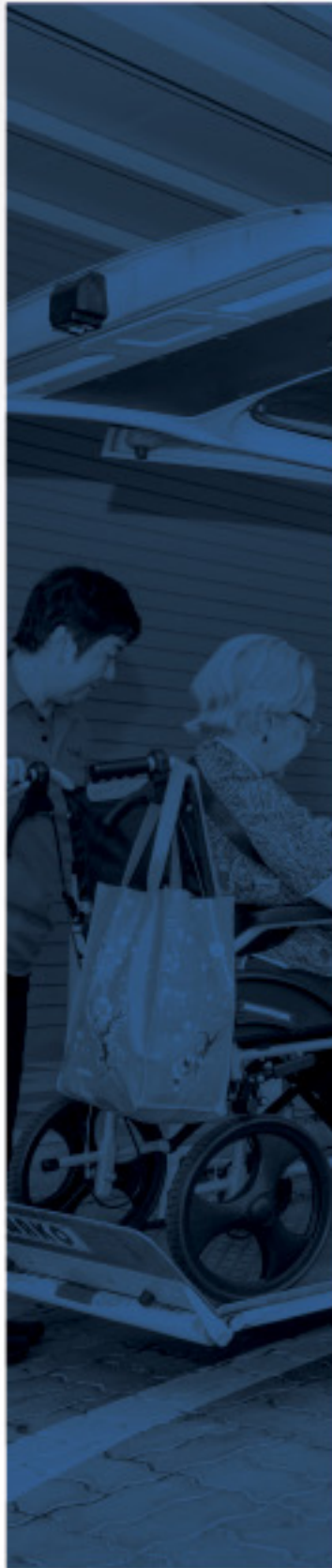


# ANNUAL REPORT

2017 – 2018



## POSITIONING FOR GROWTH



# CONTENTS

|    |                                       |
|----|---------------------------------------|
| 2  | Chairman's Message                    |
| 4  | CEO's Message                         |
| 6  | Our Mission & Vision                  |
| 7  | Our Core Values                       |
| 8  | Board of Directors                    |
| 10 | Corporate Governance                  |
| 14 | Composition of the Board of Directors |
| 15 | Composition of the Board Committees   |

|    |                             |
|----|-----------------------------|
| 16 | Senior Management           |
| 18 | Heads of Respective Centres |
| 20 | Our Centres                 |
| 22 | Our Year in Numbers         |
| 23 | Financial Year in Review    |
| 24 | Diversification of Services |
| 25 | Our Grace Model of Care     |

|    |                             |
|----|-----------------------------|
| 26 | Our People                  |
| 36 | Our Place                   |
| 38 | Our Programmes              |
| 48 | Evolving with the Community |
| 50 | Community Partners          |
| 51 | Centre Advisory Committees  |



# CHAIRMAN'S MESSAGE

As we continue to grow, steadfast and faithful stewardship is vital, as it creates value, propels growth and helps prepare us for the future.

We thank God for His grace and blessings in the past year, and for the awards of six new senior care centres and a nursing home that is expected to be ready by 2020.

As we prepare for the future, we endeavour to continue transforming community care. This will be done by creating value from the resources we are entrusted with, through ensuring best practices to better manage continuous growth and stability and by paying keen attention to new developments and schemes in the eldercare landscape.

Our aim is to establish greater capacity in our People, Place and Programmes.

## People

We work with not just our own resources, but also draw from beyond St Luke's ElderCare to create an ecosystem of care and support.

Our engagement with the community, corporates and government has allowed us to introduce a diverse menu of activities and importantly, provided opportunities for strengthening bonds between our seniors and the community at large.

## Place

Creating value requires that we provide an environment for quality care. This means developing innovative spaces that are welcoming as well as offer high functionality. A good example is our recently reopened Ayer Rajah Centre, with its flexible spaces and indoor-outdoor ambience.

## Programmes

Value and growth come from keeping a finger on the pulse of change and innovation, and an eye on future trends in the types of services and support that would be needed by an ageing population. This makes it imperative that we invest in research and pay close attention to best practices as we move forward. We have in fact made good strides in these areas and an example was collaborative research projects and participation in major conferences and knowledge networks.

Finally, it must be said that caring hearts make faithful stewards. I would like to thank God our provider who is the source of all our blessings. I would also like to extend my utmost thanks to our staff for their devotion to our mission, our board members and sub-committee members for their wise counsel and dedication, the senior management for their commitment and leadership and the Ministry of Health for their support.

To grassroots organisations, volunteers, schools, friends and church partners of St Luke's ElderCare, our heartfelt appreciation for your generous support through the years.

May God bless you abundantly.

Mr Timothy Teo  
Chairman, Board of Directors  
St Luke's ElderCare





# CEO'S MESSAGE



Dr Kenny Tan  
Chief Executive Officer  
St Luke's ElderCare

In positioning for growth, we look to create an ecosystem of People, Place and Programmes in which the whole is much more than the sum of its parts.

The year 2017 saw a number of significant initiatives come to fruition, guided by an emphasis on our GRACE model of care. Under this transformative model, seniors are seen as active participants in their care rather than just passive recipients of care. Such an orientation has significant implications for how we develop our People, Place and Programmes.

#### **Called to Care**

In 2017, our staff once again garnered an impressive roster of awards and recognition for their outstanding contributions to the care sector. Nevertheless, there is much more to be done. Recruiting the right people, nurturing staff's talents and raising the profile of careers in the eldercare sector are key, and we have new and ongoing initiatives on all these fronts.

In 2017, we achieved accreditation as a Workforce Skills Qualifications (WSQ) In-house Approved Training Organisation and we expanded our orientation programme for new staff. As a result of these initiatives, our total training hours jumped a dramatic 170% between 2015 and 2017.

Also of note is our collaboration with the Institute of Technical Education (ITE) on their first ever Work-Learn Technical Diploma in Rehabilitation.

#### **Placed to Serve**

Our eldercare facilities across Singapore are an important pillar of our focus on helping seniors remain within their communities. We are continually enhancing our spaces to support the physical, mental and social well-being of our clients. The award of the Singapore Good

Design Mark to our newly renovated Ayer Rajah Centre is testament to this commitment.

Another major milestone in 2017 was the introduction of Enhanced Dementia Day Care at all our centres to meet a growing area of need. By 2020, we will be adding a 189-bed nursing home to our portfolio.

#### **Programmed to Innovate**

Our programmes advance the development and application of innovative solutions, and include:

- An ambitious IT Enterprise Architecture and Masterplan to leverage the latest technologies to increase efficiency and productivity and improve service quality.
- A grant worth SGD 250,000 to develop policy and service recommendations for the government.
- Conferences and collaborative networks, such as the first Singapore Social Work Practice Research Conference 2018.
- A well-received arts programme for our clients that led to our first ever public art exhibition.

Going forward, our task is clear which is to lead the way in building a sustainable and vibrant eldercare sector that is focused on the needs of our ageing population. The challenge is immense but so is our dedication to our mission to enrich lives in the community.

On a final note, I would like to thank our volunteers, church partners, schools, caregivers, corporate partners and grassroots partners for their amazing support.

# OUR MISSION & VISION

To be a Christian  
healthcare provider  
enriching lives in  
the communities

Transforming  
Community Care

## Compassion

We will serve with compassion, valuing and caring for every individual.



## Holistic Excellence

We will strive to deliver the best outcome and highest quality of service.



## Respect

We will respect every patient and client, and each other, serving in our different roles, treating every individual with consideration and dignity.



# OUR CORE VALUES

## Integrity

We will adhere to the highest standard of professionalism, ethics and personal responsibility, worthy of the trust our patients and stakeholders placed in us.



## Stewardship

We will ensure mission sustainability through prudent investment in and of all resources entrusted to us.



## Teamwork

We will value the contribution of all and share responsibility for our services towards a common goal.





