

Transformation of Singapore Boys' Home Rehabilitation Model: A Journey of Change

NCSS Summit 2025

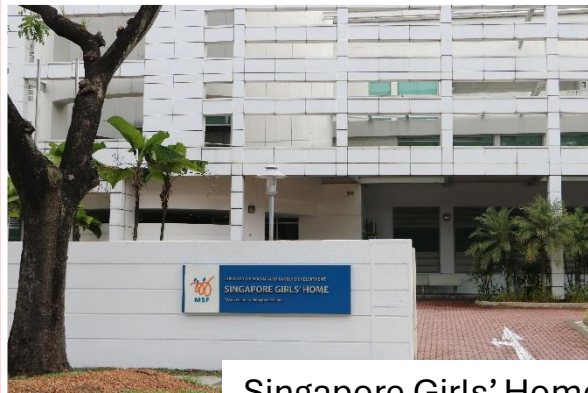
Presentation Outline

- Youth Homes
- Impetus for changing the rehabilitation model
- Findings from the rehabilitation pilot – Project PULSE
- Elements of the current rehabilitation model
- Youth outcomes: How we are doing so far

Functions of the Youth Homes



Singapore Boys' Home



Singapore Girls' Home

1

Juvenile Rehabilitation Centre

- Youth Arrest Cases (YAC)

2

Place of Safety

- Family Guidance Order (FGO)
- Care & Protection Order (CPO)
- Women's Charter (WC)

3

Remand Home

- Pending police or Court mention/order

4

Place of Detention

- Detention with/without probation
- Not exceeding 6 months

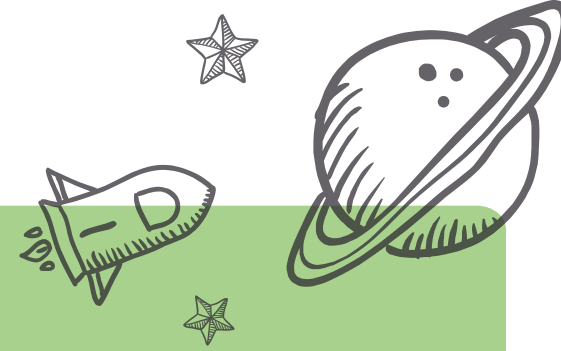
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Place of Temporary Care & Protection

- Youth removed from where they were; in transit to Youth Court

Impetus for changing the Singapore Boys' Home Rehabilitation Model

Project PULSE



Objective : Pilot SBH's rehabilitation model in a compact programme

Goals : 1. Increase safety of the Home with reduced infringements
2. Increase positive change in youths, with lower recidivism and better reintegration to the community

Components of Rehabilitation Model

(Adapted from Therapeutic Community Model)

Youth
ownership

Communal
support and
accountability

Intentional
engagement

Purposeful and
integrated
programmes

Education

*Supportive
family/mentors
(incare)*

*Supportive
post-care*

Objectives of programmes to be introduced

Promote self regulation

Promote interaction and
develop supportive
relationships

Address pro-criminal
attitude and substance
abuse

Inspire pro-social attitude
and offer hope

Encourage learning

Transformation of SBH Rehab Models: 3 Ps



Programmes

Drop-In Centre Initiative

- Daily Meal Engagement
- Self-Regulation Activities
- Fortnightly Hope and Transformation Series
- Weekly Sport Session



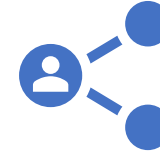
Process

Restorative Practices

- Reflection during pending investigations
- Optional sessions for conflict resolution
- Re-entry ritual implementation

Community Circle (Weekly)

- Avenue for youth feedback and queries
- Platform for addressing behavioural concerns



People

Staff-Resident Relationship

- Having joint ownership
- Offering options
- Being quick to affirm
- Going beyond traditional roles/practices

Resident-Resident Relationship

- Peer accountability for community rules

Resident Self-Engagement

- Journaling Practice

Staff Training

- Understanding Offender Behaviour, De-escalation Strategies, Effective Engagement Techniques,

Project Pulse Evaluation

Cohorts evaluated: Admissions from Aug 2020 onwards

Methodology

- When: Dec 2019 to Oct 2020
- 4 timepoints
- Small sample size
 - Pulse group: 5
 - Control group: 7

(both groups started with 8 each. 4 left before the end of the study because of abscondence, discharge, and transfer to Day Release Scheme)

For the Home:

- Increase safety with reduced infringements
 - Infringement Rate (minor, major and serious)

