

UNLOCKING

REAL LIFE RESULTS

**PUSHING
BOUNDARIES**

ANNUAL REPORT
2019-2020

St Luke's
ELDERCARE



CELEBRATING

25
YEARS

OF TRANSFORMING COMMUNITY CARE

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**UNLOCKING
POTENTIAL
PUSHING BOUNDARIES**

CHAIRMAN'S MESSAGE

St Luke's ElderCare Ltd (SLEC) has remained faithful to our commitment to excellence for elders in our community by pushing the boundaries with our care services and breaking barriers in the care sector.

In 2019, we have been truly blessed by the Lord as we were able to extend our reach into the community through an expanding network of senior care centres and, a first for us, a nursing home.

MR TIMOTHY TEO

Chairman, Board of Directors
St Luke's ElderCare

TRANSFORMING CARE

We have grown tremendously since 1999. Beginning with four senior care centres, we now serve elders and their caregivers from 23 centres islandwide. We have moved beyond day and home care, opening a nursing home, St Luke's ElderCare Residence @ Ang Mo Kio, in May 2020. Our staff strength has similarly risen significantly over the past 20 years, from less than 50 to 577 staff as at 31 March 2020.

Beyond these numbers is our drive to transform elder care in Singapore by engaging and empowering elders through purpose-built spaces, and through services, programmes and activities that draw on best practices and innovations from around the world. Our motto, "No one ages alone at SLEC", takes our missional calling beyond caring for the body to include soul and spirit! This is how we seek to make a difference beyond the physical. We cannot accomplish these without the help of our partners, volunteers and the many generous donors who helped to keep us financially sustainable.

The onset of COVID-19, and the national Circuit Breaker, greatly tested our capacity to deliver our services. Our staff, the elders from our centres and their caregivers responded with creativity and resourcefulness. We resolved that our elders deserve uninterrupted care even under such challenging circumstances. Our staff made use of online tools, devised new ways of delivering day and home care, and kept our elders engaged during the Circuit Breaker. Staff were also able to continue their training and orientation programmes by leveraging on eLearning and online training.

NURTURING OUR CAPABILITIES

To foster a learning culture, we have consistently sent our staff for training, and brought in industry experts to increase our nursing capabilities and knowledge of care. We have also spared no effort in training our team of care partners and allied health professionals, which include social workers, dietitians, therapists, nurses and doctors.

I am pleased to report that we are now a Learning Hub, which is a training provider appointed by the Agency for Integrated Care. We are grateful for this avenue to support the training needs of those in the community care sector. During the financial year, we had over 419 trainees in courses where they acquired knowledge and skills that are transferable anywhere within the sector.

We have also seen new departments formed and existing ones evolved. During the financial year, we introduced the Pastoral Care and Church Partnerships department to strengthen our pastoral care and support to enable us to better care for our elders, caregivers and staff.

SERVING AS ONE

While developing care capabilities remain a priority for us, we also place great emphasis on crafting programmes to engage our elders and community in innovative experiences. We do so by forging meaningful partnerships and collaborations with corporate and community partners. We are truly thankful for their support in formulating ideas and encouraging volunteerism. We would not have been able to make such a great impact in the community without them.

I would also like to acknowledge another group of volunteers: our Board and Functional Committee members. They have constantly aided in establishing high standards of corporate governance, transparency and disclosure.

UNITING IN CARE

We also benefit from our strong and enduring links with the St Luke's ecosystem of health and care services. St Luke's Hospital in particular has been a source of strength. The continued work of bridging clinical care with community-based support for elders has led to invaluable collaborations and cross-pollination of ideas and experiences.

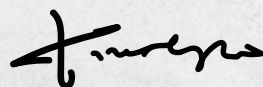
Lastly, I would like to extend my sincere appreciation to Ms Jacqueline Poh. In April 2020, she relinquished her role as Deputy Chairman to chair the Programme, Services and Care Risk Committee. Her leadership and invaluable contributions have been instrumental in the development of the operations and administration of SLEC. I would also like to take this opportunity to welcome Prof. Ho Yew Kee who has stepped up as Deputy Chairman. I believe that his wealth of knowledge and experience will continue to lead us to greater heights.

Moving forward, bearing in mind the changing demographics of our elders, we will strategically look to unlock and develop programmes and services to meet the growing needs of elders in our community. We ask for your continuous support as we pursue our vision to transform community care.

On behalf of our board, elders, caregivers and staff, we praise God who is our Provider and Anchor and we thank you for devoting your time, talent and resources in caring for our community.

