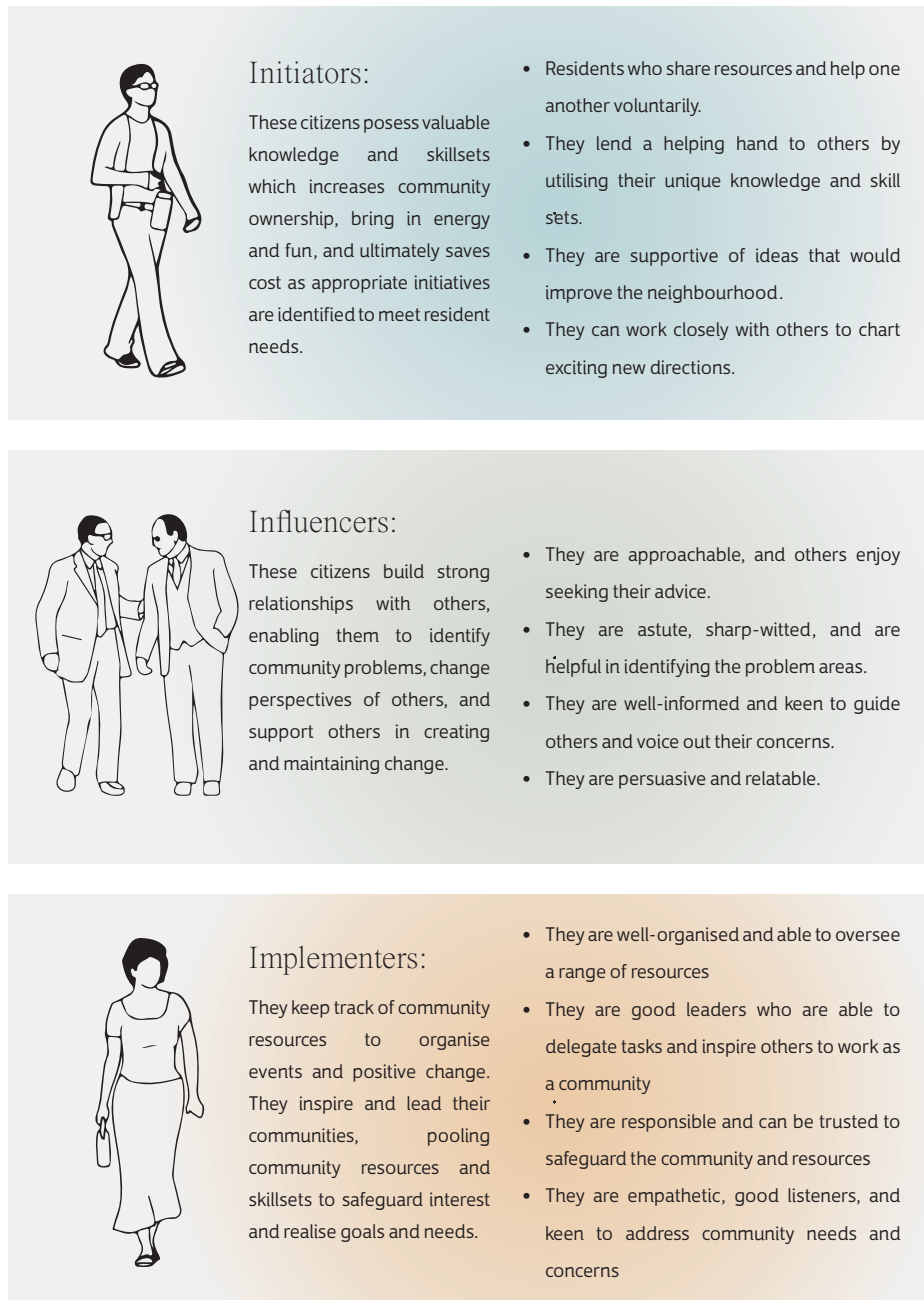


Table 4.3: Collaboration approaches and examples

Approach	Actors	Case Studies	Example
Creating Activity Spaces	Initiators	Singapore: Wellness Kampung; USA: San Francisco Placemaking	Co-designing with inputs from community members and volunteers were encouraged to design for the needs of local residents.
Delivering healthcare	Initiators	Singapore: Wellness Kampung; Japan: Toyama City; Singapore: ComSA @ Whampoa; Singapore: Kampung Admiralty	Healthcare collaborators organise free health screening events for resident participation.  In HYC, youths can enhance their physical, social and mental health by joining workout programmes, mental health talks and counselling sessions
Community Outreach and Building	Influencers	Japan: Toyama City; Singapore: ComSA @ Whampoa	Working with senior community volunteers who promote community-based activities for preventive care under their community support centres.
		All the case studies	Relying on volunteer networks or local collaborators to foster connections and provide for the social needs within communities.
Organising Activities	Initiators, Implementers	All the case studies	A commonality between activity centres and spaces is that they all rely on local volunteers to varying extents to plan for and execute different types of activities and programmes.
Providing for Events	Implementors	USA: San Francisco Placemaking; Singapore: Tzu Chi Humanistic Youth Centre	Mobilising non-profits, small businesses and various sponsors to plan and provide for events.

Volunteers may also come from healthcare and service workers as well as local activity centres. Another potential community resource is local business (Figure 4.4). Partnerships can be developed with local businesses and community (Table 4.4).

Figure 4.4: Key community roles



**LOCAL VOLUNTEERS**

Residents, healthcare workers, civil service workers



**LOCAL BUSINESSES**

Educational institutions, health-care sectors, local service and goods providers



**LOCAL ACTIVITY CENTRES**

Senior care homes, childcares, youth activity centres, community centres and facilities



**BUSINESS PARTNERS**

Charities, large foundations, banks, sponsors

Table 4.4: Partnership with local business and community

Age Group	Case Study	Goals of Activity Space	Community Players and Actions
Senior	Singapore: ComSA @ Whampoa	'Community Participation' to engage older adults and residents of Whampoa	Recruitment of volunteers from local participants of past programmes with relevant skill sets.
Senior	Japan: Toyama City	Encourage active and independent lifestyles and preventive measures to maintain the health and wellness of older adults	Local networks play a key role with community support centres and contact points for seniors within the community.
Youth	Singapore: Tzu Chi Humanistic Youth Centre	Instil humanistic values in the younger generation through different initiatives	Partnerships with organisations have garnered attention to the centres' programmes.
Youth	USA: San Francisco Placemaking	To transform problem spaces into safe and liveable environments	Partnerships between local community mobilisation, local business sponsorships, and local organisations promote more successful events.
Inter - generational	Singapore: Kampung Admiralty	Encourage community involvement and ownership	The Active Ageing Hub (AAH) at Kampung Admiralty encourages seniors to volunteer and participate in the centres' activities.
Inter - generational	Singapore: NTUC Health and NTUC First Campus	To improve the intergenerational bonding between children and seniors	Partnerships with senior activity centres and nearby childcare centres provide a convenient platform for bonding activities.
Inter - generational	UK: Linking Generations Northern Ireland	To build age-friendly communities by bringing generations together as a catalyst for positive social change	Involving the local volunteer-powered community members to address local community needs using local resources.
All Ages	Singapore: Wellness Kampung	To develop a space that enables resident bonding and support networks, and provide community access to healthcare professionals	Partnerships with local organisations encourages the community to co-design and co-operate the Wellness Kampung.