# BOARD OF DIRECTORS



**Mr Timothy Teo**

*(w.e.f. 8 Sep 2014)*

**Chairman**

St Luke's ElderCare Ltd

**Director**

St Luke's Hospital

**Independent Director**

Guocoland Ltd



**Ms Jacqueline Poh**

*(w.e.f. 1 Aug 2016)*

**Vice Chairman**

St Luke's ElderCare Ltd

**Chief Executive Officer**

GovTech Singapore

**Member**

Defence Science and  
Technology Agency



**Ms Ginger Hsiao**

*(w.e.f. 1 Sep 2017)*

**Honorary Treasurer**

St Luke's ElderCare Ltd

**Member**

Management Committee  
of Pasir Panjang Hill  
Community Services Centre



**Mr Choo Eng Beng**

*(w.e.f. 1 Oct 2016)*

**Director**

St Luke's ElderCare Ltd

**Director**

St Luke's Hospital

**Chairman**

Audit Committee,  
Church of Singapore



**Mr Lee Chee Yeng**

*(w.e.f. 8 Sep 2014)*

**Director**

St Luke's ElderCare Ltd

**Member**

Management Committee  
of Pasir Panjang Hill  
Community Services Centre



**Ms Lim Ai Ling**

*(w.e.f. 1 May 2017)*

**Director**

St Luke's ElderCare Ltd

**Director**

(HR – South East Asia,  
South Asia and Middle  
East), Akzo Nobel  
Paints (Asia Pacific)



**Mr Yeong Zee Kin**

*(w.e.f. 1 Mar 2017)*

**Honorary Secretary**

St Luke's ElderCare Ltd

**Deputy Commissioner**

Personal Data Protection Commission

**Chairman**

Electronic Discovery CFC  
Steering Committee, Singapore  
Academy of Law



**Dr Peng Chung Mien**

*(w.e.f. 1 Oct 2016)*

**Director**

St Luke's ElderCare Ltd

**Chairman**

St Luke's Hospital

**Chief Executive Officer**

Farrer Park Company



**Mr Alfred Wong**

*(w.e.f. 1 Feb 2017)*

**Director**

St Luke's ElderCare Ltd

**Managing Director**

Noel Gifts International Pte Ltd

**Member**

Bethesda (Bedok-Tampines) Church



**Mrs Wee Wan Joo**

*(w.e.f. 1 Jul 2013)*

**Director**

St Luke's ElderCare Ltd

**Director**

St Luke's Hospital

**Member**

Agency for Integrated Care (AIC)  
Medifund Committee for the  
Portable Subsidy Scheme



**Mr Wong King Yoong**

*(w.e.f. 1 Feb 2017)*

**Director**

St Luke's ElderCare Ltd

**Chairman**

BizLink Centre  
Singapore Ltd



**Prof Ho Yew Kee**

*(w.e.f. 1 Aug 2017)*

**Director**

St Luke's ElderCare Ltd

**Independent Director**

St Luke's Hospital

**Associate Provost**

(SkillsFuture for Staff Development)  
Singapore Institute of Technology

# CORPORATE GOVERNANCE

**The Board is supported by several committees, which provide advice, recommend needed changes and craft proposals in line with the overall strategic direction set by the Board and the interests of St Luke's ElderCare.**

These committees serve an important role in ensuring a high level of accountability and integrity in the administration and operations of St Luke's ElderCare. St Luke's ElderCare is grateful for the care and commitment of our Board of Directors and committee members, who do not receive any remuneration for their service.

## AUDIT COMMITTEE

The Audit Committee assists the Board of Directors in fulfilling its oversight and fiduciary responsibilities to St Luke's ElderCare to act in the interest of the organisation as a whole.

Audit is a critical aspect of the committee's responsibility. In 2017, the appointed auditor was Moore Stephens LLP. The audit focused on key areas of risk, particularly those with high potential for material inaccuracies. These included areas where significant judgements in relation to accounting were made by the management as well as issues from the previous year's audit (where relevant).

The audit covered: analytical review and review of financial statements; assessment of control protocols; identification and assessment of risks; review of audit findings and procedures adopted; and understanding of the business and accounting process. The report from the audit team highlighted the relevant governing regulations and concluded that there were no exceptions to report from the audit in the previous financial year.

The committee met in 2017 to review the recommendations from the external auditor on asset management; compliance controls; operational procedures; procurements and payments; and risk management.

Going forward, the Audit Committee will continue to review the annual financial statement to ensure that existing or updated policies and procedures enable the highest possible level of integrity to be met.

### The committee's responsibilities include:

- Reviewing the findings of internal investigations.
- Examining the effectiveness and adequacy of internal control systems to ensure the integrity and confidentiality of critical information.
- Overseeing and reviewing the effectiveness and efficiency of operations.
- Ensuring compliance with relevant laws and regulations, contracts and the organisation's code of ethics.



## HUMAN RESOURCE COMMITTEE

The Human Resource Committee assists the Board by taking a strategic and principled approach to the design and implementation of the organisation's human resource policies.

### The committee's responsibilities include:

- Overseeing senior management appointments, including conducting interviews, recommending development and compensation packages, and reviewing personnel performance.
- Reviewing succession planning for key management positions.
- Reviewing policies related to the recruitment, training and development, and retention of staff.
- Setting and approving bonus and compensation packages for staff.

The committee is also responsible for commissioning internal investigations into any suspected irregularity or failure of internal controls or infringement of any law, rule and regulation relating to human resource management; and reviewing the findings of such investigations.

During the financial year, the committee met two times to review the organisation's human resource objectives. The committee worked closely with the management of St Luke's ElderCare to ensure the successful implementation of objectives agreed upon after the review.

## FINANCE, INVESTMENT & PROCUREMENT COMMITTEE

The Finance, Investment and Procurement Committee provides advice to the Board of Directors and reviews St Luke's ElderCare's financial performance, annual budget and expenditure with the aim of:

- Overseeing annual budget preparation.
- Reviewing and approving tenders with management.
- Approving investments and other financial matters.
- Updating the Board of Directors on financial decisions made.

In line with its mandate, the committee met to review project tenders, the annual budget and investment matters.

## MEDIFUND COMMITTEE

The Medifund Committee ensures that disbursements are made in accordance with Medifund objectives and guidelines. Applications for assistance with healthcare bills are carefully evaluated based on factors such as the socioeconomic circumstances of the applicant's immediate family members, the size of the bill incurred and the outstanding balance. The committee's responsibilities include:

- Considering and approving Medifund and Medifund Silver applications from eligible clients.
- Exercising oversight over the (straightforward) cases delegated to the Chief Executive Officer or Chief Operating Officer for review and approval.
- Administering payments out of St Luke's ElderCare's Medifund Account.

During the financial year, the committee worked closely with the management of St Luke's ElderCare to ensure that those in need are able to have their healthcare bills taken care of in a timely manner.

## NOMINATION COMMITTEE

The Nomination Committee assists the Board in fulfilling its responsibility to ensure compliance with the revised Code of Governance for Charities and Institutions of a Public Character (IPCs). The committee's responsibilities include:

- Leading the process for all nominations pertaining to the appointment(s) of the functional committees and persons to be invited as members of the Board.
- Reviewing the structure, size and composition of the Board in compliance with Charity Act guidelines and recommending any needed changes to the Board.
- Evaluating the skills and knowledge required for any nomination in light of the current Board composition.
- Reviewing succession plans for the Board.

During the financial year, the committee reviewed the existing status of the Board and its performance, including nominations for the Board, compliance with the Charity Act and the composition of the functional committees. Following the reviews, the committee provided advice and recommendations to the Board, as needed.

## WHISTLEBLOWER POLICY

St Luke's ElderCare is committed to lawful and ethical behaviour in all its activities, and requires that its directors, management, staff, volunteers and consultants conduct themselves in a manner that complies with all applicable laws and internal policies.