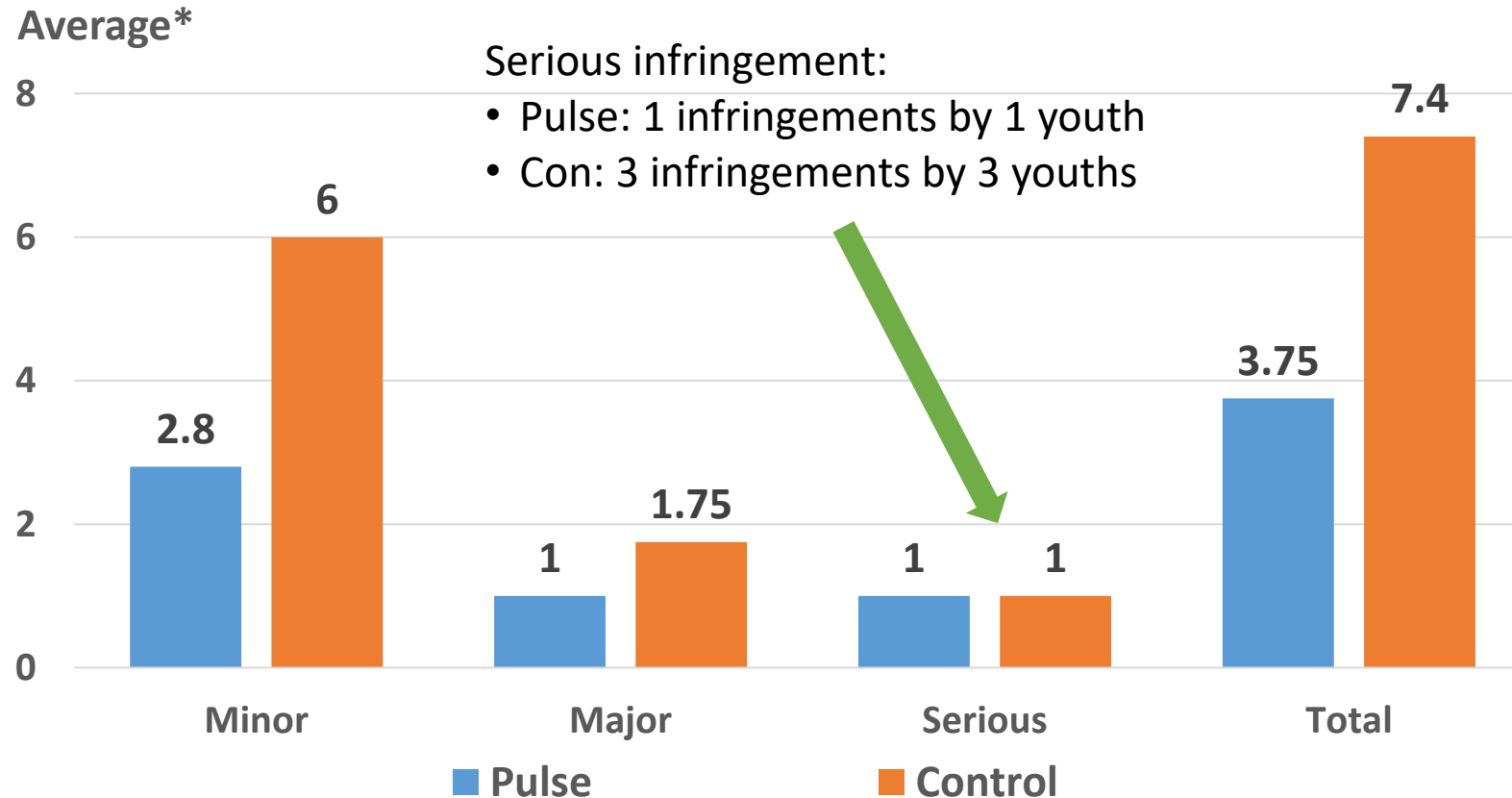
For the Youths:

- Peer Attachment Total Score (Trust, Alienation, Communication)

Long-term Outcomes

- *Recidivism*
- *Better Reintegration*

For the Home: Infringements (Dec 2019 – Oct 2020)