A factor in successful partnership is aligning and managing expectations of the partners. Table 4.5 summarises some of these expectations and strategies based on project scale.

Table 4.5: Project timelines and expectations

Age Group	Case Study	Programmes and Timeline	People Involved, Expectations and Strategies
Senior	Singapore: ComSA @ Whampoa	EMPOWER programme Once a month 2019 - 2021	Volunteers are required to facilitate group activities and action planning discussions. ComSA Champions and Peer Facilitator seniors are appointed and trained to assume leadership roles.
Senior	Japan: Toyama City	Health and Wellness Programmes Permanent Fixture	Seniors are provided long-term care and nursing by employed staff who specialise in their healthcare needs.
Youth	Singapore: Tzu Chi Humanistic Youth Centre	Workshops Ad-hoc	Different partner organisations are expected to offer various workshops that appeal to the youth.
Youth	USA: San Francisco Placemaking	Sunday Streets Ad-Hoc (selected Sundays)	Local volunteers run events and activities, and put on performances.
		Play Streets Ad-Hoc	Volunteers are assigned to administration and organisation, representing the initiative, implementation, and recruitment.
	Singapore: Kampung Admiralty	Community Art Projects: One-off	It's a Happy, Happy World Seniors and youth co-create a unique art installation and performance.
	UK: Linking Generations Northern Ireland	The Age-friendly School Project 2014-2015	Facilitates networks between community partners; community partners organise programmes; the community: runs workshops and/or programme outreach
All Ages	Singapore: Wellness Kampung	Share a Pot Fixed	Volunteers self-organise community cooking and clean-up; centre manager manages volunteers and secures resources.
		Repair Kaki Fixed (at Nee Soon Central)	Volunteer repairers share DIY skills and source for repair parts; contributors/ community put up household appliances for repair; centre manager helps organise and catalogue items for repair.

## Identify advisory committee

In view of possible multiple partners and stakeholders, it is often helpful to establish some formal organisation framework for the community wellness centre. The legal entity and operation model of the centre can play a key role in successful organisation, e.g., relating to the making of key decisions (such as registration, insurance, licensing, etc.). It is beneficial for the project team to identify and seek the guidance of a range of key stakeholders who can support and work towards the development and sustainability of the centre.

An advisory board or committee is commonly established to review, guide, and endorse the centre plan and self-assessment process. These stakeholders provide relevant advisory and direction to the planning, development and operation decisions required, and may include:

- Local member(s) of parliament
- Professional and experts, e.g., accountants, lawyers, medical and healthcare professionals, family, and social workers, IT and computing specialists, etc.
- Residents living near the planned activity centre
- Representatives from health, housing, and relevant development government departments, e.g., Town Council, Housing and Development Board, Singapore Police Force, Singapore Civil Defence Force, National Environment Authority, National Parks Board, Building and Construction Authority, Land Transport Authority, Agency for Integrated Care, etc.
- Community volunteers in grassroots, social services, and charities
- Leaders in commercial or business community
- Faith-based organisations
- Others (e.g., existing members/clients of local community centre or senior activity centre).

The selection of key stakeholder representatives will depend on the nature of the wellness centre and its operations, layout, and maintenance.

## Indicate key operating standards

Preparing for the set-up and operation of a community wellness centre requires a comprehensive review of relevant regulations, standards, and guidelines, depending on the scale and complexity of the development. Referencing the nine standards of excellence of the US National Senior Centre Accreditation, Table 4.6 presents some key principles to consider.<sup>114</sup>

<sup>114</sup> National council on ageing. (n.d.). Senior Centre Accreditation Standards Overview. Retrieved July 4, 2022, from <https://www.ncoa.org/article/nisc-senior-centre-accreditation-standards-overview>

Table 4.6: US national standards and principles for senior centres.

Standard	Principle
Purpose	A senior centre shall have, a written statement of its mission consistent with the senior centre's philosophy, its goals and objectives based on its mission and on the needs and interests of older adults in its community or service area, and action plans that describe how its programme will achieve goals and objectives.
Community	A senior centre shall, participate in cooperative community planning, establish service delivery arrangements with other community agencies and organisations, serve as a focal point in the community.
Governance	A senior centre shall be organised to create effective relationships among participants, staff, governing structure, and the community in order to achieve its mission and goals. The organisational structure of a senior centre is vital to its success.
Administrative and Human Resources	A senior centre shall have clear administrative and human resources policies and procedures that contribute to the effective management of its operation. It shall be staffed by qualified personnel--paid and volunteer--capable of implementing its program.
Programme Planning	A senior centre shall provide a broad range of group and individual activities and services that respond to the needs and interests of older adults, families, and caregivers in its community or service area. Programme planning evolves from reflection on your mission, e.g., what business are we in, where are we going, and how are we going to get there?
Evaluation	A senior centre shall have appropriate and adequate arrangements to evaluate and report on its operation and program.
Fiscal Management	A senior centre shall practice sound fiscal planning and management, financial record keeping, and reporting. Because of the multiple streams of funding, fiscal management can be complex and arduous.
Records And Reports	A senior centre shall keep complete records required to operate, plan, and review its program. It shall regularly prepare and circulate reports to inform its governing structure, its participants, staff, funders, public officials, and the general public about all aspects of its operation and program.
Facility	A senior centre shall make use of facilities that promote effective programme operation and that provide for the health, safety, and comfort of participants, staff, and community.

## Obtain progress of activities and participants' feedback

Be it an initial pilot or a full-scale programme, there are benefits to obtaining the progress of activities and user feedback. When talking to residents, try to identify the stakeholders responsible for existing initiatives, (e.g., why did they do what they did, how did they do it). This can be done by organising focus group discussions, either virtually or physically. Table 4.7 summarises some of the methods used to collect community feedback.