In keeping with this commitment and St Luke's ElderCare's interest in promoting open communication, its whistleblower policy aims to provide a means through which concerned employees could raise ethics and governance related issues with the assurance that their identity will be kept confidential and they will be protected from reprisals or victimisation for acting in good faith.



## COMPOSITION OF THE BOARD OF DIRECTORS

The Board of Directors requested for Mr Timothy Teo to extend his tenure by another term in order to provide continuity of leadership and guidance to the senior management team in this period of rapid growth and development.

The board acknowledges and appreciates Mr Teo's continuous leadership and commitment.

The composition of the Board is shown in the table below:

| Position                                      | Date First Appointed | Attendance at Board Meetings in 2017 | Key Directorships and Appointments   |
|---|----------------------|--------------------------------------|--|
| <b>Mr Timothy Teo</b><br>Chairman             | 15 Mar 2008          | 3/3                                  | Director, Guocoland Ltd  |
| <b>Ms Jacqueline Poh</b><br>Vice Chairman     | 1 Jul 2013           | 3/3                                  | Chief Executive Officer, GovTech Singapore   |
| <b>Mr Yeong Zee Kin</b><br>Honorary Secretary | 1 Oct 2016           | 2/3                                  | Deputy Commissioner, Personal Data Protection Commission   |
| <b>Ms Ginger Hsiao</b><br>Honorary Treasurer  | 1 Feb 2017           | 3/3                                  | Director, Pilgrim Partners Asia Pte Ltd  |
| <b>Prof Ho Yew Kee</b><br>Director            | 1 Aug 2017           | 2/2                                  | Associate Provost (SkillsFuture & Staff Development), Singapore Institute of Technology (SIT)<br>Independent Director for St Luke's Hospital |
| <b>Dr Peng Chung Mien</b><br>Director         | 1 Oct 2016           | 2/3                                  | Chief Executive Officer, Farrer Park Company   |
| <b>Mr Alfred Wong</b><br>Director             | 1 Feb 2017           | 3/3                                  | Managing Director, Noel Gifts International Pte Ltd  |
| <b>Mr Choo Eng Beng</b><br>Director           | 1 Oct 2016           | 3/3                                  | Assurance Partner, PricewaterhouseCoopers LLP  |
| <b>Mr Lee Chee Yeng</b><br>Director           | 8 Sep 2014           | 3/3                                  | Former C-Suite Positions in PSA, CIAS and St Luke's Hospital   |
| <b>Ms Lim Ai Ling</b><br>Director             | 1 May 2017           | 2/3                                  | Director, Akzo Nobel Paints  |
| <b>Mrs Wee Wan Joo</b><br>Director            | 1 Jul 2013           | 2/3                                  | Agency for Integrated Care (AIC)<br>Medifund Committee for the Portable Subsidy Scheme   |
| <b>Mr Wong King Yoong</b><br>Director         | 1 Feb 2017           | 2/3                                  | Chairman, BizLink Centre Singapore Ltd   |

## COMPOSITION OF THE BOARD COMMITTEES

| Committee                                   | Name   | Designation   |
|---|--|---|
| Audit Committee                             | Prof Ho Yew Kee<br>Ms Wong Wei<br>Mr Yeo Ek Khuan<br>Mr Philip Lee<br>Mr Ho Guan Loon  | Chairman (since 1 Feb 2017)<br>Member (since 1 Feb 2017)<br>Member (since 1 Feb 2017)<br>Member (since 1 Feb 2017)<br>Member (since 1 Feb 2017)                             |
| Finance, Investment & Procurement Committee | Ms Ginger Hsiao<br>Mr Alfred Wong<br>Mr Yeong Zee Kin<br>Mr Lee Chee Yeng  | Chairman (since 1 Oct 2017)<br>Member (since 1 Oct 2017)<br>Member (since 1 Feb 2017)<br>Member (since 1 Oct 2017)  |
| Human Resource Committee                    | Mrs Wee Wan Joo<br>Mr Khoo Teng Cheong<br>Dr Goh Khean Teik<br>Mrs Wee Soo Jung<br>Ms Seah Yen Goon, Diana<br>Ms Lim Ai Ling | Chairman (till 1 Apr 2018)<br>Member (since 1 Feb 2017)<br>Member (since 1 Feb 2017)<br>Member (since 1 Feb 2017)<br>Member (since 1 Feb 2017)<br>Member (since 1 May 2017) |
| Medifund Committee                          | Mrs Wee Wan Joo<br>Mr Wong Loong Mun<br>Ms Chua Ee Cheng   | Chairman (since 22 Jan 2018)<br>Member (since 22 Jan 2018)<br>Member (since 22 Jan 2018)  |
| Nomination Committee                        | Mr Timothy Teo<br>Ms Jacqueline Poh<br>Mrs Wee Wan Joo   | Chairman (since 21 May 2016)<br>Member (since 21 May 2016)<br>Member (since 21 May 2016)  |

## ANNUAL RENUMERATION DISCLOSURE

This information is provided in accordance with the revised Code of Governance for Charities and Institutions of a Public Character (IPCs) 2017, which recommends that a charity disclose the remuneration for each of its three highest paid staff, who each receives remuneration exceeding \$100,000.

|                       | FY 2016<br>Number of staff | FY 2017<br>Number of staff |
|-----------------------|----------------------------|----------------------------|
| \$100,001 - \$200,000 | 5                          | 7                          |
| \$200,001 - \$300,000 | -                          | 1                          |
| \$300,001 - \$400,000 | -                          | -                          |

