



# THE SINGAPORE ASSOCIATION FOR THE DEAF

# Strategic Planning 2022 to 2025

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## **Vision**

To be the leading organisation in advocating equal opportunity, in all aspects for the Deaf and supporting the Deaf to reach their full potential.

## **Mission**

To assist the Deaf to achieve a better quality of life and to enable them to integrate and contribute to society.

## **Our Core Values**

Included | Empowered | Valued



## Directions and Improvements

### **ADVOCACY**

To work with government, relevant agencies, Deaf leaders and community to advocate for:

1. equal rights for our Deaf and Hard-of-hearing community under the United Nations Convention On The Rights Of Persons With Disabilities (UNCRPD).
2. recognition of the Singapore Sign Language (SgSL)

### **COMMUNITY SERVICES**

1. To advocate for equal job opportunities and work towards gainful employment of our Deaf & Hard-of-hearing community.
2. To provide training and support for Deafblind persons and equip them with skills for communication and daily living to lead independent lives.
3. To develop and nurture Deaf youths to become future leaders of the Deaf community.
4. To use technology to help the Deaf/HoH to be tech savvy.

### **ITINERANT SUPPORT SERVICE**

1. To support students with hearing loss. We promote integration by equipping students, families and schools with strategies and advocacy skills to cope with hearing loss.
2. With a multi-disciplinary team, ISS hopes to nurture our students into confident and independent individuals who are well-integrated with the society.

## Directions and Improvements

### **DEAF ACCESS SERVICES – SIGN LANGUAGE**

1. To research and develop the Singapore Sign Language (SgSL), including curriculum, materials, corpus and sign bank.
2. To conduct training of sign language instructors.

### **DEAF ACCESS SERVICES – TRAINING**

1. To conduct courses on Deaf Education modules for teachers in designated schools for Deaf children, Sped Schools, EIPIC Centres and National Institute of Education

### **DEAF ACCESS SERVICES – LITTLE HANDS BILINGUAL BICULTURAL PROGRAMME**

(jointly with DAS – sign language)

1. To support Bilingual Bicultural (BiBi) Education in Singapore with introduction of regular “Little Hands Bilingual Bicultural Programme” (LHBBP) to children with hearing loss to acquire sign language.
2. To support parents with customised sign language courses for better communication with their children.

### **DEAF ACCESS SERVICES – SIGN LANGUAGE INTERPRETATION**

1. To deliver sign language interpretation service over digital platforms.
2. To upload sign language interpreted videos on digital media platforms.
3. To set up a structured in-house Sign Language Interpreting and Mentorship Programme and Curriculum.
4. To increase advocacy in the areas of live sign language interpretation for national events and broadcasts.

### **DEAF ACCESS SERVICES – NOTETAKING**

1. To explore and implement technologies to improve on notetaking service delivery and quality.
2. To explore technologies that provide for and deliver live/offline notetaking.
3. To develop and improve notetaker training programme and raise competency of Community Notetakers.
4. To increase advocacy in the areas of captioning and subtitle support for live, online and offline media.

## Directions and Improvements

### **DEAF EDUCATION**

1. To recruit more qualified, trained teachers and interpreters of the Deaf. To meet the manpower needs of the schools.
2. To develop training, resources and manpower in Deaf education.

### **PEOPLE DEVELOPMENT**

1. Staff members are our assets and budget is set aside to encourage staff to upgrade themselves as part of their career development.
2. WSQ Advanced Certificate in Training and Assessment (ACTA) for staff involved in curriculum development of sign language and interpretation.
3. Staff to attend relevant courses to better equip them to serve our Deaf and Hard-of-hearing community in their respective work areas.

### **DIGITAL JOURNEY**

1. The main areas of the digital transformation are IT Technology, data and work processes. CRM is about revolutions in data management and work processes. It will simplify work processes for better office efficiency and productivity. Having a centralised database on the cloud will speed up data searches and it will result in better collaboration between teams and departments and better reporting system.
2. Having digitalisation solutions revolutionises office work processes. The solutions are e-procurement system, QuickBooks, JustLogIn, e-signature, Salesforce, Amazon Web Services, Red Dot, Paynow, etc.
3. Armed with a knowledge of CyberSecurity, staff protect internet-connected systems such as hardware, software and data from cyberthreats.