Table 4.7: Collecting participants' feedback

Case Study	Target Respondents	Collection Period	Types of Feedback	Feedback Collection Method
Singapore: ComSA @ Whampoa	Seniors in Whampoa	2014	CASP-19 questionnaire items	Seniors are invited by Tsao Foundation to pilot test the questionnaire items.
Japan: Toyama City	City-wide senior citizens	2016	Statistics and feedback from Kadokawa centre members.	Statistics on senior club participation. Feedback and observation from centre members and staff.
Singapore: Tzu Chi Humanistic Youth Centre	Youth	2022	Feedback from parents, students, art therapists and counsellors.	Feedback and observation from parents, and counsellors on the mental wellbeing and behaviour of students.
USA: San Francisco Placemaking	Attendees	Recurring	Verbal feedback and on-site observation	Face-to-face engagement on community opinion and feedback for future iterations of the initiative.
Singapore: NTUC Health and NTUC First Campus	Participant and stakeholder feedback	2016	Feedback from seniors, and parents	Feedback and observation from parents of pre-schoolers.
UK: Linking Generations Northern Ireland	Participant and stakeholder feedback	After every event	Structured feedback system - set goals are evaluated	Evaluative and evidenced-based feedback practices with frameworks tailored to specific event goals.
Singapore: Wellness Kampung	Residents and users of the space	Ongoing	Interviews with residents and informal feedback system to centre managers	Commissioned research for resident interviews. Users of Wellness Kampung are encouraged to express their views to the centre manager.

## CHAPTER 5.

### Delivering Sustainable Outcomes

Despite its short development history, the KTPH Wellness Kampung are showing encouraging outcomes.

- By 2018, about 75 residents would visit the Wellness Kampung daily<sup>115</sup>,
- In 2019, about 70-95 residents would visit the Wellness Kampung regularly<sup>116</sup>,
- Approximately 70% of Wellness Kampung programmes are designed and implemented by residents, demonstrating the centre's community-at-the-centre approach and supportive environment,
- Two-thirds of the volunteer-led programmes have remained active over extended periods, proving that community resources can remain self-supporting with long-term commitment periods.<sup>117</sup>

And on the qualitative, value-added service level,

- Wellness Kampung have helped to foster reliable community networks, especially for residents with prior health issues and social isolation. After being introduced to the Wellness Kampung, they have established friend groups with other residents, joined interest groups, and helped each other manage health conditions daily,
- Wellness Kampung has engaged the local community stakeholders like merchants, schools, and arts groups in activities, sensitising these stakeholders to support healthy lifestyles among residents in their communities.<sup>118</sup>

Prevailing evidence shows that achieving healthy living is best supported by a conducive environment.<sup>119</sup> This involves not only building the proper infrastructure but also investing in skills training and developing technologies and individual capabilities to enable residents to support one another when adopting and maintaining healthy living habits. As the Wellness Kampung illustrate, each community is different, and the final form and activity of the centre will depend on its particular focus, purpose, and community.

### Optimising collaborations and partnerships

As alluded to in Chapter 4, collaborations and partnerships are critical to the long-term sustainability of the Wellness Kampung. From the outset, the Wellness Kampung are launched as a partnership between the hospital, St. Luke's ElderCare, and Nee Soon

115 Design Singapore Council. (2020). Op. Cit.

116 Yishun Health (2019). Living Well – Yishun Health annual report 2018/2019. Retrieved 18 January 2022, from <https://joomsphere.com/yh19/wp-content/uploads/2019/10/13-20-Living-Well.pdf>

117 Design Singapore Council. (2020). Op. Cit.

118 Seoul Design Award (2019). Op. cit.

119 Ministry of Health. (n.d.). Healthy Living Master Plan. Singapore, Ministry of Health.

Grassroot Organisation (see Chapter 2). Within the centre, relevant partners include,

- Government agencies on community activities like the National Library Board (setting up community-owned libraries and reading spaces in the centre), Infocom Media Development Agency (Digital literacy for seniors programme by teaching seniors to access various apps such as Wireless@SG, Gov.sg, SingPass Mobile, video calling).<sup>120</sup>
- Residents, volunteers, and community,
  - Centre-based activities like the Share a Pot programme involves residents and volunteers to support cooking efforts, with volunteers sharing recipes and market vendors selling ingredients at a discounted price,<sup>121</sup>
  - The Wellness Kampung also develops collaboration to support the wider community outside of the centre, e.g., the Wellness Kampung supports the SWAMi Meals on Wheels programme where volunteers from the centre would deliver meals to homebound older adults living in Yishun Town.<sup>122</sup>

## Consolidating the wellness ecosystem

In essence, the Wellness Kampung activity model makes use of the community-based care ecosystem and support developed by the KTPH to fund and facilitate its health and wellness-based activities. The development has received positive community response and support from its resident volunteers. Creating a successful community wellness centre with sustainable outcome is a culmination of various factors,

- Having clear goals and aims,
- Investing in a safe and welcoming physical space,
- Developing collaborations and partnerships,
- Encouraging resident participation, volunteerism, and ownership,
- Providing need- and interest-based activities and services,
- Conducting research, evaluation, and evidence-based centre development.

120 National Library Board. (2019). Corrigendum to National Library Board Annual Report 2018/2019. Retrieved January 28, 2022, from <https://www.parliament.gov.sg/docs/default-source/default-document-library/s-513of2019.pdf> ; SGCaress (2021) Digital Learning Circles @ Wellness Kampung . Retrieved 28 January 2022, from <https://www.volunteer.gov.sg/volunteer/opportunity/details>

121 Wong, S. F. (2018). Op. Cit.

122 KTPH. (2017). Transforming Care, Alexandra Health System Annual Report 2016/2017. January 28, 2022, from <https://www.ktph.com.sg/aboutus/Lists/Publication/Attachments/64/AHS%20Annual%20Report%202016-2017.pdf>

## People, systems, processes

Aside from engaging residents (Chapter 4), involving community leaders who have experience in establishing an activity centre could help the project team uncover the success criteria and potential value creation for the new community wellness centre. Table 5.1 shows the desirable state of three critical components (people, systems, and processes).