# SENIOR MANAGEMENT



**Ms Sharon Er**  
(Absent with apologies)  
Deputy Director  
Corporate Performance



**Ms Lian Shieh Yng**  
Deputy Director  
Operations



**Dr Lester Leong**  
Chief Operating Officer

**Dr Kenny Tan**  
Chief Executive Officer



**Mr Tan Tei Wei**  
Senior Manager  
Information Technology & Innovation



**A/Prof Edward Poon**  
Director  
Nursing



**Ms Jasmine Tham**  
Manager  
Corporate Communications



**Mr Gregory Lee**  
Deputy Director  
Fundraising



**Ms Cindy Ong**  
Deputy Director  
Human Resource & Corporate Affairs



**Mr Simon Wee**  
Deputy Director  
Finance



**Ms Agnes Hew**  
Deputy Director  
Operations & Special Projects

**Ms Ng Lay Ling**  
(Absent with apologies)  
Deputy Director  
Community-Based Services



# HEADS OF RESPECTIVE CENTRES

**1. Mr Leonard Chan**  
Changkat Assistant Centre Manager

**2. Mr Jeffrey Ha**  
Marine Parade Assistant Centre Manager

**3. Mr David Loh**  
Changkat Senior Centre Manager

**4. Mr Eugene Tong**  
Tampines Centre Manager

**5. Mr Wu Jun Jie**  
Kebun Baru Assistant Centre Manager

**6. Mr Ow Yong Kim Thiam**  
Nee Soon East Centre Manager

**7. Mr Tey Lian Pew**  
Nee Soon Central Assistant Centre Manager

**8. Ms Jennifer Goh**  
Ang Mo Kio Polyclinic Senior Centre Manager

**9. Ms Jenny Ang**  
Chong Pang Assistant Centre Manager

**10. Mr Gabriel Chua**  
Telok Blangah Assistant Centre Manager

**11. Ms Arlene Jiang**  
Keat Hong Assistant Centre Manager

**12. Ms Lau Ley Yen**  
Keat Hong Centre Manager

**13. Mr Winsy Togelang**  
Ayer Rajah Centre Manager

**14. Mr Edwin Lim**  
Jurong East Centre Manager

**15. Ms Wong Mei Ling**  
Serangoon Centre Manager

**16. Mr Simon Lim**  
Bukit Timah Centre Manager

**17. Mr Philip Lee**  
Clementi Assistant Centre Manager

**18. Ms Lee Siew Cheng**  
Hougang Meadow Assistant Centre Manager

**19. Mr Jeremy Neo**  
Rivervale Assistant Centre Manager

**20. Ms Karen Cheong**  
Golden Years Centre Manager

**21. Mr Alvin Teo**  
Sumang Assistant Centre Manager

**22. Mr Samuel Chan**  
Whampoa Senior Centre Manager

**Ms Lim Beng Toh** (Absent with apologies)  
Clementi Senior Centre Manager

**Ms Valerie Koh** (Absent with apologies)  
Bukit Timah Assistant Centre Manager

**Ms Lena Choo** (Absent with apologies)  
Hougang Centre Manager

**Ms Vivi Lolowang** (Absent with apologies)  
Bukit Batok Centre Manager





# OUR CENTRES



## AMK Polyclinic Centre<sup>1</sup>

21 Ang Mo Kio Central 2  
#02-01, Singapore 569666  
T: 6258 7045

## Ayer Rajah Centre

150A Pandan Gardens  
#01-01, Singapore 609342  
Tel: 6262 1501

## Bukit Batok Centre

168 Bukit Batok West Avenue 8  
#01-208, Singapore 650168  
Tel: 6266 6615

## Bukit Timah Centre

Blk 310 Clementi Avenue 4  
#01-263, Singapore 120310  
Tel: 6873 1772

## Changkat Centre

Blk 350 Tampines Street 33  
#01-438, Singapore 520350  
Tel: 6789 9956

## Chong Pang Centre

Blk 113 Yishun Ring Road  
#01-457, Singapore 760113  
Tel: 6481 5708

## Clementi Centre

Blk 602 Clementi West Street 1  
#01-25, Singapore 120602  
Tel: 6872 2210

## Golden Years Centre

Blk 831 Hougang Central  
#01-502, Singapore 530831  
Tel: 6386 2273

## Hougang Centre

Blk 126 Hougang Avenue 1  
#01-1506, Singapore 530126  
Tel: 6382 2366

## Hougang Meadow Centre<sup>1</sup>

Blk 364 Upper Serangoon Road  
#01-02, Singapore 530364  
Tel: 6284 1281

## Jurong East Centre

Blk 327 Jurong East Street 31  
#01-174, Singapore 600327  
Tel: 6569 0415

## Keat Hong Centre

Blk 801 Keat Hong Close  
#01-02, Singapore 680801  
Tel: 6891 0370

## Kebun Baru Centre<sup>3</sup>

216 Ang Mo Kio Avenue 4  
#04-01, Singapore 569897  
Tel: 6256 6650

## Marine Parade Centre<sup>2</sup>

Blk 86 Marine Parade Central  
#01-670, Singapore 440086  
Tel: 6284 1089

## Nee Soon Central Centre

Blk 766 Yishun Avenue 3  
#01-295, Singapore 760766  
Tel: 6759 9053

## Nee Soon East Centre

Blk 260 Yishun Street 22  
#01-97, Singapore 760260  
Tel: 6481 5903

## Rivervale Centre<sup>1</sup>

Blk 164 Rivervale Crescent  
#01-01, Singapore 540164  
Tel: 6282 9028

## Serangoon Centre

Blk 217 Serangoon Avenue 4  
#01-156, Singapore 550217  
Tel: 6285 6004

## Sumang Centre<sup>1</sup>

Blk 222 Sumang Lane  
#01-01, Singapore 820222  
Tel: 6244 8031

## Tampines Centre

Blk 101 Tampines Street 11  
#01-13, Singapore 521101  
Tel: 6786 7688

## Telok Blangah Centre

Blk 33 Telok Blangah Way  
#01-1038, Singapore 090033  
Tel: 6273 3466

## Whampoa Centre

Blk 97 Whampoa Drive  
#01-222, Singapore 320097  
Tel: 6252 9661

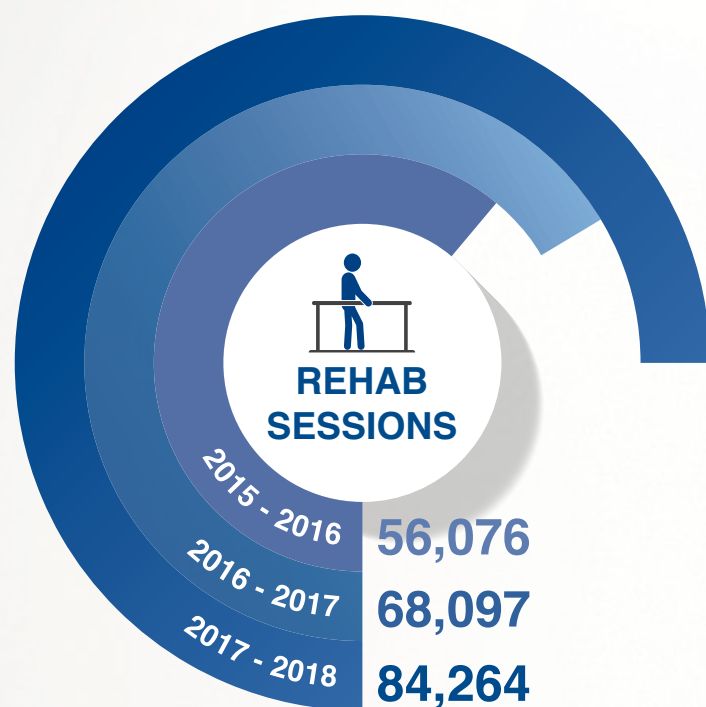
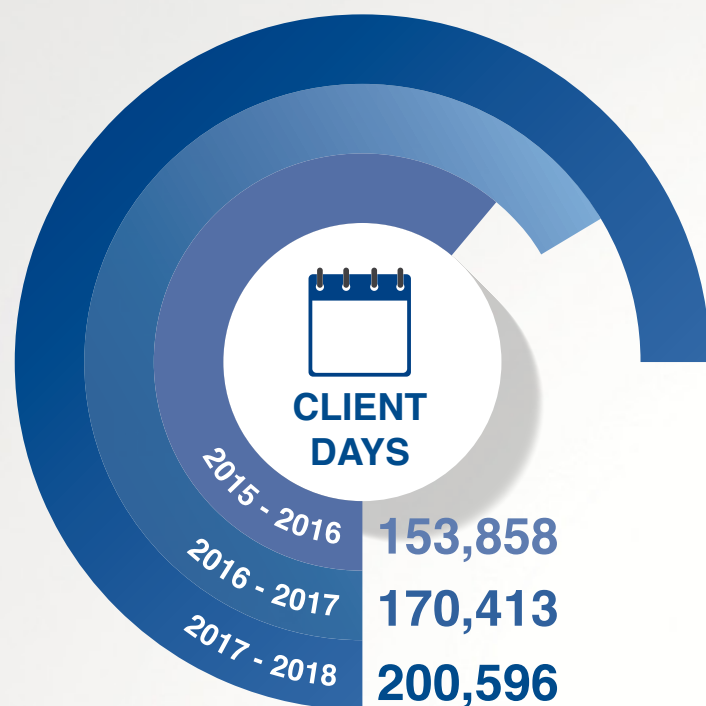
<sup>1</sup>awarded the centre in July 2017