May God bless you abundantly.

Sincerely,



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

“

**LET US NOT BECOME WEARY
IN DOING GOOD,
FOR AT THE PROPER TIME WE WILL REAP
A HARVEST IF WE DO NOT GIVE UP.**

GALATIANS 6:9

”

CEO'S MESSAGE

The theme for this year's report, "Unlocking Potential, Pushing Boundaries", reflects our focus on a transformational mindset in our approach to elder care, our people and our partnerships. We look to empower our elders, our people and our partnerships to build sustainable and resilient services and programmes.

ASSOC. PROF. KENNY TAN
Chief Executive Officer
St Luke's ElderCare

EMPOWERING OUR ELDERS

In March 2020, we moved into our first nursing home, the 189-bedded St Luke's ElderCare Residence @ Ang Mo Kio (SLR@AMK), with the vision of creating a home away from home for our elders, incorporating an approach that sees elders empowered to be agents and not just recipients of care.

The same empowerment mindset is realised in the inclusive community spaces at our newly renovated senior care centres and five new senior care centres, where the design and programmes have been improved to support greater independence and participation by elders in their own care and the care of others. We realised a first with the opening of Ang Mo Kio Polyclinic Centre in April 2019. It is the first senior care centre in Singapore to be sited within a polyclinic, offering elders same-location convenience for care services and medical follow-ups.

LIFTING UP OUR PEOPLE

Key to unlocking potential is the notion of learning as a lifelong journey. In the run-up to the opening of our SLR@AMK, we intensified training to ensure that our Philosophy of Care permeates our people, facilities and programmes.

Our Learning Hub, designated as one of six Learning Institutes appointed by the Agency for Integrated Care to provide training for the community care sector, also continues to expand its capacity, training over 500 staff and 419 community care participants.

We are proud of our staff who bring a heart for our elders and a drive for excellence that were recognised through awards and accolades in day care, active ageing, dementia care, human resource practices, organisational leadership and service quality. We are particularly pleased to be recognised for Best Dementia Care at the 7th Asia Pacific Eldercare Innovation Awards.

ENERGISING OUR PARTNERSHIPS

The year also saw meaningful collaborations with schools, churches and the public and private sectors in enhancing links with the wider community, developing programmes and raising funds. Further, in November 2019, we established a Pastoral Care and Church Partnerships department, which is already forging new partnerships while strengthening existing ones.

ANTICIPATING CHALLENGES

In the next year, COVID-19 will likely continue to be a concern. But as the past months have shown, we will continue to rely on our reserves of capacity, creativity and flexibility to develop and adapt services and programmes to meet changing realities.

Sincerely,



Assoc. Prof. Kenny Tan
Chief Executive Officer
St Luke's ElderCare

St Luke's Hospital: 2019 in Brief

The St Luke's ecosystem includes St Luke's Hospital, a 243-bedded community hospital committed to outstanding care.

In financial year 2019, St Luke's Hospital had more than 2,300 inpatient admissions, caring for patients who need rehabilitation, wound, dementia or palliative care. The hospital also served more than 3,800 outpatients through St Luke's Community Clinic, the day rehabilitation and home care. It achieved a 95% patient satisfaction rate, Serving, Loving and Healing patients through the 4Rs (Responsive, Reliable, Responsible and Relational). Its staff has won awards and accolades for their committed care for patients within the hospital and in the community.

Collaborating with almost 100 partners, St Luke's Hospital worked with organisations such as Fei Yue Senior Activity Centres (Bukit Batok) to prevent frailty in the community through Jin Jia Ho!, a community health programme. There was improvement in the seniors' physical strength and vitality, and increased social interaction through centre-based activities and active monitoring.

St Luke's Academy also conducted courses on subjects such as wound and dementia care for 770 staff from hospitals, nursing homes, and organisations in the community care sector.



Transforming
Community
Care

OUR MISSION OUR VISION

To be a Christian
healthcare
provider enriching
lives in the
communities

CORE VALUES

-  **C**ompassion
-  **H**olistic Excellence
-  **R**espect
-  **I**ntegrity
-  **S**tewardship
-  **T**eamwork

BOARD OF DIRECTORS

MR TIMOTHY TEO Chairman

Mr Timothy Teo was first appointed to the Board in March 2008 and assumed the role of Chairman in September 2014.