## Outreach to the Community

1. To foster closer collaboration with MOE & hospitals (KKH, NUH & SGH) for timely referral of parents/children with hearing loss to learn about SADeaf's services.
2. To reach out to the Early Intervention Programme for Infants and Children (EIPIC) centres with the highest number of children with hearing loss to offer supplementary lessons in sign language.
3. To share the philosophy of Deaf education and learning styles of Deaf learners with teachers in EIPIC centres.
4. To extend Deaf Education courses to Allied Educators (AEDs) and Teachers in mainstream schools/EIPIC centres with Deaf children
5. To reach out to the top 5 Primary Schools and Secondary Schools; and top 3 Institutes of Higher Learning (IHL) with the highest number of students with hearing loss; and to also reach out to Mayflower and Lighthouse Primary School and Beatty Secondary School for the Itinerant Support Service programme.
6. To engage our community for collation of signs for our research and development, through SgSL Townhall/Deaf Dialogue.
7. To do outreach to the elderly community to bring about awareness of care of hearing and the use of hearing aids for improved quality of life.

## **Globalisation**

1. To send staff and volunteers overseas to attend conferences, exchange programmes and trainings.
2. To plan and organise an International Deaf Event to coincide with SDeaf's 70<sup>th</sup> Anniversary in 2025 which will include a gala dinner-cum-fundraising.
3. To launch SDeaf Heritage Centre by 2025 in conjunction with the 70th Anniversary of SDeaf, including a virtual version for greater outreach.



## Actions and Means

### **CS**

To work towards managing at least 250 cases

To work towards organising at least 4 Client Empowering and 4 Empowerment Training

To work towards supporting 10 Deafblind persons in communication and daily living skills (in accordance to KPI for NCSS Funding Model)

To work towards at least 4 engagement activities for DeafBlind

To work towards developing/organising at least 3 outreach programmes for Elderly

To have 100 clients to benefit from Digital for Life (Seniors Go Digital for special needs clients)

### **ISS**

Number of clients served 90

To conduct at least 4 outreach which includes mass email, talks, workshops and training for schools.

To conduct at least 2 engagement programme for parents or clients.

### **HCC**

To provide services to at least 1,300 clients.

### **Interpretation**

To fulfil service requests to maintain service coverage of at least 70%, and/or to serve 350 deaf and hard of hearing unique clients\* in the FY.

To conduct sign language interpretation training where at least 2 trainees go on to interpret at least 3 times in the FY.

### **Notetaking**

To fulfil service requests to maintain service coverage of at least 70%, and/or to serve 90 deaf and hard of hearing unique clients\* in the FY.

To conduct notetaking training where at least 2 trainees go on to notetake at least 3 times in the FY.

To hire a third notetaker by the end of 2022.

*\*unique clients = clients must not be repeated in the count*

## Actions and Means

### **SL and Deaf Awareness Programme**

If onsite classes:

To conduct at least 85 classes for a total of 2840 participants (SgSL).

To conduct at least 85 classes for a total of 2400 participants (DAP)

If online classes:

To conduct at least 55 classes for a total of 600 participants (SgSL)

To conduct at least 30 classes for a total of 1000 participants (SgSL)

To research, develop and document SgSL in signbank by another 120 words

### **LHBBP**

To increase enrolment to 12

To conduct physical visits to EIPIC centres to meet with parents of Deaf children 4 times yearly

To conduct training for SADeaf staff twice yearly

### **Deaf Education**

Recruitment of staff to meet the schools' needs (forecasted)

### **Fundraising**

To raise \$1 m through fundraising efforts (excluding grants).

To bring at least two new Ambassadors for the Deaf.

### **MVS**

To increase Number of students to 65

To add two more services to support students with Special Educational Needs - Occupational Therapy and Job Coaching

For MVS to be a school under the Ministry of Education's Special Education Branch