<sup>2</sup>awarded the centre in December 2017

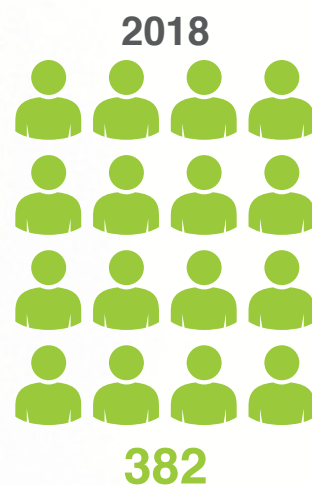
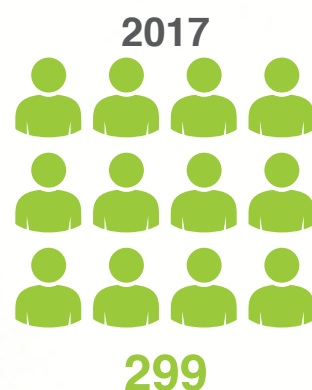
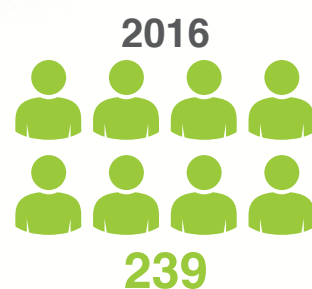
<sup>3</sup>awarded the centre in February 2018



# OUR YEAR IN NUMBERS



## STAFF STRENGTH

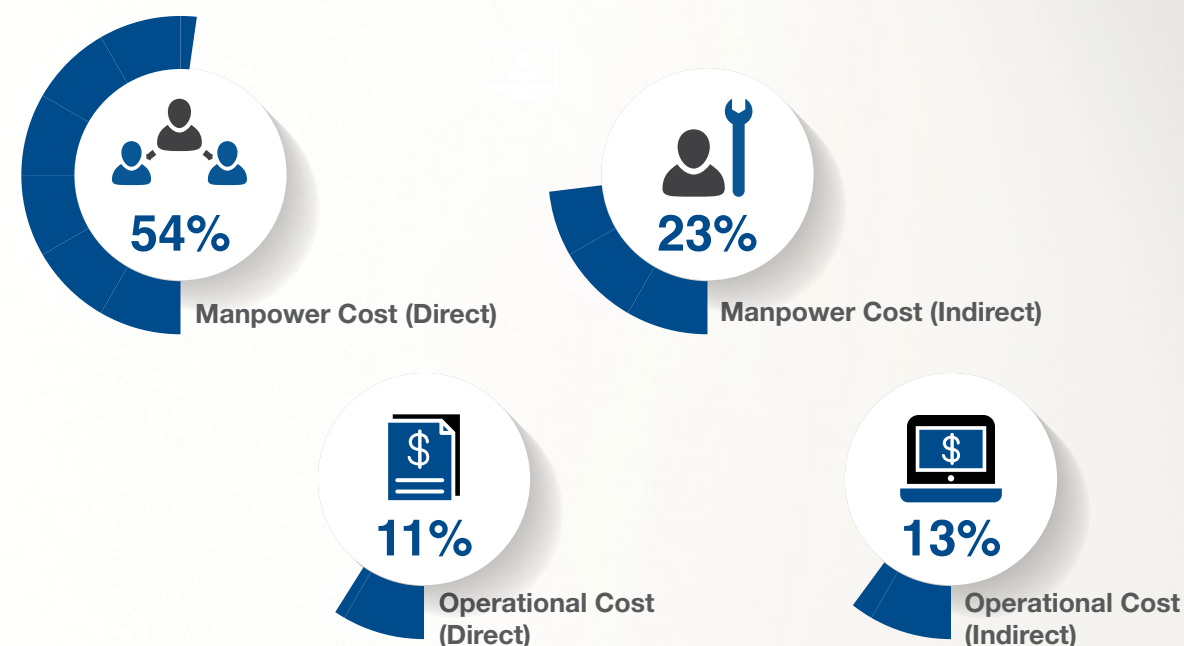


# FINANCIAL YEAR IN REVIEW

## Income from April 2017 – March 2018



## Expenses from April 2017 – March 2018



Figures reflected are measured between 1st April - 31st March of each financial year

Note: The above information does not take into account restricted funds.

# DIVERSIFICATION OF SERVICES

With the aim of diversifying our service offerings to cater to those who have needs beyond centre-, home- and community-based care and services, we seek to break new ground by venturing into residential care.

Our success in being awarded a 189-bed nursing home (operationally ready in 2020), via the Ministry of Health's competitive Request for Proposal process plays a pivotal role in this expansion of our portfolio to residential care.

We stand guided by our GRACE model in delivering quality care across the centre-, home-, community- and now residential-based settings, and in defining the tone for the design of our facilities and the associated amenities.



An artist's impression of the nursing home.

# OUR GRACE MODEL OF CARE

**GRACE** provides the essential characteristics that permeates how care is carried out for our elderly clients, their caregivers and families.



## Graceful Living

We believe that our clients should be able to age with grace, and enjoy and appreciate family time, relationships with their peers, hobbies, etc.



## Respect

We acknowledge that each client is a unique individual and we respect their personal space and preferences. For instance, we acknowledge and respect their decisions and choices.



## Autonomy

We give our clients the option to make decisions for themselves in their everyday living and we aim to encourage independence and freedom with no prejudice.



## Choice

We aim to consistently offer choices when it comes to the care of our clients.



## Empowerment

We believe in empowering our clients and staff so that we give them a voice to communicate their plans, aspirations, thoughts, ideas on improving workflow and quality of care, etc.



# OUR PEOPLE:

## Awards & Recognitions

### The Courage Fund Healthcare Humanity Awards 2017

The Courage Fund Healthcare Humanity Awards is a continuing legacy of the Courage Awards that were first given out in 2003 following the outbreak of severe acute respiratory syndrome (SARS) in Singapore.

Ms Lim Beng Toh, Senior Centre Manager and Cluster Lead of the Western region, was conferred the award under the Intermediate and Long-Term Care Sector. The award was given in recognition of her outstanding work in going the extra mile to offer care and comfort to our day care seniors.



### 5th Asia Pacific Eldercare Innovation Awards 2017

The 5th Asia Pacific Eldercare Innovation Awards recognised a total of 68 organisations from 12 countries for their contributions in shaping the future and for their innovative and quality approaches to changing the ageing landscape.

St Luke's ElderCare came in as the finalist for:



#### Best Day Care Programme

The most dynamic centre-based activity/programme that improves wellbeing for older adults.



#### Facility of the Year (Ageing-in-Place)

Provides the most conducive environment for older adults to age-in-place.



#### Best Rehabilitation Operator

Provides the best programmes that enable improvements for daily living, strength and wellbeing.

### Singapore Health Quality Service Awards 2018

The Singapore Health Quality Service Awards is a national platform to honour healthcare professionals who have delivered quality care and excellent service to patients. Our staff won 24 Silver Individual Awards and 1 Star Award. They were recognised for their exemplary contribution and commitment to service excellence in their respective areas of work in eldercare.



### Cities of Love Award 2017

The Cities of Love Award aims to recognise the ground-up efforts among enterprising individuals and corporates in protecting the environment and galvanising others to be part of the movement. The award is assessed based on three factors:



environmental



economic



social sustainability

St Luke's ElderCare received the Cities of Love Merit Award under the social sustainability category, which acknowledges excellence in building a society that lasts through initiatives and actions that will sustain their social group or community in the long term.



# OUR PEOPLE:

National Accreditation

## WSQ In-house Approved Training Organisation

To enhance the quality of training available to care staff, and equip them with higher level skills by adopting industry best practices, we turned to a nationally recognised accreditation scheme from SkillsFuture Singapore.

On 24 August 2017, we were accredited by SkillsFuture Singapore as a Workforce Skills Qualifications (WSQ) In-house Approved Training Organisation.