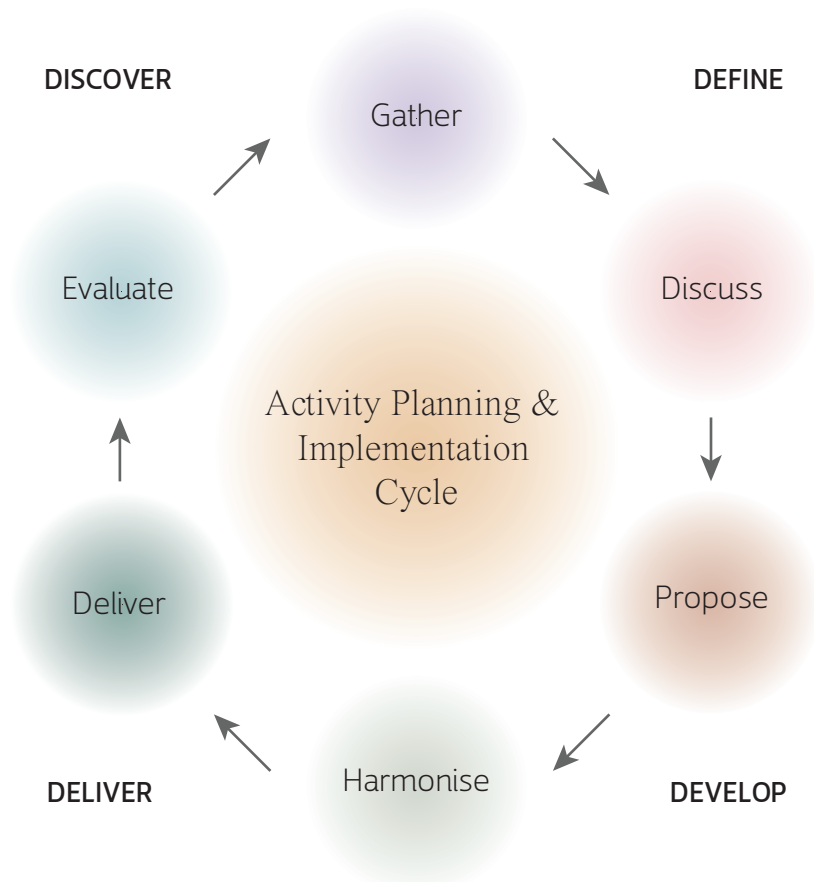
Table 5.1: Critical state of people, systems, and processes

	Current state	Desirable state
People	People may not know how they can help the community. They are cautious to participate in community activities.	Communities are well-informed and attentive to the latest happenings around the neighbourhood. They are self-driven to initiate active discussions, positively influence individuals to take immediate actions, and implement new ideas and activities that promote healthy living.
Systems	Systems are not designed with residents at the centre. There is little access to resources, tools, expertise, and community support. The programme may not have a feedback channel.	Community leaders have a keen interest to engage the community constantly. They are supported by technology or other means to rally and involve people with different expertise to come together and make a difference in the hardware and software of the community spaces and touchpoints. This includes managing project budgets, accounting, manpower, technology support and risk management, etc.
Processes	Residents have no say in the processes of the activity centre. Processes may be administratively/physically arduous, resulting in the deterrence to try out new ideas or even simple tasks.	The activity centre's plan resonates with the residents' interests, ambitions, and beliefs. Work processes are simplified, and action planning is guided by measurable outcomes.

Progression towards the desired state does not happen overnight; it requires careful planning. Figure 5.1 offers an activity planning and implementation process example that uses design thinking to develop an activity plan in six phases.<sup>123</sup>

123 UK Design Council. (2015). Framework for Innovation. Retrieved June 6, 2023, from <https://www.designcouncil.org.uk/our-resources/framework-for-innovation/>

Figure 5.1: Example of an activity planning and implementation process



Source: Adapted from UK Design Council Double Diamond Framework<sup>124</sup>

Others have used Community Value-based Assessment Tools to identify and build community capabilities and improve implementation processes. An example is the University of Kansas' Community Toolbox,<sup>125</sup> which reiterates the relevance of community engagement and the opportunities in technology and big data (Table 5.2).

124 Ibid.

125 University of Kansas. (1994). The Community Toolbox – Participatory Approach to Planning Community Intervention, Section 2. <https://ctb.ku.edu/en/table-of-contents/analyze/where-to-start/participatory-approaches/main#:~:text=A%20participatory%20planning%20process%20takes,and%20be%20willing%20to%20compromise.>

Table 5.2: Community tool for action planning<sup>126</sup>

Key ingredients	Supportive condition and opportunity
Community participation and commitment	A successful participatory planning process takes patience and commitment from all involved in the centre's planning, development, and operation. People (residents, leaders, centre staff) need to maintain their commitment over time, remain civil while discussing issues about which they may have strong feelings, and be willing to compromise. It is common knowledge that a few misplaced words, or one or a small number of key people losing interest can disrupt the whole development process and sustainability of the centre.
Technology and problem identification	With technological advancement and expanding technological connectivity, it has become possible for residents to share knowledge, perceptions and suggestions about potential problems more rapidly and efficiently. This information opportunity should be harnessed for developing and articulating a more shared and comprehensive understanding of the problems faced by the community and their needs and aspirations.
Open data and community ownership	With the rise of smart city development, there are higher levels of government openness and transparency. There is increasing access to public data, enabling residents to mine open databases, discover potential problems, and create solutions. All of this has positioned residents to assume a more proactive role in identifying and developing the action plan and its implementation.

Some guiding questions to consider in action planning and implementation:

- What has worked in your community? Can you elaborate on why it worked?
- If there are no local initiatives that are relevant to your problem statement, how did you go about looking for inspiration (e.g., learning from initiatives in other constituencies)?

### Does the wellness centre value-add to the community

Setting goals, developing ways to measure impact, and promoting accountability among the people assigned roles to achieve them are critical steps. The goals must be clear and point to a common outcome that the wellness centre is set out to achieve. Measuring value-impact is a recommended integral aspect of the centre's development process.

126 Ibid; Nambisan, S., & Nabisan, P. (2013). Engaging Citizens in Co-Creation in Public Service. IBM Centre for The Business of Government – Collaborating Across Boundaries Series. <http://www.businessofgovernment.org/sites/default/files/Engaging%20Citizens%20in%20Co-Creation%20in%20Public%20Service.pdf>.

There are some easy-to-use principles, methods, and tools for value impact analysis.

- Be creative: Propose new value-creation programmes or activities.
- Be outcome-driven: Set clear directions and milestones timeline for the programme plan.
- Be realistic: Set practical goals for any targeted outcome.
- Be evidence-based: Conduct preliminary testing with the relevant target audience before the implementation of any programmes or activities.