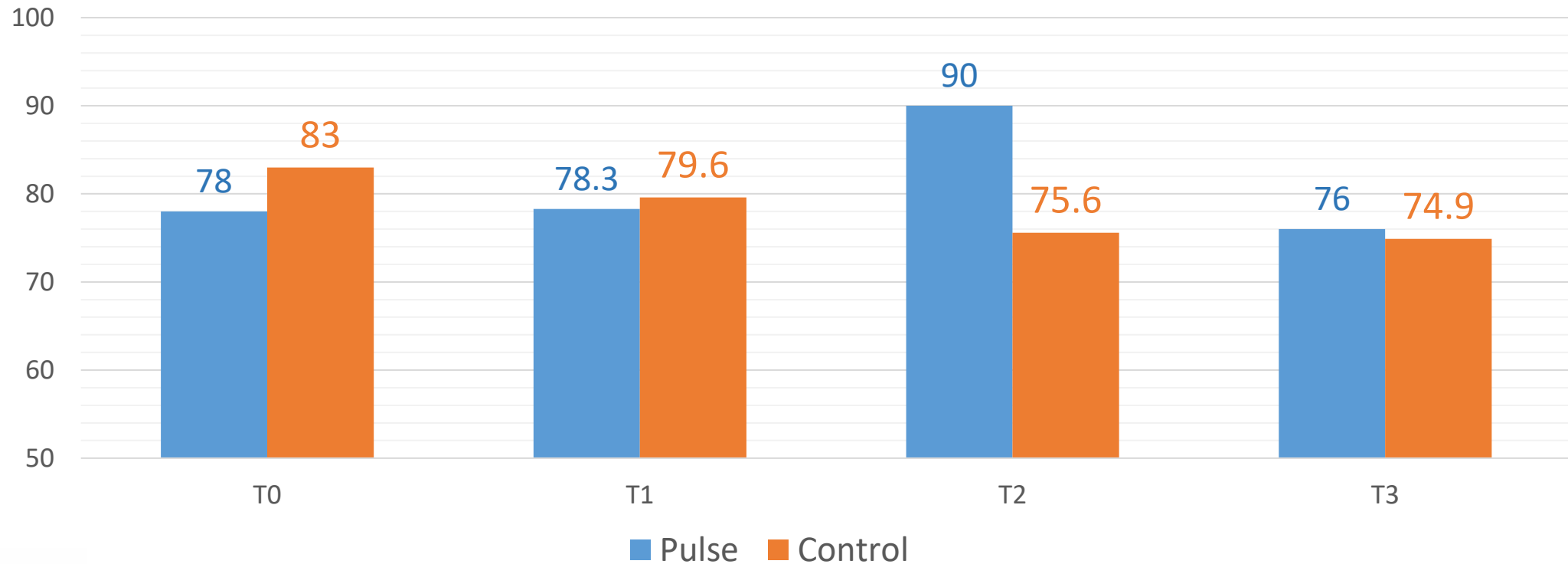


Youths in control group committed fewer infringements

*Average among those who committed infringement

For the youths: Peer attachment showed an upward trend

Total Score



Summary



For the Home:

- Downward trend infringement rate
- Upward trend in youths peer attachment total score

Encouraging findings for both the Home and the youths
→ support for scaling up the rehabilitation model

Intro to Singapore Boys' Home Rehabilitation Model

Singapore Boys' Home Rehabilitation Model



Induction phase



Rehabilitation phase



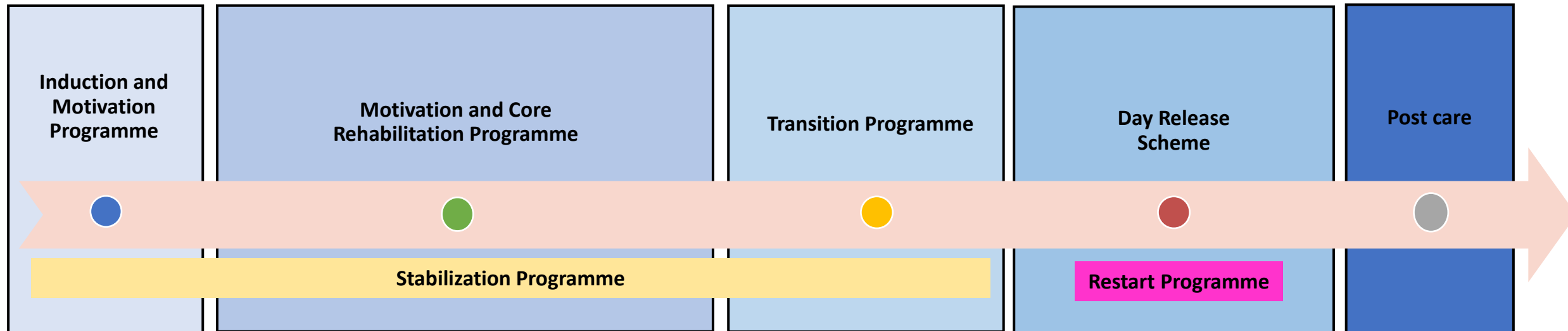
Transiting phase



Reintegration phase



Discharge



Community Circles

Ohana Community Circles (45mins)

- For rapport building with youths in a small group setting, through sharing of stories and life experiences.
- For youth's personal growth and development through introspection and learning from experiences of others.
- To serve the Home's larger goal of engagement of youths via the Restorative Practice approach.

Administrative Circles (15mins)

- A platform to brief the youths of the happenings within the home, and an avenue to address any queries youths might have.
- To address issues pertaining to behaviour or attitudes within the community (positive and negative).
- A tool for Community YGOs to address community health issues and concerns from the youths in a group setting.