He serves on the Boards of GuocoLand Limited, GL Limited, School of the Arts, Singapore, Jurong Health Fund, Pilgrim Partners Asia Pte Ltd, Sparrow Asset Management Pte Ltd, Sparrow Capital Pte Ltd and Dr Andrew Ng Global Missions Fund Ltd. Prior to that, he was an Independent Director for HL Assurance Pte Ltd, a trustee and board member of The National Library Board from 2008 to 2015, Independent Director and Chairman of the Investment Committee of Singapore Land Authority from 2001 to 2006, Director at the Government of Singapore Investment Corporation Ltd from 1998 to 2007, Director at Nuri Holdings Pte Ltd 1994 to 1998 and Managing Director at JP Morgan from 1973 to 1993.

Mr Teo holds a Masters in Business Administration from Macquarie University, Sydney.



MS JACQUELINE POH Deputy Chairman

Ms Jacqueline Poh was first appointed to the Board in July 2013 and assumed the role of Deputy Chairman in August 2016. She was appointed Chairman of the Programmes, Services and Care Risk Committee in March 2020.

She is currently Deputy Secretary with the Prime Minister's Office Strategy Group. She was previously Chief Executive Officer of the Government Technology Agency; Managing Director at the Infocomm Development Authority; Divisional Director with the Workplace Policy and Strategy Division at the Ministry of Manpower; Director of Fiscal Policy at the Ministry of Finance; Deputy Head of Scenario Planning at the Prime Minister's Office; and Deputy Manager with the Personnel Affairs Department at the Ministry of Defence. Her wealth of knowledge and experience from the ministries of manpower, finance and defence in Singapore enables her to provide strategic guidance to the organisation. She serves on the Board of Singapore Health Services Pte Ltd and is a member of the Advisory Board of the Lee Kong Chian School of Business at Singapore Management University (SMU).

Ms Poh holds a Master of Business Administration from INSEAD, Singapore, Master of Philosophy in International Relations from the University of Cambridge, UK and a Bachelor's degree in Philosophy, Politics and Economics from the University of Oxford, UK.

** Ms Poh stepped down as Deputy Chairman on 1 April 2020.*



PROFESSOR HO YEW KEE Director

Professor Ho Yew Kee was first appointed to the Board in August 2017. He assumed the role of Chairman of the Human Resource Committee in April 2018. Prior to that, he was Chairman of the Audit, Risk and Governance Committee.

He is currently Professor of Accounting and Associate Provost (SkillsFuture and Staff Development) at the Singapore Institute of Technology. He serves on the Boards of Dover Park Hospice, National Kidney Foundation, United Overseas Insurance Ltd, Christian Businessman Committee (Singapore) and Prison Fellowship Singapore. He is also a member of the Business and Accountancy Programmes Committee of Ngee Ann Polytechnic and the Advisory Council of the Institute of Certified Management Accountants of Sri Lanka; and is a Council Member of the Singapore Division of CPA Australia.

Professor Ho holds a Doctor of Philosophy (Accounting) and Master of Science in Industrial Administration from Carnegie Mellon University, USA; and a Master of Economics and Bachelor of Economics (First Class Honours) from Monash University, Australia.

** Professor Ho assumed the role of Deputy Chairman on 1 April 2020.*



MR FOONG DAW CHING

Executive Director

Mr Foong Daw Ching, who was a founding member of St Luke's ElderCare in 1999 and served as Chairman from 2004 to 2006, returned to the Board in September 2018. He was appointed to the Fundraising Committee in January 2019 and assumed the role of Executive Director in February 2019.

He is also a Director at St Luke's Hospital; Chairman of the Board at Starland Holdings Ltd; Independent Director and Chairman of the Audit Committee of Suntar Eco-City Ltd, Travelite Holdings Ltd and Ayondo Ltd; Chairman of the Audit Committee of NUHS Fund Ltd. He also serves as the President of the Elder Board at the Church of Singapore, Tung Ling Student Care Centre and Tung Ling Community Services. He was previously Managing Partner of Baker Tilly TFW LLP and Director with Jurong Health Services Pte Ltd.

Mr Foong is a Fellow of the Institute of Chartered Accountants in England and Wales, Institute of Singapore Chartered Accountants, and CPA Australia.



MR YEONG ZEE KIN

Director

Mr Yeong Zee Kin was first appointed to the Board in October 2016. He was Honorary Secretary from October 2016 to September 2019. He was appointed to the Finance, Investment and Procurement Committee in February 2017.