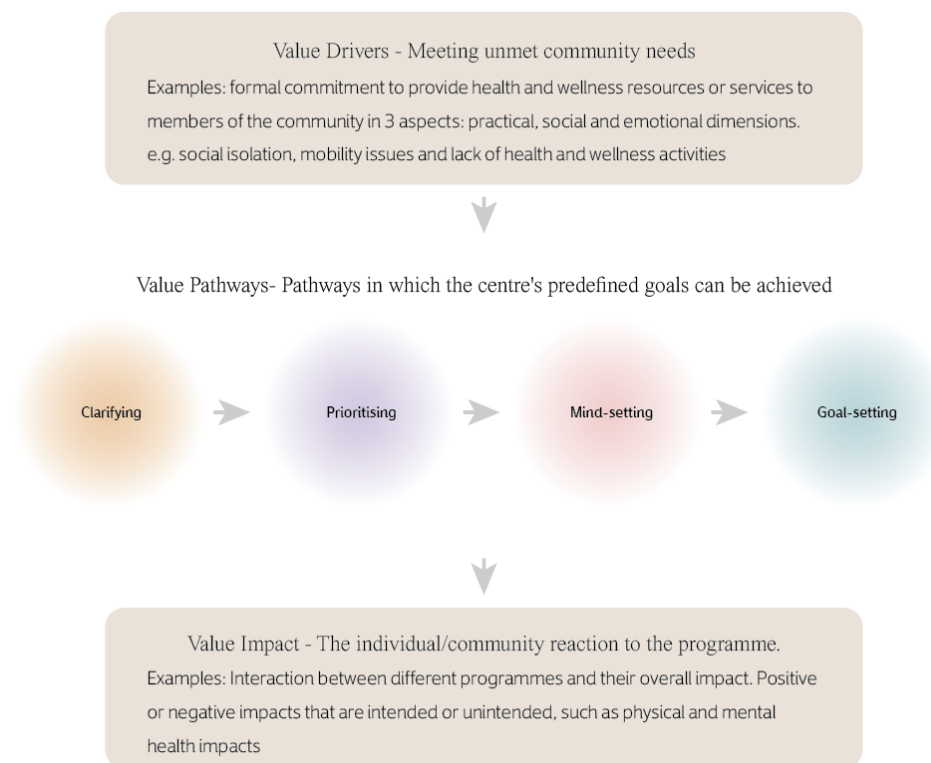
The unmet needs (practical, social, emotional) of the individual or community can be identified during the pilot testing phase through critical inquiry and observation (See Chapter 4). Afterwards, value drivers that focus on solving the unmet needs could be addressed by identifying the factors and key stakeholders to bridge the gaps.

Impact is often measured to promote clarity and accountability. When developing a Value Measurement Framework (Figure 5.2) for the community wellness centre, consideration should be given to identify the community's unmet needs and ways to measure the value of proposed activities at the centre, e.g., goals, value sources, drivers, and pathways for the wellness activity centre.<sup>127</sup>

- Clarifying - Discovering the unmet needs of the community and indicating reasons for addressing these needs through communicating with residents, case studies etc.
- Prioritising - Identifying key ideas from the team and synthesising an outcome to address the unmet needs of citizens to cultivate citizen health and wellness
- Mind-setting - Determine how to measure programme impacts
- Goal-setting - Pilot test the programmes and their respective processes and environment

Having a clear outcome with well-defined goals can ultimately point towards a clear vision and direction for the new wellness centre. Identifying the value drivers and creation processes (e.g., built environment, resources and technology that are necessary to implement the plan and get the centre up and running) are critical components of the value measurement framework.

Figure 5.2: Value Measurement Framework Process



## Funding

Availability of appropriate and reliable resources and funding is critical to centre development. While funding for different projects within the centre may not be perpetual, it should be adequate to achieve the goals and aims of the project. Funding may be received in many forms. Table 5.3 summarises some of the types, sources, and duration of funding for wellness centres.

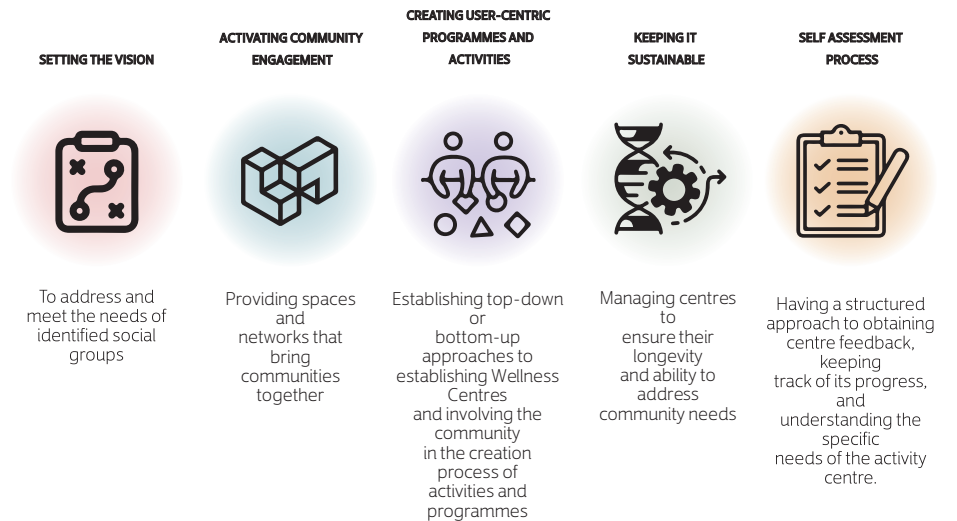
127 Huynh, S. (2020, August 20). How to Choose a Social Value Measurement Framework? Medium. | <https://medium.com/positive-procurement/how-to-choose-a-social-value-measurement-framework-36d3251708b0>

Table 5.3: Funding resources of case studies

Case Study	Resources Funded	Source of Funds	Duration
Singapore: ComSA @ Whampoa	Medical and psychosocial primary healthcare programmes	Partial government funds and donations	Regular, one-off
Japan: Toyama City	Kadokawa Care Prevention Centre Building	Partial government funds and donations	One-off
	Kadokawa Care Prevention Centre Facilities and equipment	Citizen donations	One-off
	Facility Upkeep and Staffing	Government funds	Permanent
Singapore: Tzu Chi Humanistic Youth Centre	Tzu Chi Humanistic Youth Centre activities	Tzu Chi Foundation	Permanent
USA: San Francisco Placemaking	Manpower for street transformations	Local volunteers	Ad hoc
	Activities and Events	Local sponsorship	Ad hoc
	Organising Committee	Livable City (non-profit)	Ad hoc
	Safe Passage Park transformation and maintenance	Government funds	Permanent
Singapore: Kampung Admiralty	Building facilities	Government funds	Permanent
Singapore: NTUC Health and NTUC First Campus	Building facilities	Local unions and donations	Permanent
	Senior fitness classes and elderly gyms.		
UK: Linking Generations Northern Ireland	Programmes and Activities	Partial government funds and donations	Ad hoc
Singapore: Wellness Kampung	Medical Services	Local hospitals and elder care	Permanent
	Wellness Kampung Facilities	Government funds	Permanent
	Activity Grants (within budget)	Partial government funds and donations	Permanent
	Additional activity expenditure	Donations and paid events	Ad-hoc.