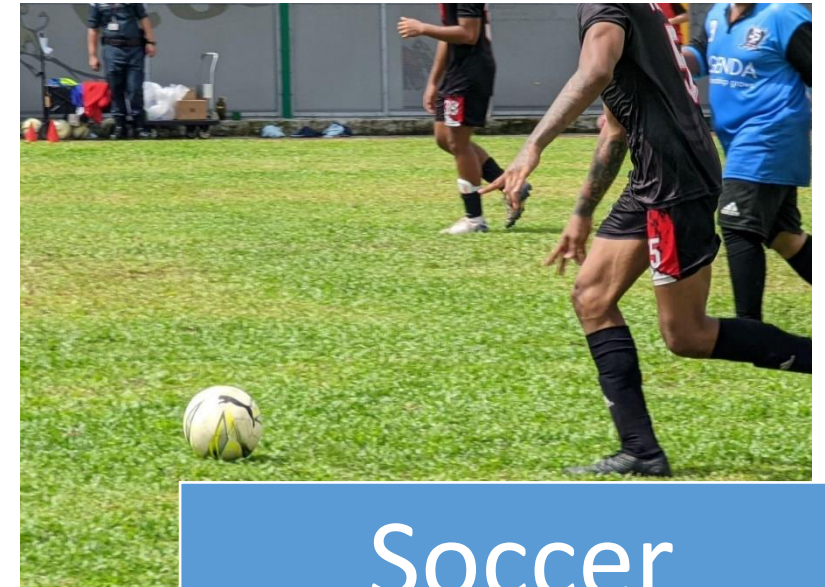


Interest Groups

- As part of our reintegration effort, youths will be able to join any interest group of their preference within SBH.
- Intention is to help youth develop pro-social interests and to link them up with community partners to carry on their interests after discharge.
- For youths who have attained a minimum banding of Gold.



Art Club



Soccer

National Youth Achievement Award



- The National Youth Achievement Award (NYAA) programme in SBH aims to empower youth to recognise their potential as positive contributors to the community, challenge negative stereotypes, and foster a sense of civic responsibility.
- In January 2024, we started our pilot run and managed to have 21 out of 27 youths attain the Bronze Award.
- The three NYAA components (Service-Learning, Healthy Living, and Outdoor Appreciation) have already been woven into the routine, allowing any youth court-ordered to reside in SBH to achieve at least the Bronze Award within a year.



Education and Training as Anchors for Rehabilitation

Academic Curriculum

Upper Primary

Primary School Leaving Examination

G1, G2 and G3 Academic Programme (Lower Secondary)

Normal Course

Normal (Academic/Technical) Level

Express Course

Ordinary Level

Vocational Curriculum

WPLN

Workplace Literacy and Numeracy Courses

ICDL

International Certificate of Digital Literacy

WPS

Workplace Skills

WSQ

Workforce Skills Qualification
(e.g. culinary, coffee barista)

ITE Skills Certificate

(residential electrical, plumbing)

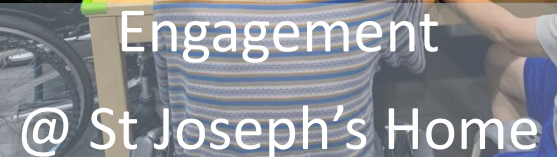
Working with Families to support the Youths

Various Family-related Programmes

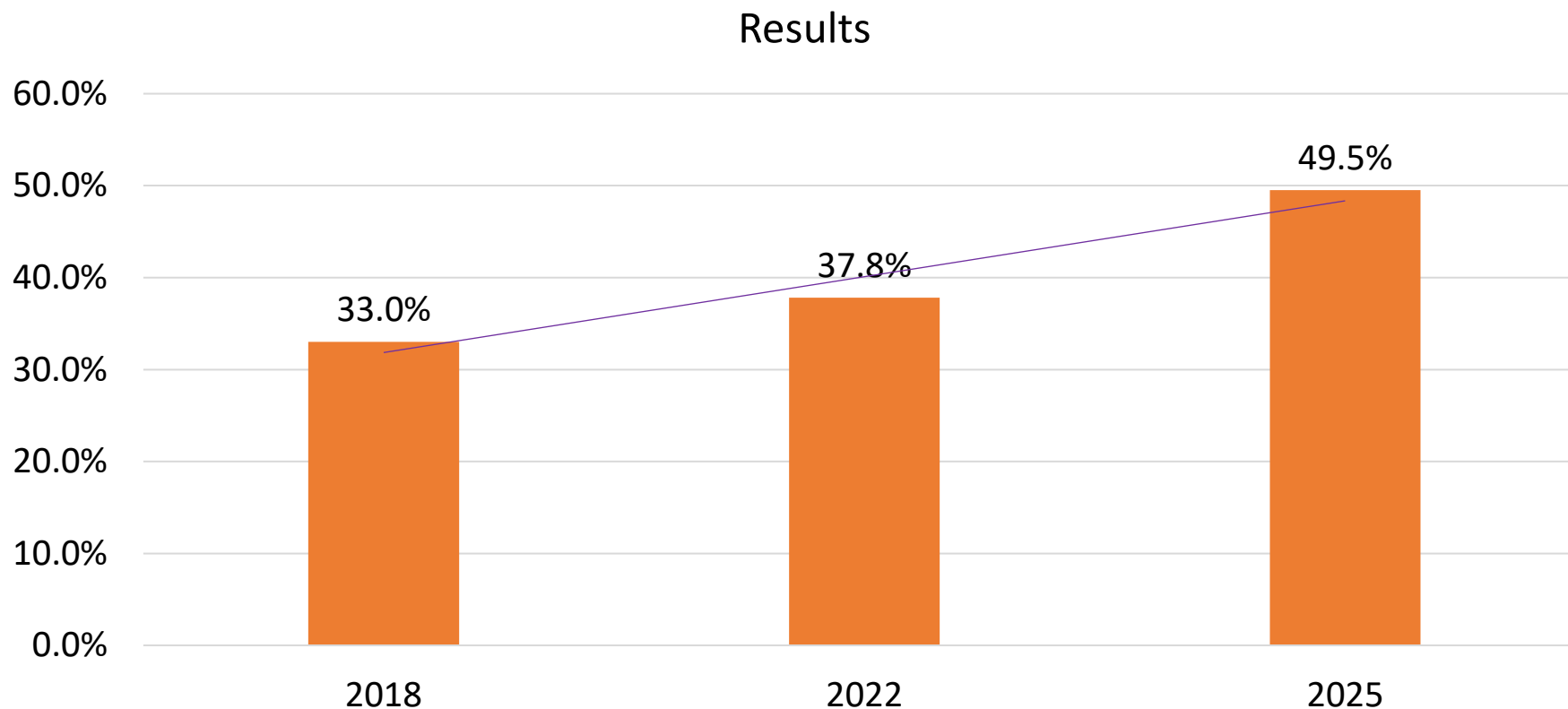
- Casework with Families
- Parental Visits
- Family Connection Sessions
- Functional Family Therapy
- Family Programmes run by Centre For Fathering
- Video-link with prisons for incarcerated parents
- Time-leave / Home-leave