He is currently Assistant Chief Executive (Data Innovation and Protection) at the Infocomm Media Development Authority; Deputy Commissioner at the Personal Data Protection Commission; and a Director of Singapore Network Information Centre (SGNIC) Pte Ltd. He was previously Senior State Counsel (Director, Technology) at the Civil Division of the Attorney-General's Chambers.

He holds a Master of Laws (Computer and Communications Law) from the University of London, a Bachelor of Laws from the National University of Singapore and is a Solicitor, England and Wales; and an Advocate and Solicitor, Supreme Court of Singapore.



MS GINGER HSIAO

Honorary Treasurer

Ms Ginger Hsiao was first appointed to the Board and the Finance, Investment and Procurement Committee in February 2017. She assumed the roles of Honorary Treasurer and Chairman of the Finance, Investment and Procurement Committee in September and October 2017, respectively.

She is the co-founder of GoldNest Private Capital and of Ginward, a consulting firm. She is currently the Fund Manager for the European Life Sciences Growth Fund within the GoldNest family. She was previously Managing Director, Head of USA and China Corporates Sales at Credit Agricole Capital Markets and Vice President at Citigroup, Global Investment Bank.

Ms Hsiao holds a Bachelor of Science in Economics, Finance and International Finance from The Wharton School of the University of Pennsylvania.



MR ALFRED WONG SIU HONG

Director

Mr Alfred Wong was first appointed to the Board in February 2018. He assumed the role of Chairman of the Fundraising Committee in November 2018.

He is the Founder and Managing Director of Noel Gifts International Pte Ltd. He also serves as a Governor on the Management Committee of St Andrew's Junior College and is a member of the Management Committee of Bethesda Care Services.

Mr Wong holds a Master of Business Administration from the University of Hull, UK.



MR CHOO ENG BENG

Director

Mr Choo Eng Beng was first appointed to the Board in January 2016 and the Fundraising Committee and Audit, Risk and Governance Committee in January 2019. He assumed the role of Chairman of the Audit, Risk and Governance Committee in August 2019.

He has been a Partner with PricewaterhouseCoopers LLP since 2005. He is also a Director and Chairman of the Audit Committee at St Luke's Hospital, a member of the Practice Monitoring Sub-Committee at the Accounting and Corporate Regulatory Authority and serves as Chairman of the Audit Committee of the Church of Singapore.

Mr Choo holds a Bachelor of Accountancy (Honours) from Nanyang Technological University, Singapore and is a Fellow Chartered Accountant.



MRS WEE WAN JOO

Director

Mrs Wee Wan Joo was appointed to the Board in July 2013 and the Nomination Committee in May 2016. She assumed the role of Chairman of the Medifund Committee in January 2018 and was Chairman of the Human Resource Committee and the Programmes, Services and Care Risk Committee until March 2018 and March 2020, respectively.

She is a Director with St Luke's Hospital, and also serves as the Chairman of Singapore Council of Women's Organisations (SCWO) Star Shelter; as a member of the Medifund Committee at the Agency for Integrated Care, Medifund Advisory Council of the Ministry of Health, and Project Pari (an initiative of the Zonta Club to support disadvantaged schoolgirls); and is a Founder Member of Wings.

Mrs Wee holds a Bachelor of Social Science (Honours) from the University of Singapore.



MS LIM AI LING

Director

Ms Lim Ai Ling was first appointed to the Board and Human Resource Committee in May 2017.

She is currently Human Resource Director (South East and South Asia) at Akzo Nobel Paints (Singapore). She was previously Head of Human Resource (ASEAN) at Manulife Financial, Asia; Head of Human Resource (Singapore) at Manulife (Singapore) Pte Ltd; and Senior Manager of Human Resource and Marketing at OCBC Securities Pte Ltd (subsidiary of OCBC Group).

She holds a Bachelor of Business Administration from the National University of Singapore and a Graduate Diploma in Personnel Management from the Singapore Institute of Management; and is a Certified Behavioural Consultant, International Motivation Centre (DISC); and a Hogan Certified Consultant.



MR WONG KING YOONG

Director

Mr Wong King Yoong was first appointed to the Board in February 2017 and the Human Resource Committee in December 2018.

He was previously Chairman of Bizlink Centre Singapore Ltd; Director with La Cuisine Delicieuse Pte Ltd; Managing Director and Vice-President, Global Operations at Sciex; Managing Director and Corporate Vice-President at AMD Singapore; Managing Director and Vice-President (Operations) at Berkley Industries; Managing Director and Vice-President at Compaq Computer Asia; Managing Director at JDS Uniphase; President and Chief Executive Officer at Flairis Tech Corp; and Engineering Director at Fairchild Semiconductor.

