

THE SINGAPORE ASSOCIATION FOR THE DEAF

Strategic Plan
2021 ~ 2025

Our Vision, Mission and Core Values



Vision

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

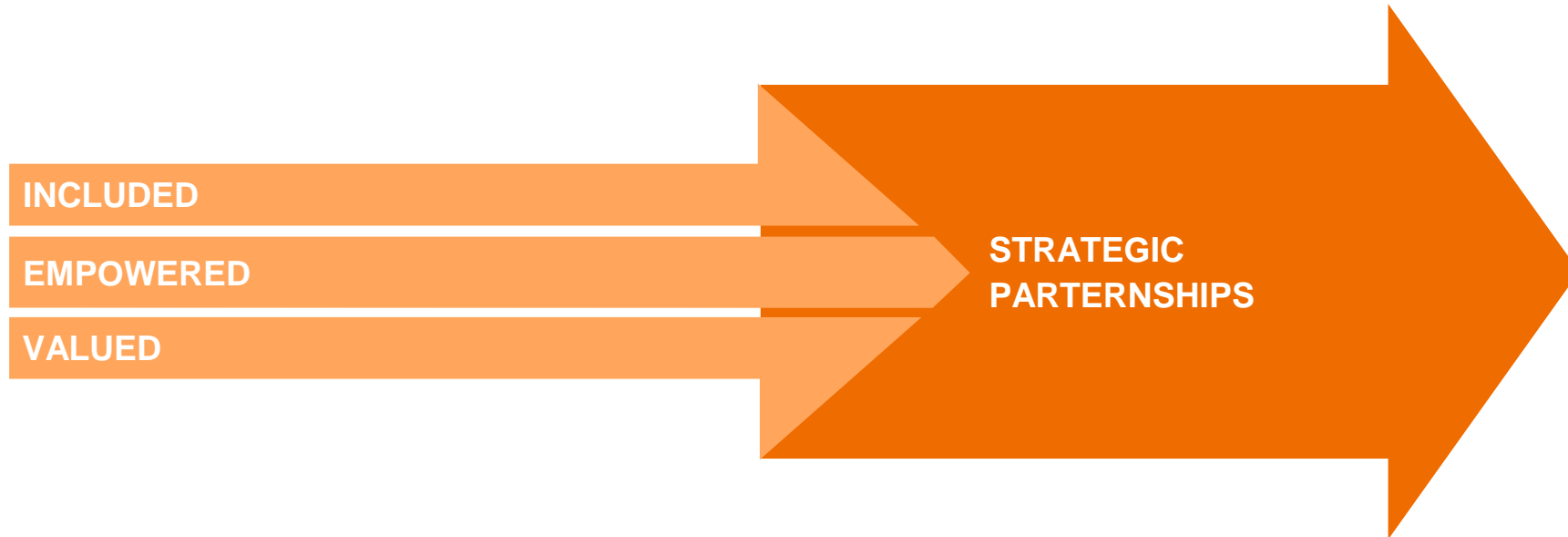
Mission

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

Our Core Values

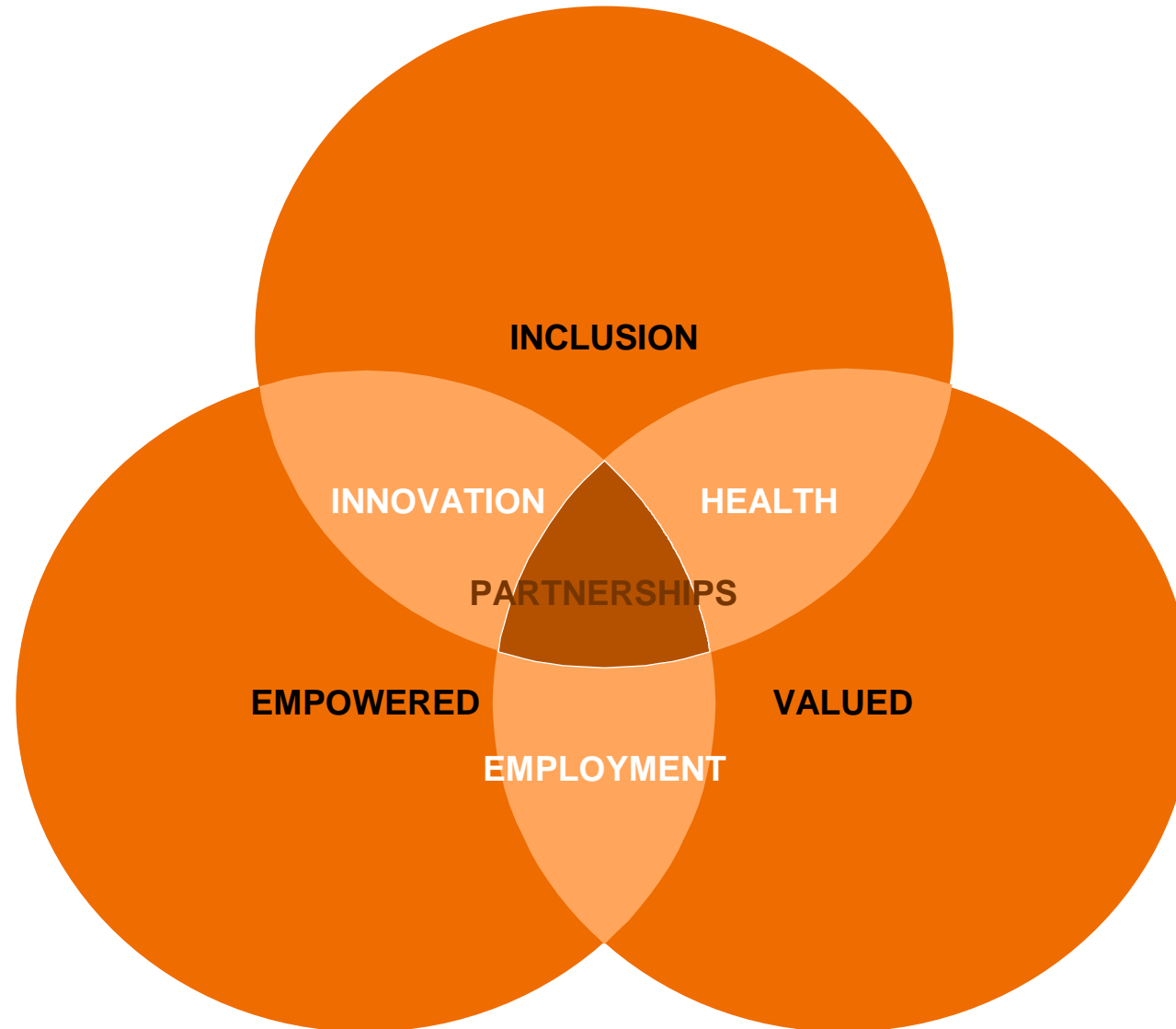
Included | Empowered | Valued

Our Strategic Approach to Execute Our Vision and Mission



**We believe in amplifying our core values
through the power of partnerships to
better serve our community**

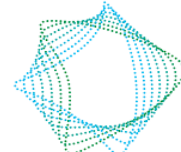
Through partnerships, we spurred new strategic engagements in Innovation, Employment and Health to benefit our community



Executed since 2021, today we are proud to establish new and strengthen more than 18 strategic partnerships



Ministry of Education
SINGAPORE



GOVTECH
SINGAPORE



Our strategic partnerships enables us to tackle our community's greatest challenges and issues together



Our strategic partnerships and initiatives are currently underway and we couldn't be more excited for the future