### In the pipeline

Several modules from the WSQ Community and Social Services Framework were identified for development and accreditation:

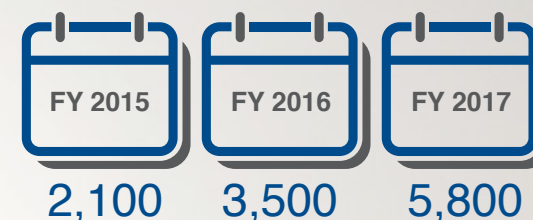
- 1 Assist in the provision of a safe, hygienic and supportive environment.
- 2 Follow Workplace Safety and Health (WSH) procedures.
- 3 Organise and implement group activities and recreation programmes.
- 4 Support clients to meet their physical, emotional, psychosocial and cognitive needs.
- 5 Transfer clients with and without use of equipment.

With the accreditation, staff who complete a WSQ module will be issued with a WSQ Statement of Attainment that is highly recognised in the marketplace.

## WSQ Certified Team

In the second quarter of 2017, St Luke's ElderCare saw the addition of three WSQ-certified staff. With the increase in in-house training capabilities, our total training hours increased by 170%.

### 3-Year Review of Internal Training Hours



A major factor behind the increase in training hours is the introduction of the New Hires' Onboarding Programme, aimed at providing a more holistic learning experience for new staff. Instead of a one-day corporate orientation, they attend a programme ranging from four to nine days, depending on their job role.

The training modules include: Core Orientation; Core Programme; Plan, Implement and Develop Activities; Model of Care; and Centre Standard Operating Procedures (SOPs). Existing staff can also sign up for these modules. For more on this programme, see page 42.





## OUR PEOPLE:

Internship @ SLEC

**We are committed to developing future employees for the community care sector by offering internships to students from the Institute of Technical Education (ITE), polytechnics and universities to enable them to gain relevant and useful insights about aged care.**

In 2017/18, we hosted 288 students at our centres and headquarters. With their fresh ideas and perspectives, these students not only learn from us, but also value-add in the delivery of care to the elderly. We offer supervised clinical attachments in Community-based Services, Counselling, Human Resources, Nursing, Operations and Social Work.

We are also collaborating with ITE on its Work-Learn Technical Diploma in Rehabilitation, which is being offered to ITE graduates for the first time. The programme

allows trainees to work and study at the same time. Trainees will develop skills mastery through hands-on training and practice, grounded in deep knowledge of our operations, over this two-and-a-half-year programme.



## International Conferences & Learning Journeys

With the evolving aged care landscape in Singapore and all over the world, the philosophy of eldercare has evolved to encompass not just centre-based services, but community-based and home-based services to empower seniors to age in place.

In the journey of strengthening community care, St Luke's ElderCare has partnered extensively with international enterprises and partners to seek global best practices in

health and care models that could be adapted for St Luke's ElderCare. In recent years, key representatives from senior management, rehabilitation, medicine, nursing and centre management have attended international conferences such as the Ageing Asia Industry Conference, the Global Conference on Integrated Care and the International Association of Gerontology and Geriatrics World Congress (see table).

| Conference   | Start Date  | End Date    | Location                       | Organiser   |
|--|-------------|-------------|--------------------------------|---|
| Ageing Asia Industry Conference  | 15 May 2017 | 18 May 2017 | Amsterdam, Netherlands         | Ageing Asia   |
| Spark of Life 3-Day Certified Practitioner Course  | 21 Jun 2017 | 23 Jun 2017 | Perth, Australia               | Dementia Foundation for Spark of Life                   |
| International Fund Raising Conference 2017   | 26 Jun 2017 | 28 Jun 2017 | Bangkok, Thailand              | Association of Fundraising Professionals                |
| 21st International Association of Gerontology and Geriatrics (IAGG) World Congress of Gerontology and Geriatrics | 22 Jul 2017 | 27 Jul 2017 | San Francisco, California, USA | International Association of Gerontology and Geriatrics |
| 2nd International Cognitive Stimulation Therapy (CST) Conference   | 30 Nov 2017 | 2 Dec 2017  | Hong Kong                      | Sau Po Centre on Ageing for HKU                         |
| Global Conference on Integrated Care 2018  | 1 Feb 2018  | 3 Feb 2018  | Singapore                      | Agency for Integrated Care                              |

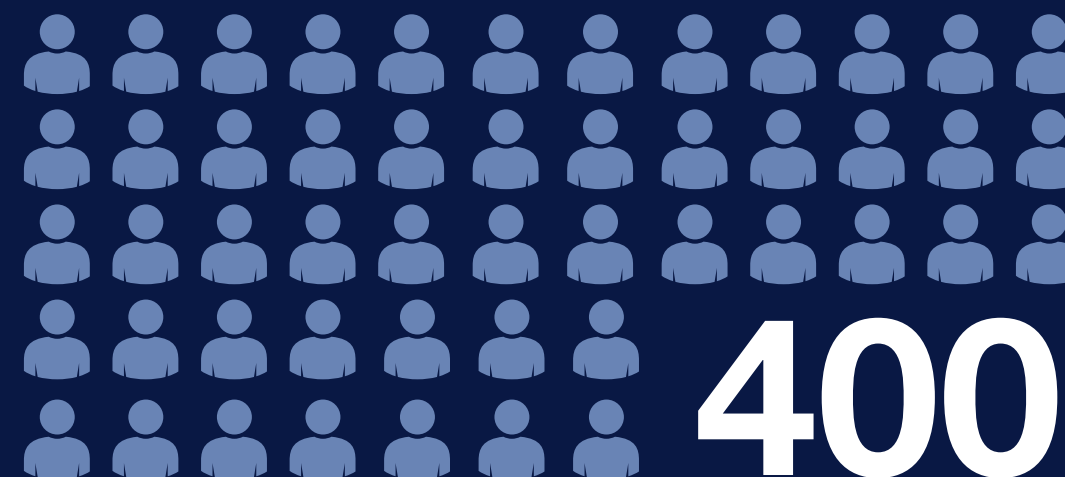
Table A: List of International Conferences and Overseas Learning Journeys

## OUR PEOPLE:

### Volunteer Engagement

#### Volunteer Engagement Statistics

No. of active volunteers between 1 April 2017 and 31 March 2018:



\*Active volunteers are those who have volunteered more than three times a year

No. of activities days organised by volunteers:



No. of volunteer hours:





# OUR PEOPLE:

## Volunteer-led Activities

### Festivities & Activities with PSA

Our ongoing partnership with PSA brought about many delightful sessions throughout the year. At the Ayer Rajah and Telok Blangah centres, our clients enjoyed handicraft, baking and music sessions, and outings planned by volunteers from PSA.



### Cultural and Heritage Programme with National Heritage Board and Urban Sketchers

We collaborated with the National Heritage Board on an eight-session learning journey through Malay history, arts and culture.

Our clients from the Golden Years, Jurong East, Nee Soon East and Tampines centres

thoroughly enjoyed the experiential learning journey.

At the final session, volunteers from Urban Sketchers of Singapore guided our clients as they illustrated local landmarks.



### Centre Visit by Google Serve

Our clients at the Clementi Centre enjoyed their time with volunteers from Google Serve, who put together a programme of morning exercise, followed by a handicraft session and a free haircut.



### Garden Revitalisation by Selarang Halfway House

Volunteers from Selarang Halfway House visited our Tampines Centre to refresh the garden overseen by the centre. The revitalisation of the garden is designed to benefit our clients and the community.



### Car Free Sunday with Cycling Without Age



We have an ongoing collaboration with Cycling Without Age to incorporate therapeutic rides as part of the programme at our centres.

Volunteers and our team participated in Car Free Sunday events led by volunteer pilots to provide elderly passengers with the opportunity to feel the wind in their hair.

### Pet Therapy @ Tampines Centre



When Ms Nuraihan volunteered together with Eddie, a shelter dog, to provide pet therapy sessions at our centres, they did not quite know what to expect. The sessions turned out to be a resounding success, with our seniors enthusiastically touching, talking and just spending leisure time with Eddie. By the third session, the group of seniors had grown to ten, from the initial three. Seeing the success of pet therapy in a day-care setting was an encouragement to our staff and volunteers.