## CHAPTER 6. Roadmap to Community Wellness Hub

Figure 6.1: Community wellness hub roadmap



### Setting the vision

The concept of 'community wellness' goes beyond consideration for seniors in the community. As the case studies in Chapters 2 and 3 demonstrate, there are different sub-groups in the community and approaches to address their needs, from seniors, youths to intergenerational. Defining clear target beneficiary group(s) is fundamental to the vision and direction of the wellness centre development.

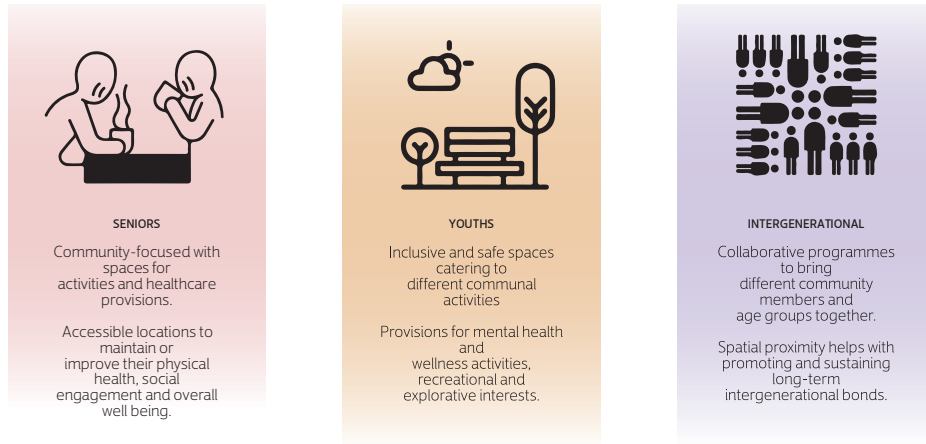
### Whose needs

There is a range of strategies to cater to community residents of varying age groups (Figure 6.2).

Senior activity centres are primarily established to serve the older population. They tend to be long-term initiatives grounded in a fixed community space close to the target population to facilitate accessibility. This is because, in addition to social connection, health- and community-building recreational activities, seniors generally require more healthcare and community care. Some of the programmes tend to be associated and/or add-ons to permanent healthcare facilities and services.<sup>128</sup>

<sup>128</sup> Mori, M. (2016). Op. Cit.; Tsao Foundation. (n.d.). *Tsao Foundation—Community for Successful Ageing (ComSA)—About ComSA*. Retrieved 25 November 2022, from <https://tsaofoundation.org/towards-successful-ageing/comsa/about-comsa>

Figure 6.2: Providing for different age groups



Source: Adapted from Branquinho et al.<sup>129</sup>

Youth spaces are generally planned for the younger population. They are usually spatially fixed in community spaces but tend to be more flexible in both their approach and timeline of programmes. Learning, recreational, and social activities are often organised as temporary events and classes to keep things new and engaging for the target population.<sup>130</sup>

Intergenerational programmes cater to a range of population ages and groups. They mostly target community bonding through shared needs. Due to the lack of common activity spaces, intergenerational programmes tend to be one-off or recurring short-term programmes.<sup>131</sup> In Singapore, intergenerational playgrounds have been introduced in some public housing neighbourhoods. Another is to foster intergenerational connections through co-location of senior and childcare facilities. These programmes are structured in three tiers: one-off or infrequent programmes, regular interval programmes, and regular intentionally planned programmes. Regardless of their duration, the goal would be to advance all of them into regular planned programmes to foster lasting community bonds.<sup>132</sup>

## Activating community engagement

The community is at the core of the wellness centre. While organising community wellness centre and programmes, the community can get involved in different ways. Every community centre is unique in its approach, and community involvement will also be varied, based on

129 Branquinho, C., Tomé, G., Grothausen, T., & Gaspar de Matos, M. (2020). Op. Cit.; Eriksen, I. M., & Seland, I. (2021). Op. Cit.; Wong, E. Y.-S., Lee, A. H., James, A. P., & Jancey, J. (2019). Op. Cit.; The Beth Johnson Foundation. (2016). Op. Cit.

130 Sunday Streets SF. (n.d.). Op. Cit.

131 Sanchez, M. & Instituto de Mayores y Servicios Sociales. (2007). Op. Cit.

132 NTUC Enterprise. (2017). Op. Cit.

age groups and their needs. Table 6.1 summarises the various citizen involvement in relation to the approaches for developing community wellness centres. Table 6.2 further illustrates how the different phases of the 4D design framework (See Figure 5.1) can be applied in citizen engagement using the example of citizen implementors, by contextualising their key factors and tasks.

Table 6.1: Engagement with local communities

Age Group	Commonalities	Approach 1	Approach 2
Senior	Community as stakeholder approach community networks contact points station experts	ComSA@Whampoa Fostering healthy communities with greater sense of wellbeing	Kadokawa Care Prevention Centre Individualised approach targeting long-term care and nursing
Youth	Engaging the local youth community and ensuring safe spaces for growth and socialisation	Tzu Chi Humanistic Youth Centre Encouraged positive behaviour, social skills, and transformation to build youths' self-identity and personal growth while engaging in the community	San Francisco Placemaking Organised in public outdoor spaces to promote more effective physical activity and family bonding events
Intergenerational	Bridge different parts of the community and also catalyse community partnership, engaging community stakeholders	Kampung Admiralty (NTUC Intergenerational) Spatial co-location and collaboration between NTUC care centres to engage senior and youth programmes in co-interaction.	LGNI Community initiatives for skill sharing and facilitating relationship-building through an exchange of resources between participants

## Creating user-centric programmes and activities

As a community hub, the wellness centre and its programmes should not be planned and organised in isolation but as networks of local connection and wellbeing. The key aim of organisation and structure planning is to identify and address unmet community needs, identify the main players and their hierarchical structure, whether the organisation performs via a top-down, bottom-up or combined approach. With the top-down approach, the decision-making process occurs at the highest level and is then communicated to the rest of the team; there are clearly defined tasks with explicit guidelines, deadlines, and steps for

establishing the activity centre. In contrast, a bottom-up approach occurs when the team and community join in the decision-making process, work at the specific and then move to the general; questions are raised to understand the challenges of the team and target users, leading to more room for discussions and feedback.

## Who are the main players

The implementation plan will outline the actions and strategies required to put the centre development proposal into action. The plan should include a project team and identify key actors and activities to drive the centre implementation. The wellness centre may be organised and managed by professional stakeholders from private companies or government. Alternatively, the wellness centre can be community-led, with the support of volunteers (Table 6.3).