Mr Wong holds a Bachelor of Engineering (Electrical) from the University of Singapore.



CORPORATE GOVERNANCE

St Luke's ElderCare Ltd is fully committed to living its core values in all its activities. Its core values are captured as CHRIST which stands for Compassion, Holistic Excellence, Respect, Integrity, Stewardship and Teamwork. It upholds the highest standards of corporate governance and complies in all material aspects with the corporate governance regulations, code and guidelines established in Singapore.

Audit, Risk and Governance Committee

The Audit, Risk and Governance Committee comprises Mr Choo Eng Beng (Chairman), Mr Ho Kuen Loon, Mr Ho Tuck Chuen, Dr Yap Chee Meng and Mr Yeo Ek Khuan. All Committee members have recent and relevant accounting or related financial management expertise or experience. The Committee assists the Board in fulfilling its oversight and fiduciary responsibilities to act in the interest of St Luke's ElderCare.

The Committee's responsibilities include overseeing:

- the integrity of the financial information presented to the members, Board, regulators and the general public
- the work of internal and external auditors
- major operational, financial and business risk exposures
- corporate governance policy and processes
- the Ethical Disclosure Policy
- any other matters as may be defined by the Board

The Committee undertakes an annual assessment regarding the adequacy and effectiveness of the management systems and internal controls. They are assisted by external auditors Moore Stephens LLP and internal auditors Baker Tilly TFW LLP to perform this review. Internal controls review includes financial, operational, compliance and information technology controls.

In the financial year under review, the Committee met three times in carrying out its responsibilities including the review of the audit works and recommendations by both internal and external auditors. The audit report for this financial year concluded that the financials reporting therein gives a true and fair view of the financial position of St Luke's ElderCare in accordance with statutory requirements and the internal controls established by Management were adequate and effective to meet the needs of the organisation in its current operational environment.

The Committee will continue to ensure the highest possible level of organisational integrity within St Luke's ElderCare.

Finance, Investment and Procurement Committee

The Finance, Investment and Procurement Committee comprises Ms Ginger Hsiao (Chairman), Mr Lee Chee Yeng, Mr Wan Kum Tho and Mr Yeong Zee Kin. All Committee members have recent and relevant finance or investment management expertise or experience. The Committee provides advice to the Board and reviews the financial performance, annual budget and expenditure of St Luke's ElderCare with the aim of:

- approving investments and other financial matters
- overseeing annual budget preparation
- reviewing and approving selected procurements including tenders
- updating the Board of Directors on financial decisions made

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

The Fundraising Committee

The Fundraising Committee comprises Mr Alfred Wong (Chairman), Mr Choo Eng Beng and Mr Foong Daw Ching. All Committee members have recent and relevant fundraising expertise or experience. The Committee advises the Board and Management on fundraising matters.

The Committee provides oversight on fundraising strategies and plans, and ensures that ethical fundraising is practised.

Beyond generating ideas and providing oversight, the Committee expands the access and outreach of St Luke's ElderCare to potential donors, funders and sponsors by leveraging on the influence of its members.

The Committee keeps Board Members updated on fundraising activities. In the financial year under review, the Committee held three meetings, with all members in attendance.

Human Resource Committee

The Human Resource Committee comprises Prof. Ho Yew Kee (Chairman), Ms Lim Ai Ling, Prof. Neo Boon Siong and Mr Wong King Yoong. All Committee members have recent and relevant human resource expertise or experience. The Committee assists the Board by providing a strategic and principled perspective on the design and implementation of the human resource policies of St Luke's ElderCare.

The Committee's responsibilities include:

- overseeing appointments, development path, compensation and performance of senior management
- reviewing succession planning for key management positions
- reviewing practices related to learning, organisation development, staff engagement and retention
- setting and approving bonus and compensation packages for all staff

For the financial year under review, the Committee met twice to review the organisation's human resource objectives. Subsequently the Committee worked closely with the management of St Luke's ElderCare to ensure the successful implementation of the revised objectives.

Medifund Committee

The Medifund Committee comprises Mrs Wee Wan Joo (Chairman), Ms Chua Ee Cheng and Dr Wong Loong Mun. All Committee members have the relevant expertise or experience to ensure that disbursements are made in accordance with Medifund objectives and guidelines.