# OUR PLACE:

## New Senior Care Centres

St Luke's ElderCare was awarded another 6 centres in FY2017-2018 bringing the total number of senior care centres to 22.

Sited within Housing Development Board void decks, a polyclinic and a community centre, the senior care centres are integrated further into the heart of the community.

### AMK Polyclinic Centre



### Hougang Meadow Centre



### Marine Parade Centre



### Kebun Baru Centre



### Rivervale Centre



### Sumang Centre



*Images shown are taken prior to clients' admission to the centre.*

# OUR PLACE:

Comprehensive Care Services

**All our centres are Enhanced Dementia Day Care enabled, with staff that are well-equipped with the knowledge and skills to serve dementia clients.**



# OUR PROGRAMMES:

## Art Programme

In 2016, St Luke's ElderCare launched an art programme as a platform for expression, with the aim of raising the dignity of our clients by encouraging them to continue to be socially active.

This gave birth to our first ever public art exhibition at The Arts House in March 2018 which saw approximately 800 visitors and brought our clients and family members closer together.





# OUR PROGRAMMES:

## Increased IT Capabilities

An internal training programme was put in place to equip staff with the necessary knowledge and skills in infocomm and technology to improve productivity.

### Part of St Luke's ElderCare's Information Technology strategy to position the organisation for growth included:

- **The IT Enterprise Architecture and Masterplan 2018** represented a bold move to achieve one digital record through maximum systems connectivity, information flow and integration. In the pipeline are a Volunteer Management System and a Learning and Performance Management System.
- **The Office 365 Project**, which aimed to improve staff accessibility and productivity by allowing them to work anytime and anywhere, was successfully implemented across the organisation in January 2018. As it is a cloud-based solution, it offers better security and is appropriate for the organisation, which has a growing number of centres islandwide.

All staff were quickly migrated to Office 365 as the one-stop solution for email, file sharing and other productivity tools. After the migration, staff experienced a generous increase in hard disk space to store their work. The system has also enabled better collaboration among staff.

- **The outsourced IT Helpdesk model** was piloted to provide faster response and support. This arm augments the capabilities of the current lean IT Team to support a growing number of end users and a large number of centres islandwide. Remote software and agents are also deployed to improve cybersecurity and allow quick monitoring and tackling of IT issues on the ground.

- **Our Community Based Care IT System**, which went 'live' and won the National Health IT Excellence Award in 2017 continues to function as the mainstream system for our centres, our home care and rehab operations. System enhancements are underway to further expand its coverage to our social workers and counsellors in 2018.

As more manual processes and forms are converted to electronic formats and more reports automated, staff will be able to achieve better tracking and provide timely intervention for clients. The system is also being constantly upgraded to move in tandem with and handle policy changes and scenarios driven by the Ministry of Health.





## OUR PROGRAMMES:

Memorandums of Understandings

**In the financial year, we inked 12 Memorandums of Understandings (MOUs) with various partners.**

## OUR PROGRAMMES:

Enhancement of Services

To be at the forefront as an eldercare service provider, we are involved in evidence-based research which primarily serves to provide guidance to build upon our existing services and improve efficiency and effectiveness.

In the past year, our team participated in a range of conferences, innovation projects and research papers:

### Caregiver Support Project 1

This project, which focuses on caregiver support and evaluation, was started with more than 100 running cases.

*Collaboration with the **Ministry of Health of Singapore and the Tsao Foundation.***

### Caregiver Support Project 2

We were awarded SGD 250,000 by the Agency for Integrated Care to embark on a large-scale study to present the government with policy and service recommendations.

*Collaboration with the **Agency for Integrated Care, Duke-NUS Medical School, Geriatric Education and Research Institute, Harvard Kennedy School, National University of Singapore, Radboud Universitat, and Tan Tock Seng Hospital.***

## Fall Prediction Tracker Project

This project aims to reduce falls among seniors by monitoring their movements and predicting a possible fall before it happens.

*Collaboration with **Nokia**.*

## Intergenerational Programmes

This project aims to incubate and contribute course materials to universities.

*Collaboration with **Air Amber, National University of Singapore and UCLA**.*

## Lean Infrastructure Project

This project aims to resolve Serangoon Centre's operational constraints by applying lean concepts to infrastructure redesign and expansion, through a cross-study of Serangoon, Hougang and Tampines centres.

*Collaboration with **Singapore University of Social Sciences**.*

## Home Care Process Innovation

This research project aims to raise productivity by 100% and reduce time-to-treatment by 50%.

*Collaboration with **Nanyang Technological University**.*

## Therapeutic Arts Project

This project aims to develop a three-year step-up plan and to bring partners on board.

*Collaboration with **LASALLE College of the Arts and National Museum of Singapore**.*

## Quality Improvement Programmes

Various internal quality improvement programmes have been developed, among them a 'rehab dashboard' with cluster leads for the Agency for Integrated Care; a project on raising the utilisation rates of a rehabilitation centre; and an Esther\* presentation with therapists and interns for SingHealth.

\* 'Esther' is a symbolic elderly patient with complex needs, and the Esther model is a person-centred approach to care.

## 13th Singapore Public Health and Occupational Medicine Conference

Staff from St Luke's ElderCare shared their experience through the following presentations:

Ageing-in-place: Practices and challenges with a silver workforce in community care.

Identifying job satisfaction factors of community-based therapists in Singapore.

Thinking ahead, again, and across for process innovation in home care.  
*(Collaboration with **Nanyang Technological University**).*

Wellness villages: Upstream service integration for geriatric frailty.

## Esther Network on Health and Social Care

Integrated care delivery between hospitals, homes, and centres.

## New Hires' Onboarding Programme

With the rapid growth of new staff at St Luke's ElderCare, the programme for new employees has been enhanced from a one-day orientation to a robust two-week training programme.

Under the New Hires' Onboarding Programme, new staff are acquainted with the structure, core business, policies, procedures and core values of St Luke's ElderCare.

Two core training modules – the Core Programme and the Plan, Implement and Develop Activities elective – serve as a springboard for new staff to quickly learn the basic skills in providing quality and safe care at the centres.

The first New Hires' Onboarding Programme kicked off in May 2017 with eight new staff. Four more runs were conducted in 2017 and 80 staff have completed the training.

## Inaugural Singapore Social Work Practice Research Conference

Staff from St Luke's ElderCare shared their experience through the following presentations:

Dementia caregiving in the community: Understanding the high burden profile.

Dementia caregiving in the community: Competitive –collaborative service provision.



# Global Conference on Integrated Care 2018. Staff from St Luke's ElderCare shared their experience through the following presentations:

Ageing-in-place: A review of home care (HC) services at St Luke's ElderCare.

Ageing-in-place: Effectiveness of a community health centre (CHC) co-located with a senior care facility.

Ageing-in-place: Therapeutic arts to improve engagement and social benefits for the elderly. (*Collaboration with **LASALLE College of the Arts***).

Caregiver burden in community care: A collaborative approach to caregiver support programmes (CSP).

Caregiver burden in community care: Anomalies in dementia for health-related quality of life (HRQoL).

Caregiver burden in community care: Prevalence and severity of burden amongst elderly receiving day care services. (*Collaboration with **Geriatric Education Research Institute***).

Counselling and pastoral care in community care: A 'bottom-up' intervention.

Improving service utilisation at a day rehabilitation centre (DRC) in Hougang.

Intergenerational programmes in community care: 'Live-a-legacy'. (*Oral presentation; collaboration with **Air Amber***).

Lean services delivery: Applying path process chart technique: A day rehabilitation centre (DRC) in Tampines. (*Collaboration with **Singapore University of Social Sciences***).

Lean services delivery in community care using an integrated approach to space and process redesign: A senior care centre (SCC) and day rehabilitation centre (DRC) in Serangoon. (*Collaboration with **Singapore University of Social Sciences***).