## Keeping it sustainable

Creating a sustainable wellness centre involves the establishment of a support and resource system. Resources include human resources (staff, volunteers, public interest, etc.) and infrastructural resources (safe spaces, facilities, funding, etc.). The resources would have to be well managed to ensure the longevity of the centre. The centre should ideally reflect the desired outcome of community needs. These needs can be identified through initial interviews and continuing evaluation of the target group(s)' needs.

It is also helpful if centre programmes and activities are well integrated into community spaces. This means having a sustainable arrangement with public or private facilities to prevent displacement and/or duplication. This could contribute to a sustainable ecosystem of resources, involving appropriate sponsors who believe in these programmes or institutions and volunteers who mutually benefit. To keep relevant, it would be highly beneficial to include self-assessment to obtain feedback from participants and reflect on programme progress and delivery. Through self-assessment, areas of opportunities and potential pitfalls may be identified early while ensuring that the wellness centre continues to meet community needs.

## Integrating programmes into local infrastructure

The integration of programmes is a key sustainable outcome for the creation of a wellness centre. By integrating the centre's programmes and services into local infrastructure and the wider community, more community members are encouraged to use their services. This helps the centre to gain support from the community and leverage the capabilities of community partners. Also, an efficient wellness centre is more likely to be replicated and its programmes incorporated by other community organisations.

Table 6.4 explores the different location sites for wellness centres, the features of these sites that encourage community engagement, the ownership and conditions of using the sites.

Table 6.2: Tasks, key factors and how-to engage Citizen Implementers

Phase	Tasks	Key factors	Case Study	Example
Gather	Motivating citizens	Motivations to help the community	Singapore: Wellness Kampung	Centre managers who address citizens' needs and their motivations to volunteer.
	Recognising strengths	Bringing out knowledge, skills and strengths of each person	Singapore: ComSA @ Whampoa	Opportunities for older persons to grow, participate and claim their roles in the community according to their personal capacity and interests.
Discuss	Understanding needs	Know the key reasons that draw them in	Japan: Toyama City	Enhancing accessibility for outings and interactions that they need and want.
	Supporting key interests	Bringing together communities with shared goals	Singapore: Wellness Kampung	Repair Kaki brings individuals in the community with common interests and shareable skills together.
Propose	Emphasising co-creation	Align the owner of the idea to a common vision	Singapore: ComSA @ Whampoa	Gather seniors' feedback and concerns about health and wellness-related topics.
	Presenting key proposals	Presenting to stakeholders	USA: San Francisco Placemaking	Youth activity spaces were presented to stakeholders based on resident requests to improve the temporary placemaking sites.
Harmonise	Organising People	Structuring community collaboration and participation	Singapore: ComSA @ Whampoa	Café Kawan as an informal space for residents to gather, helping to reduce social isolation.
	Combining strengths	Collaborating towards a single achievable goal	Singapore: Wellness Kampung	Community initiatives and volunteerism based on the resident's interests and skillsets.
Deliver	Entrusting the team	Empowering and supporting citizens initiatives	Singapore: Tzu Chi HYC	Sponsoring events that align with instilling humanistic values in the younger generation.
Evaluate	Listening for variation	Identifying areas for improvement	UK: Linking Generations Northern Ireland	Evaluation session from participants to understand the project's success in engaging and inspiring the community.

Table 6.3: Main players and organisation

Age Group	Case Study	Main Players and Organisation	Hierarchy and Structure
Senior	Singapore: ComSA @ Whampoa	The Tsao Foundation combines multiple services, disciplines, private enterprise and civic participation.	Top-down/Bottom-up 'integrated care' engages health, medical and social providers. EMPOWER is a ground-up peer leader programme.
Senior	Japan: Toyama City	Kadokawa Care Prevention Centre is managed by station professionals hired by Toyama City.	Top-down. The Centre is owned and managed by the city, facilities are outsourced to private companies.
Youth	Singapore: Tzu Chi Humanistic Youth Centre	HYC offers a wide range of facilities and activities by various organisations	Top-down/Bottom-up collaboration with external organisations and youth initiatives to organise youth-focused activities at the centre.
Youth	USA: San Francisco Placemaking	Organised by Livable City in partnership with local government agencies and community partners .	Top-down/Bottom-up planning and public spaces secured for its events. Events and activities by community groups.
	Singapore: Kampung Admiralty	NTUC and local activation team organise activities for local seniors living.	Top-down/Bottom-up approach via the NTUC Health volunteer platform, with different volunteer roles.
	Singapore: NTUC Health and First Campus	Seniors are tasked to mentor children, pre-school and eldercare staff manage programmes and scheduling.	Top-down collaboration of NTUC Health seniors and NTUC First Campus initiated by the NTUC Social Enterprises.
	UK: Linking Generations Northern Ireland	The foundation identifies communities that require social assistance. Community volunteers establish programs to assist them.	Top-down operations initiated by the foundation. Institutions and community collaborators plan for events and activities that suit the social needs of their wards.
All Ages	Singapore: Wellness Kampung	Organised by the centre manager and activities are run by local volunteers based on skillsets.	Top-down/Bottom-up activities are initiated based on participant's skills, interests and commitment levels. Manager oversees funds, operations and health provisions.

Table 6.4: Location, programmes and local infrastructure

Case Study	Location Type	Spatial Resources	Ownership	Conditions of Using the Space
Singapore: ComSA @ Whampoa	Dedicated Building Facility	One-stop age care centre, for primary and long-term care	State-owned	Available to all elderly residents of Whampoa.
Japan: Toyama City	Dedicated Building Facility	Facilities for medical checks, physical therapy, exercise and rehabilitation	State-owned, privately managed	Referred seniors who needs or wish to prevent frailty.
Singapore: Tzu Chi Humanistic Youth Centre	Dedicated Building Facility	Multipurpose hall, classrooms and private rooms.	Privately managed	Rental
		Study spaces		Open to public.
		Entrepreneurial testbed, Co-working space		Rental
USA: San Francisco Placemaking	Urban streets	Outdoor play equipment, rest spaces, concrete barriers to divide traffic	State-owned streets, non-profit foundation owned equipment	Open to public.
Singapore: Kampung Admiralty	Public housing building facility	Community Plaza Hawker centre	State-owned	Open to public.
		Medical Centre Community Park Childcare and an Active Ageing Hub		Mainly for residents.
Singapore: NTUC Health and NTUC First Campus	Building facility	Intergenerational care centres and services, clinics, pharmacies, activity centres	State-owned, privately managed	Available to seniors and children. Financial aids/grants available for those who qualify.
UK: Linking Generations Northern Ireland	Partnered institution spaces	N/A whatever is available	Partner institutions	Available to target community groups
Singapore: Wellness Kampung	Spaces in public housing estates	Community activity spaces, kitchens, meeting rooms, libraries, lounge	State-owned and managed by the Town Council	Residents. Individuals may be barred for disorderly behaviour.