MINISTRY OF
SOCIAL AND FAMILY
DEVELOPMENT



Survey result on time spent by staff on Rehab/Youth Engagement (N=161)



14.5%
2022 vs 2018
(Baseline Survey)

31.0%
2025 vs 2022
(pre-HCIS)

Outcome Evaluation (preliminary results)

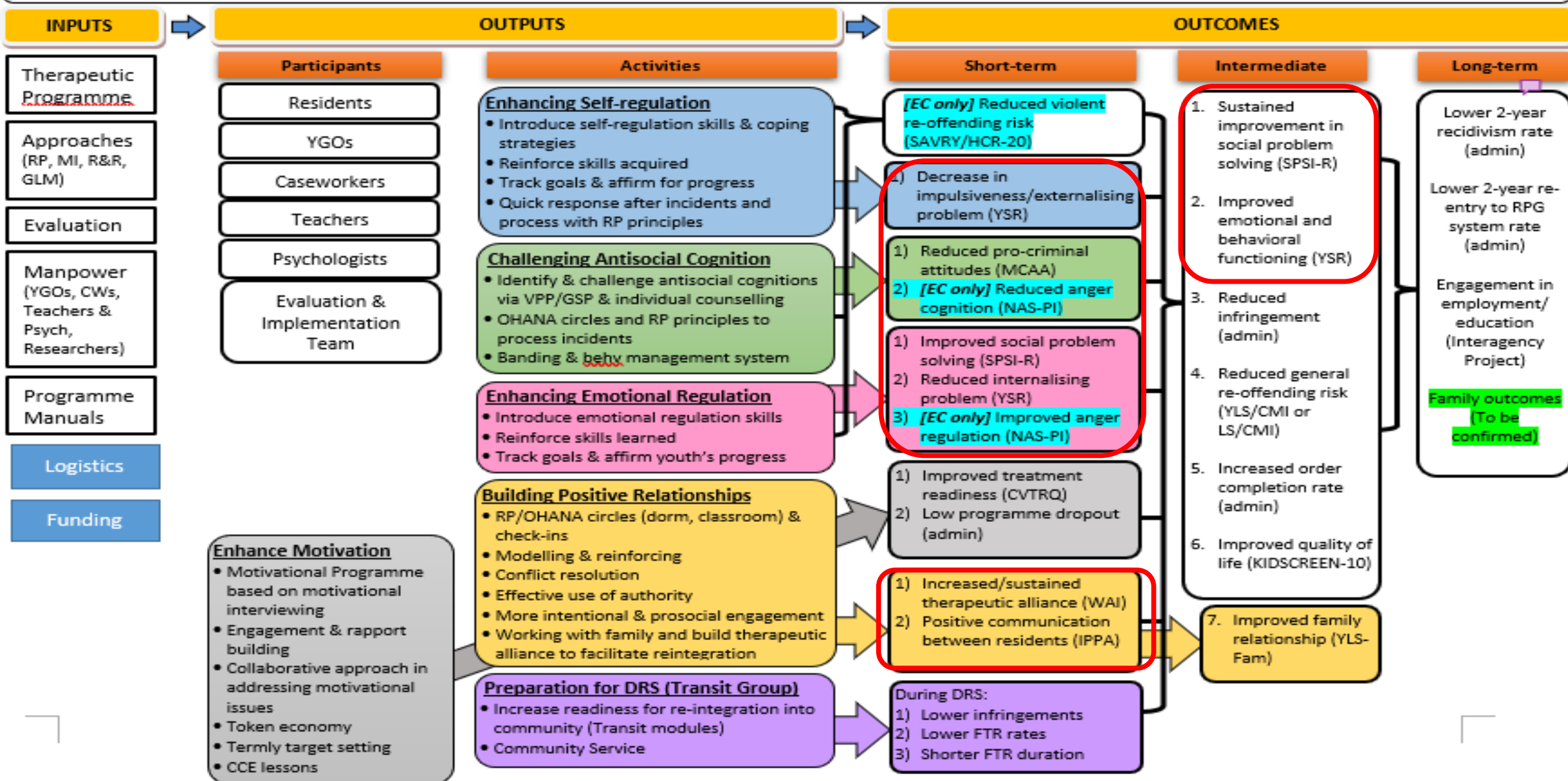
Part 1: Psychological measures

Cohorts evaluated: Admissions from Aug 2020 onwards

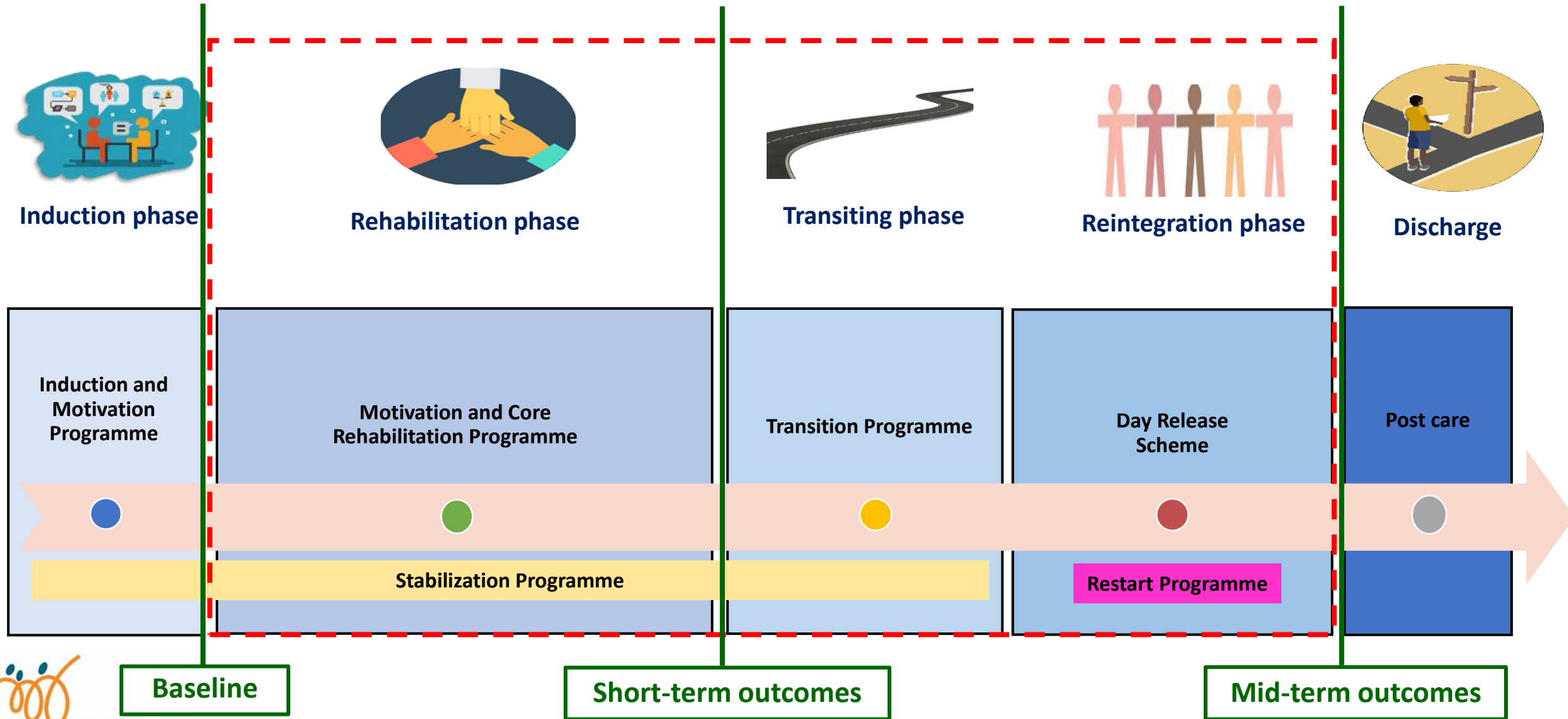
Data collection period: start of the new rehabilitation model till 1 May 2024

Logic Model for the SBH Rehabilitation Programme

Problem Statement: SBH residents often lack motivation to engage in and take ownership of their rehabilitation. In addition, there is limited agents of change such as problem-targeted interventions, supportive relationships and communities, and preparation for re-integration. As a result, they often progress slowly and are less-than-ready for community re-integration.