Service and space integration in community care: 'Cycling Without Age'. (*Collaboration with **Cycling Without Age***).

The Nao Humanoid: Innovation and product development for ageing-in-place. (*Collaboration with **Singapore Institute of Technology***).





**9 Apr 2017**  
Dementia Awareness Day @  
Bukit Batok



**4 Sep 2017**  
WeCare Art Exhibition



**14 Jul 2017**  
Dymon Asia –  
St Luke's Appeal  
Luncheon 2017

**26 Oct 2017**  
Intergenerational Games  
@ Fajar Secondary School



**23 Oct 2017**  
Thanksgiving and Dedication @ Keat Hong

**7 Oct 2017**  
Residents' Engagement @ Bukit Batok



**23 Nov 2017**  
Ageing and the Role of Corporate  
Social Responsibility – Mini  
Symposium



**13 Nov 2017**  
Work-Learn Technical Diploma  
Signing Ceremony @ ITE  
College West

**9 Sep 2017**  
Community Health Centre Open  
House @ Nee Soon Central



**8 Nov 2017**  
Partners and Volunteers Appreciation  
Dinner 2017



**12 Nov 2017**  
Walk With Me: Our Journey of Remembering –  
Dementia Forum @ Nee Soon



**15 Dec 2017**  
Christmas Carnival @ Bukit Timah



**26 Nov 2017**  
Sharing @ Church of Singapore,  
Marine Parade



**26 Nov 2017**  
World Pneumonia Day  
@ Bukit Batok Central

**21 Mar 2018**  
Our Art Journey: Art Exhibition  
@ The Arts House



**24 Feb 2018**  
Donor's Luncheon @ Ayer Rajah Centre



**25 Jan 2018**  
Launch of Caregiving @ South West Initiative



**11 Jan 2018**  
MOU Signing with Bukit Batok  
Presbyterian Church



**27 Dec 2017**  
City Sightseeing on the Hippo Bus

# EVOLVING WITH THE COMMUNITY

– Community Events



# COMMUNITY PARTNERS

|   |   |
|---|---|
| 40 <sup>th</sup> Battalion, Singapore Armoured Regiment | Ministry of Education                           |
| Anglo-Chinese Junior College                            | Nanyang Technological University                |
| Air Amber   | National Arts Council                           |
| All Saints Home   | National Heritage Board                         |
| Anglo-Chinese School (Independent)                      | National Volunteer & Philanthropy Centre (NVPC) |
| Baker Tilly (Accounting Firm)                           | North East Community Development Council        |
| Bendemeer Secondary School                              | North West Community Development Council        |
| Catholic Junior College                                 | Paya Lebar Methodist Girls' Secondary School    |
| Central Singapore Community Development Council         | People's Association                            |
| Chinese Development Assistance Council                  | PPH Community Services Centre                   |
| Commonwealth Secondary School                           | PSA Singapore                                   |
| Community Chest   | Ren Ci  |
| Community Foundation of Singapore                       | RSVP - The Organisation of Senior Volunteers    |
| Fajar Secondary School                                  | Science Centre Singapore                        |
| Faith Music   | Selarang Halfway House                          |
| Fei Yue Family Service Centre                           | Singapore Association for Mental Health         |
| Gems Academy  | South West Community Development Council        |
| Heartware Network                                       | TOUCH Community Services                        |
| Infocomm Media Development Authority                    | Tsao Foundation                                 |
| Khoo Teck Puat Hospital (Alexandra Health)              | YMCA  |
| Lions Befrienders Singapore                             |   |

and many more...

# CENTRE ADVISORY COMMITTEES

## Bukit Batok Centre

**Bukit Batok Presbyterian Church**  
*Rev Dr CH Chang*  
*Mr Ong Pak Shoon*  
**Providence Presbyterian Church**  
*Rev Dr Chong Soo Fah*  
*Elder Khng*

## Changkat Centre

**Living Hope Methodist Church**  
*Mr Loh Buck Hwa*  
*Mr Yeo Pee Hock*  
*Ms Celina Heng*  
*Ms Veron Han*  
**Sion Presbyterian Church**  
*Rev Poh Siong Hoon*  
*Pastor Goh Shu Siang*  
*Ms Pek Siew Lan*  
*Ms Janice Lay Hong*

## Chong Pang Centre

**Yishun Christian Church (Lutheran)**  
*Pastor David Ng*  
*Rev Soh Guan Kheng*  
*Pastor Chong Fu Kiong*

## Clementi Centre

**Mt Carmel Bible Presbyterian Church**  
*Dr Lim Siew Eng*  
*Mr Chia Hong Kuan*  
**The Bible Church**  
*Dr Tor Yam Khoon*  
*Pastor Frederick Ang*  
*Pastor Freddie Ong*

## Golden Years Centre

**Wesley Methodist Church**  
*Mr Sonny Chuah*  
*Mr Foo Chee Min*  
*Mr Alvin Chua*  
**Golden Years Fellowship**  
*Mr Bob Toh*  
*Mrs Lucy Foo*  
*Mrs Betty Chai*

## Hougang Centre

**Church of Singapore**  
*Ms Ng Sock Kian*  
*Mr Koh Him Leong*  
**Tung Ling Community Services (Church of Singapore)**  
*Mr Roger Neo*

## Jurong East Centre

**Hebron Bible-Presbyterian Church**  
*Elder David Tan*  
*Mr Chua Peng Boon*

## Keat Hong Centre

**Bukit Panjang Gospel Chapel**  
*Elder Lee Hok Chew*  
*Mr Chua Mun Kiong*  
*Pastor Kelvin Low*  
*Pastor John Lim*

## Marine Parade Centre

**Tung Ling Community Services (Church of Singapore)**  
*Mr Foong Daw Ching*  
*Mr Roger Neo*

## Rivervale Centre

**Gospel Light Christian Centre**  
*Pastor Jason Lim*  
*Pastor Robert Wong*  
*Mr Trevor Tan*  
*Pastor Muk Kin Son*  
*Mr Clinton Galistan*

## Serangoon Centre

**Bless Community Services (Yio Chu Kang Chapel)**  
*Mr Samuel Lin*  
*Mr Vincent Lim*

## Tampines Centre

**Tung Ling Community Services (Church of Singapore)**  
*Mr Foong Daw Ching*  
*Mr Chao Tian Kong*  
*Mr John Koo*

**Sion Presbyterian Church**  
*Mr Napoleon Koh*

**Tampines Changkat CCC**  
*Ms Phyllis Tng, BBM*  
*Mr Tan Hai Yang, PBM*  
*Mr Tay Yew Hock, PBM*

## Telok Blangah Centre

**Telok Ayer Chinese Methodist Church**  
*Rev Chua Ooi Suah*  
*Rev Seet Keng Tat*  
*Mr Ho Ann Chuan*  
*Mr Peter Chan*  
*Dr Ng Wee Kong*  
*Mr Edmund Tan*  
*Mr Lim Hong Khiam*

## Whampoa Centre

**Barker Road Methodist Church**  
*Pastor Dennis Yew*  
*Ms Esther Tan*  
*Ms Melanie Teo*

**IPC Number**

IPC000155

**IPC Status**

01 February 2018 to 31 January 2020

**Charity Registration Number**

01484

**Charity Registration Date**

05 January 2001

**ROS / RCB Registration UEN**

199904873Z

**Constitution**

Public Company Limited by Guarantee

**Registered Address**

50 Kallang Pudding Road, #07-02, Singapore 349326

**Auditor**

Moore Stephens LLP

St Luke's ElderCare is in compliance with the  
Code of Governance for Charities and IPCs.

Its Governance Evaluation Checklist can be viewed at the Charity Portal.



## **St Luke's ElderCare**

50 Kallang Pudding Road, #07-02  
Golden Wheel Industrial Building Singapore 349326

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