Inclusion	Innovation	Empowered	Employment	Valued	Health
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Problem Statement	Lack of awareness of Deaf / HoH (invisible) disability and culture which leads to low inclusion in society	Government services contact call centre are not accessible for the Deaf (no sign-language option) and HoH (no live captioning)	Deaf/HoH and Low-Vision unable to get access to sign-language interpreters on ad-hoc/emergency need basis	Difficult for the Deaf community to gain hands-on experiences and skills applicable to Singapore's digital economy	Deaf clubs and associations is saturated across various parts of Singapore leading to a low sense of valued	97% of HoH / seniors do not wear hearing aids which leads to physical and mental health repercussions
Strategic Initiative	Singapore Sign Language (SgSL) National Sign Language Recognition	Project Loving Hands	Sign-Language and Visual Assistance Call Centre	SgSL Digital Repository	Project Inclusive Futures	Project Silver Hearing
Program Details	Recognizing SgSL as the national sign language that all Singapore residents can aware of (Deaf/HoH), to be proud of and to	Pilot an intelligent 3D Avatar that is trained to recognize SgSL (via SgSL Digital Repository) with AI/ML technology	Enable a video-call centre where the Deaf and low-vision can make a video-call on their smartphones to get immediate interpreter/aid support	Train and employ Deaf to capture SgSL in a digitality and in centralized source to spur technology and innovation	Moving together with Mountbatten Vocational School to a new strategic location and unite various Deaf clubs / associations under one valued community	Deploy a team focused on hearing health awareness/education at HPB and Health Cluster screening events and launch a public health campaign
Potential Scale and Impact	Full scale national awareness	Initial pilot focused on 1 SG Gov call centre. Long-term potential to scale to 100+ SG Gov call centres.	10,000+ Deaf and Low-Vision community members	Annual ongoing training and employment in-take program (~up to 20 Deaf HC per year)	Up to 5 Deaf clubs/associations and over 6,000 community members	Over ~422,000 seniors with hearing loss
Partnership Collaborations Established	    	 	   	 	 	    

In the meantime, we continue to execute our core services with excellence to meet the needs of our community



Strategic Initiatives

Inclusion

Innovation

Empowered

Employment

Valued

Health

Core Services

COMMUNITY SERVICES

ITINERANT SUPPORT SERVICE

HEARING CARE CENTRE

DEAF ACCESS SERVICES – SIGN LANGUAGE

DEAF ACCESS SERVICES – TRAINING

DEAF ACCESS SERVICES – SIGN LANGUAGE INTERPRETATION

DEAF ACCESS SERVICES – NOTETAKING

LITTLE HANDS BILINGUAL BICULTURAL PROGRAMME

DEAF EDUCATION

OPERATIONS DEVELOPMENT & ENHANCEMENTS

SADeaf
Programs
and
Services

We continue to push our core operations boundaries and set higher targets to make a bigger impact to our community (1/4)



COMMUNITY SERVICES

1. To advocate for equal job opportunities and work towards gainful employment of our Deaf/HoH/Deafblind 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 use technology to help the Deaf/HoH/Deafblind 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 multidisciplinary team, ISS strives to nurture our students into confident and independent individuals who are well-integrated with the society.

HEARING CARE CENTRE

1. To assist in preserving residual hearing of the Deaf/HOH/DeafBlind community and develop auditory processing ability through appropriate means.
2. To provide affordable or free quality hearing care services to all registered clients and members of the SADeaf.

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.
3. To develop and nurture Deaf youths to become future leaders of the Deaf community.
4. To conduct Baby Sign classes for parents of hearing babies.

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.
2. To conduct induction courses for relief teachers and new educators of the Deaf.
3. To conduct sharing for SADeaf staff at least once yearly about Deaf Education topics.
4. To set up SADeaf library for staff, members and clients.

We continue to push our core operations boundaries and set higher targets to make a bigger impact to our community (2/4)



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 develop and improve notetaker training programme and raise competency of Community Notetakers.
2. To increase advocacy in the areas of captioning and subtitle support for live, online and offline media.

DEAF ACCESS SERVICES – LITTLE HANDS BILINGUAL BICULTURAL PROGRAMME

(jointly with DAS – sign language)

1. To target number of children enrolled to stand at 10.
2. To conduct at least 2 sharing sessions to hospitals' Integrated Childcare Programme (ICCP) and Early Intervention Programme for Infants and Children (EIPIC) centres.
3. To conduct ongoing SgSL course for parents and caregivers.
4. To conduct at least 2 Parent Teacher meetings yearly.
5. To conduct parent education sessions for LHBBP parents at least 2 times a year.

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.

We continue to push our core operations boundaries and set higher targets to make a bigger impact to our community (3/4)



OPERATIONS DEVELOPMENT & ENHANCEMENTS:

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. WSQ Advanced Certificate in Training and Assessment (ACTA) or other training programmes for staff involved in curriculum development of notetaking/sign language interpretation.
2. Staff to attend relevant courses to better equip themselves to serve our Deaf/HoH/Deafblind community in their respective work areas.