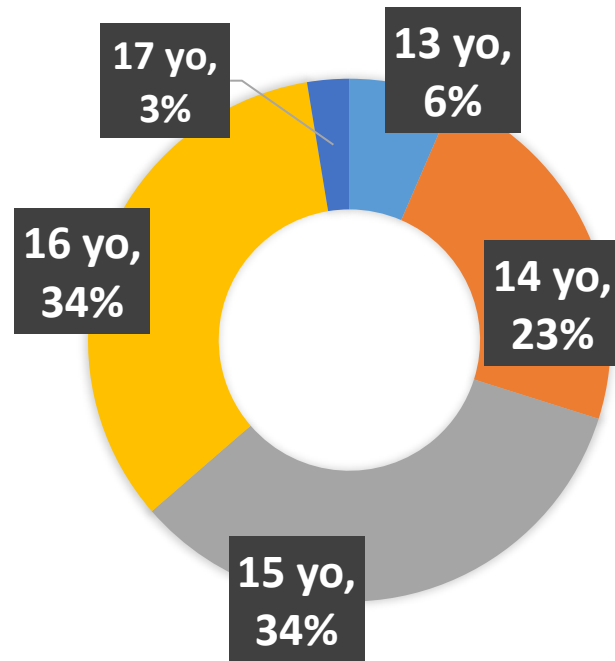
Evaluation of SBH's Rehabilitation Programme



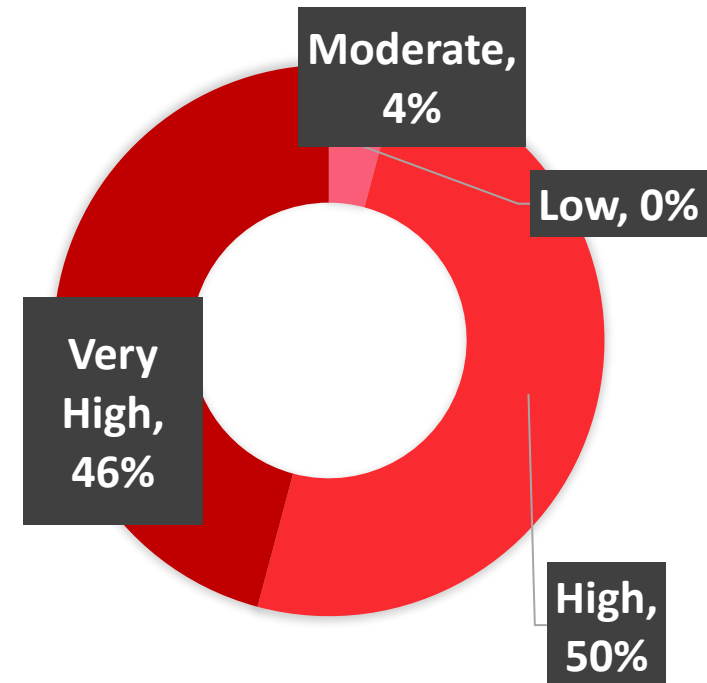
*The results on this slide are preliminary as the evaluation is still ongoing.

Profile of youths (EC + TC)

Age at admission



General re-offending risk level at admission (YLS/CMI)



Sample size (short-term outcomes) =77

*The results on this slide are preliminary as the evaluation is still ongoing.

Results

Highlighted results are significant at $p < 0.05$

Area	Outcome (measure)	Short-term		Mid-term	
		EC+TC (N=77)	EC only (N=67)	EC+TC (N=43)	EC only (N=33)
Self-Regulation & Attitudes	Problematic behaviours (YSR) E.g. <i>"I destroy things belonging to others."</i>	Improved	Improved	Improved	Improved
Relationships with Others & Well-being	Social problem-solving strengths/ weaknesses (SPSI-R) E.g. <i>"I am too impulsive when it comes to making decisions."</i>	No change	No change	Improved	No change

Improvements in problematic behaviors in short- and mid-term.
Improvements in social problem solving in mid-term.

See [Annex](#) for details

*The results on this slide are preliminary as the evaluation is still ongoing.

Results

Highlighted results are significant at $p < 0.05$

Area	Outcome (measure)	EC+TC (N=77)	EC only (N=67)	Remarks
Self-Regulation & Attitudes	Anger Scale (NAS) Provocation Inventory (PI) E.g. <i>“My temper is quick and hot.”</i>		No change	Mean pre-tx scores are in the “average” banding, hence not concerning.
	Criminal attitudes (MCAA) E.g. <i>“I could see myself lying to the police.”</i>			Pre-tx score was close to mid-pt. Potentially, boosting community support during home leave may help.
Relationships with Others & Well-being	Strength of therapeutic alliance (WAI) E.g. <i>“(The therapist) and I trust one another.”</i>	No change		Starting point is high (5.5/7), possible ceiling effect.
	Relationship with residents (IPPA) E.g. <i>“I trust other residents.”</i>			Pre-tx score is slightly above the mid-pt. To review after collecting more OHANA data.

*The results on this slide are preliminary as the evaluation is still ongoing.