## Self-Assessment process

Finally, we propose a self-assessment process that summarises the different factors and questions that would guide the initiation and maintenance of a sustainable community wellness centre. The checklist in Table 6.5 provides some possibilities of key considerations but should be tailored to suit the specific needs of each activity centre.

We hope this self-assessment will present a resource guide to plan and assess the development and sustainability of user-centric community wellness hubs. The guidance offers but some illustrative ideas, possibilities, and case examples of creating these centres. Every team would have different development plans and visions based on their centre, programme and activity needs, stage of implementation, location and available resources. We encourage you to explore this playbook.

Table 6.5: Self-Assessment checklist

Area of Development	Points of Focus	Key Considerations
Key Principles and Strategies	Vision	<input type="checkbox"/> Does the centre have a fixed vision of what it wants to achieve? <input type="checkbox"/> Are there clear milestones? <input type="checkbox"/> What parts of the community will the centre serve? <input type="checkbox"/> Does it align with any existing local initiatives and/or policies? <input type="checkbox"/> Is there a unique 'selling' point?
	Strategy	<input type="checkbox"/> How will the centre achieve its vision? <input type="checkbox"/> What will the centre provide? <input type="checkbox"/> How will the centre specifically cater to its target demographic? <input type="checkbox"/> Who will be involved as stakeholders? <input type="checkbox"/> What is the funding approach? <input type="checkbox"/> How accessible will it be to the community? (Prerequisites?) <input type="checkbox"/> How will the centre conduct outreach and market itself? <input type="checkbox"/> Does the approach align with the needs of its participants? <input type="checkbox"/> Have there been any prior successful initiatives or sources of inspiration?
	Timeline	<input type="checkbox"/> How long will this initiative last? <input type="checkbox"/> How will it be sustained beyond its inception? <input type="checkbox"/> How will the centre ensure participant engagement? <input type="checkbox"/> How will the ecosystem of stakeholders and funding be sustained? <input type="checkbox"/> Are there any potentials and provisions for future expansion?

Community Roles and Involvement	Roles and Responsibilities	<input type="checkbox"/> What are the key roles of involvement to fulfil the centre's goals? <input type="checkbox"/> What is the manpower needed to sustain the centre? <input type="checkbox"/> Do the centre's goals and available community players align? <input type="checkbox"/> Who will be the initiators of the programmes? <input type="checkbox"/> Who will be the influencers? <input type="checkbox"/> Who will implement the agreed milestones and timelines? <input type="checkbox"/> How will participation and ownership be encouraged?
Organisation and Structure	Main Players	<input type="checkbox"/> Who will be the main players in the organisation? <input type="checkbox"/> Will stakeholders be involved in key organisational decisions? <input type="checkbox"/> Is there an organisational hierarchy, and if so, how does it work? <input type="checkbox"/> Will the centre be taking a top-down or bottom-up approach, and if so, for which aspects or initiatives?
	Commitments	<input type="checkbox"/> What are the long and short-term commitments required to run the centre and its activities? <input type="checkbox"/> What are the commitments expected from each type of member? <input type="checkbox"/> Are the commitments sufficient to sustain the programmes and their timelines? <input type="checkbox"/> Are the people involved fairly compensated, or are volunteer expectations reasonable? <input type="checkbox"/> Are the people involved sufficiently knowledgeable or trained for the tasks they are required to fulfil?
	Advisory and Legislation	<input type="checkbox"/> Who is in charge of reviewing, guiding and endorsing centre plans? <input type="checkbox"/> Who will be providing relevant advice and direct legal decisions required, and are they qualified to do so? <input type="checkbox"/> Is the centre meeting the required regulatory standards and guidelines of the state? <input type="checkbox"/> Are the practices ethical?
	Planning and Co-creating with Community	<p>If this is a bottom-up or participatory initiative, these are some possible considerations:</p> <input type="checkbox"/> What are the recruitment strategies for community volunteers? <input type="checkbox"/> Are the community needs clearly identified? <input type="checkbox"/> Is the plan realistic (is it trying to solve too many problems, or is the solution overly complicated)? <input type="checkbox"/> Are there empirical goals to achieve a targeted outcome? <input type="checkbox"/> Is there a value measurement framework?

Creating Sustainable Outcomes	Identifying a Desirable Outcome	<input type="checkbox"/> How are your centre's plans compared to other successful case studies with similar goals and situations? <input type="checkbox"/> Are there community leaders who have already attempted a similar plan? <input type="checkbox"/> Have you discussed your plans with other community leaders or/and improved upon previous iterations? <input type="checkbox"/> Have you identified your problem statement and success criterion? <input type="checkbox"/> Have you planned for all the necessary resources needed and how to obtain them?
	Funding	<input type="checkbox"/> What funding is required? <input type="checkbox"/> Who will fund it? <input type="checkbox"/> How long will it be funded? <input type="checkbox"/> How to obtain funding in the long run and/or achieve financial independence?
	Location	<input type="checkbox"/> How will the centre/programme be integrated into the local infrastructure? <input type="checkbox"/> What type of space should it occupy? <input type="checkbox"/> Is the space relevant to its target community? <input type="checkbox"/> Is the location accessible to the target community? <input type="checkbox"/> Are there accessibility provisions in place? (for handicapped access, or avoiding safety hazards for children and elderly) <input type="checkbox"/> Does the location have access to commonly used resources of the centre? (proximity to food, hardware, equipment retail areas) <input type="checkbox"/> Who owns the space and is it sustainable? <input type="checkbox"/> Are there imposed conditions for using the space? (to ensure the community's safety, or to maintain exclusivity and prevent over-strain of resources)
	Feedback	<input type="checkbox"/> Is there a feedback system in place for participants? <input type="checkbox"/> Is there a feedback evaluation process in place? <input type="checkbox"/> Who are the target respondents? <input type="checkbox"/> What are the feedback collection periods and how often will it be conducted? <input type="checkbox"/> Is the feedback process sufficient in capturing evolving needs? <input type="checkbox"/> Will the centre reevaluate its objectives based on feedback?
	Self Assessment	<input type="checkbox"/> Is there a checklist of items for self-assessment? <input type="checkbox"/> Do the forms of self-assessment appropriately align or provide answers to the centre's goals? <input type="checkbox"/> Who is accountable for improving the system post assessment?