DIGITAL JOURNEY

1. The main areas of the digital transformation are IT Technology, data and work processes. The implementation of the CRM system can bring about revolutionary changes in data management and work processes. By adopting CRM, work processes can be streamlined, leading to improved 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, DocuSign, Salesforce, Amazon Web Services, Red Dot, Paynow, and Infotech. E-procurement systems streamline and automate procurement activities. QuickBooks provides efficient accounting and financial management. JustLogIn facilitates seamless access and authentication for users. DocuSign solution enables electronic signing of documents, reducing the need for physical paperwork. Salesforce is a comprehensive customer relationship management platform. Amazon Web Services (AWS) offers cloud computing services. Red Dot is a payment gateway. Paynow is a digital payment platform, while Infotech provides various information technology solutions.
3. It is crucial to prioritise cybersecurity. Staff would be equipped with knowledge and skills to protect internet-connected systems, including hardware, software and data, from cyber threats. This proactive approach helps ensure the integrity, confidentiality and availability of critical information assets.

We continue to push our core operations boundaries and set higher targets to make a bigger impact to our community (4/4)



OPERATIONS DEVELOPMENT & ENHANCEMENTS:

COMMUNITY OUTREACH CHANNELS:

1. To foster closer collaboration with MOE and hospitals (KKH, NUH and SGH) for timely referral of parents/children with hearing loss to learn about SADeaf's services.
2. To reach out to the 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.

GLOBALIZATION

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 SADeaf's 70th Anniversary in 2025 which will include a gala dinner-cum-fundraising.
3. To launch SADeaf Heritage Centre by 2025 in conjunction with the 70th Anniversary of SADeaf, including a virtual version for greater outreach.

Annual KPI Targets for Core Services 2023/2024

Community Services

- To work towards managing at least 250 outcome plans
- To serve at least 200 unique clients
- To have at least 50 successful Information and Referral (I&R)s.
- To organise and plan for 10-12 Client engagement sessions which includes social engagements, training, talks, etc. which caters to the SADeaf clients of all profiles and ages - Deaf, Hoh and DeafBlind
- To conduct 6 outreach sessions with the of various modalities including (but not limited to) setting up booths for public events or roadshows, as well as public sharing to members of public, or private sharing to community partners like SSAs and hospitals, or even to caregivers and potential clients. The goals of the outreach sessions would be to raise awareness about hearing loss, advocacy for the Deaf, Hard-of-hearing and DeafBlind, as well as to share about the services we provide.
- To enrol and support at least 4 new Deafblind clients and have a total of 30 DeafBlind clients working with them on communication, daily living skills and independent travelling skills.
- To enrol at least 1 employer as a DeafBlind Friendly Employer.
- To have Interpreter Guides/ Support Service Providers to train at least 5 persons in supporting DeafBlind persons.

Itinerant Support Services

- Number of clients served 100
- To conduct at least 4 outreach which includes mass email, talks, workshops and training for schools.
- To conduct at least 3 engagement programme for parents or clients.
- To conduct 1 clients engagement activity (Wow Camp).

Annual KPI Targets for Core Services 2023/2024

Hearing Care Centre

- To provide services to at least 1,300 clients.
- To conduct at least 2 Hearing awareness outreach.

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.

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

SL and Deaf Awareness Programme

- Onsite and online classes:
To conduct at least 90 classes for a total of 3,040 participants (SgSL).
To conduct at least 90 classes for a total of 2,600 participants (DAP).
- To research, develop and document SgSL in signbank by another 120 words.
- To conduct at least 4 classes for a total of 40 participants (Baby Signs).

Annual KPI Targets for Core Services 2023/2024

Little Hands Bilingual Bicultural Programme

- Enrolment : 10
- To conduct physical visits to EIPIC centres to meet with parents of Deaf children 2 times yearly

Training

- To conduct training on Deaf education for SADeaf educators twice yearly
- To conduct induction training for new educators
- To record all books related to Deaf topics by 2023 for SADeaf Library
- To set up the SADeaf Library loan system by mid 2024

Deaf Education

- to recruit staff to meet the schools' needs (forecasted)

Fundraising

- To raise \$1.2 m through fundraising efforts (excluding grants).
- To bring at least two new Ambassadors for the Deaf.

Mountbatten Vocational School

- To increase number of students to 70.
- To support at least 75% of the students to gain employment upon their graduation.