Interim summary – psychological measures

- Problematic behaviors showed significant improvement in the short-term and this effect was sustained in the mid-term
- Social problem-solving showed improvement only in the mid-term and not short-term, suggesting a longer-term effect beyond rehabilitation phase

Outcome Evaluation (preliminary results)

Part 2: Risk Assessment & Administrative Data

Cohorts evaluated: Admissions from Aug 2020 onwards
Data collection period: start of the new rehabilitation model till 1 May 2024

Comparison group for risk & admin data

Singapore Boy's Home 2018 -2019 admissions

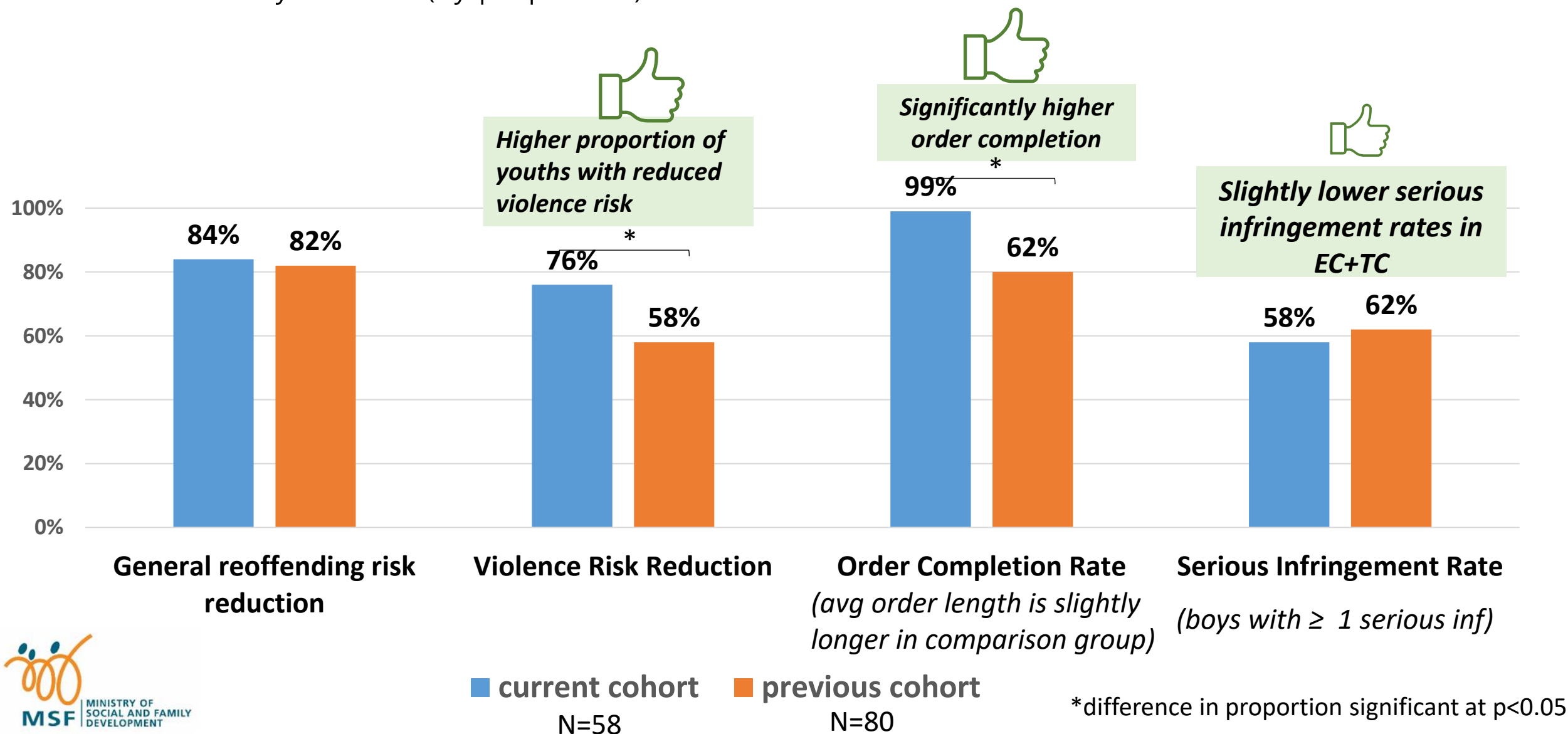
Retrospectively matched comparison group

- Matched criteria: general re-offending risk level at entry
- Outcomes compared:
 - General reoffending risk reduction (in Youth Level of Service; YLS/CMI)
 - Violence risk reduction
 - Serious infringement rate
 - Order completion rate

*The results on this slide are preliminary as the evaluation is still ongoing.

General Reoffending Risk, Violence Risk, Order Completion, Serious Infringement

Matched for entry YLS Risk (by proportion)



Summary & Overall Conclusion

Mid-term outcome

- Compared to the comparison group, the outcomes in the current cohort is at least comparable to (general re-offending risk, serious infringement rate) or better (violence risk reductions, order completion).

Overall Conclusion

- Consistent patterns are observed across a different outcomes
- Taken together, the interim findings indicate positive progress in youths undergoing the new rehab model.

Q&A

Now, let's move on to a group activity! The others seated at your table will be your group members.



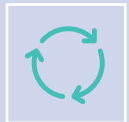
Have you ever wondered about the following when running your programmes?

- "What exactly are we trying to fix or make better?"
- "How do we know if what we're doing actually works?"
- "What do we need to make this happen?"
- "Who will benefit from what we're doing?"
- "How can we explain our plan to others in a simple way?"

Key Takeaways



Embrace Change Courageously "Start small, think big, scale wisely"



Use Logic Models as Your Guide "To understand the cause-and-effect relationships."



Power of Integration "Do Less, Achieve More"



Listen and Respond "Feedback is the compass that guides improvement"

Thank you!