Specifically, the Committee is tasked with evaluating and approving Medifund and Medifund Silver applications from eligible clients and monitoring the administering of payments out of the Medifund account of St Luke's ElderCare.

The Committee assesses applications for assistance with healthcare bills. Its decisions are based on criteria such as the socioeconomic background of the applicant's immediate family members, the size of the bill incurred and the outstanding balance.

For the financial year under review, the Committee met five times. It approved disbursements to ensure that clients' healthcare bills are paid in a timely manner.

Nomination Committee

The Nomination Committee comprises Mr Timothy Teo (Chairman), Prof. Ho Yew Kee, Ms Jacqueline Poh and Mrs Wee Wan Joo. All Committee members have recent and relevant corporate governance expertise or experience to assist the Board in ensuring that St Luke's ElderCare complies with the revised Code of Governance for Charities and Institutions of a Public Character.

The Committee's responsibilities include:

- leading the process for nominations to the Board and to Functional Committees
- reviewing the structure, size and composition of the Board to ensure compliance with the guidelines of the Charity Act and recommending changes, if needed
- evaluating the skills and knowledge required for all nominees to the Board, taking into consideration the current composition of the Board
- reviewing succession plans for the Board

In the financial year under review, the Committee met three times and reviewed the current status of the Board and its performance. In particular, the Committee examined the nominees to the Board, the structure of the Board for compliance with the Charity Act and the composition of the Functional Committees. Following the reviews, the Committee offered advice and made recommendations to the Board.

Programme, Services and Care Risk Committee

The Programme, Services and Care Risk Committee comprises Ms Jacqueline Poh (Chairman), Dr Chan Kin Ming, Adj. Asst. Prof. Kelvin Koh and Ms Carol Liew. All Committee members have recent and relevant expertise and experience with senior activity programmes and operations, which equips them to provide oversight and guidance on programme and service development to ensure consistency with the mission and vision of St Luke's ElderCare as well as in identifying, managing and mitigating care risks arising from the operations in the senior care centres, nursing home and home care.

The Committee's responsibilities include:

- providing oversight of programme and service development to ensure that they are in line with the vision, mission and objectives of St Luke's ElderCare
- providing oversight on the operational implementation of programme and service delivery mechanisms
- providing oversight on programme evaluations and service quality
- monitoring and assessing the outcomes of programmes, ensuring the clear definition of the intended outcomes of each programme
- working with Management to identify, monitor and manage clinical, operational and administrative risks linked to our programmes, services and care
- providing updates to the Board on the risk registers along with mitigating measures

Ethical Disclosure Policy

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

In keeping with this commitment and the interest of St Luke's ElderCare in promoting open communication, its ethical disclosure policy aims to provide a means through which concerned employees can 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.

Annual Remuneration Disclosure

In accordance with the revised Code of Governance for Charities and Institutions of Public Character 2017, it is recommended that charities shall disclose the remuneration of its three highest paid staff, who each receives remuneration exceeding \$100,000 per annum.

The breakdown for FY2019 is as follows [number of staff in brackets]:

\$300,000 and above [1]
\$200,001 - \$300,000 [2]

ATTENDANCE AT BOARD MEETINGS

Directors and Committee members attend and actively participate in Board and Board Committee meetings. In FY2019, the Board and Board Committees held a total of 28 meetings. The Constitution of St Luke's ElderCare provides for Directors and Committee members to participate in Board and Board Committee meetings by conference call, video conferencing, or through the use of audio-visual equipment.

Board of Directors	Date appointed	Meeting attendance FY2019
MR TIMOTHY TEO Chairman	19 March 2008	4/4
MS JACQUELINE POH Deputy Chairman*	1 July 2013	2/4
MS GINGER HSIAO Honorary Treasurer	1 February 2017	3/4
MR FOONG DAW CHING Executive Director	1 September 2018	4/4
MR CHOO ENG BENG Director	1 October 2016	3/4
PROF. HO YEW KEE Director	1 August 2017	4/4
MS LIM AI LING Director	1 May 2017	4/4
MRS WEE WAN JOO Director	1 July 2013	4/4
MR WONG KING YOONG Director	1 February 2017	3/4
MR ALFRED WONG Director	1 February 2017	4/4
MR YEONG ZEE KIN Director	1 October 2016	3/4

* Ms Poh stepped down as Deputy Chairman on 1 April 2020.

ATTENDANCE AT FUNCTIONAL COMMITTEE MEETINGS

Audit, Risk and Governance Committee	Date appointed	Meeting attendance FY2019
PROF. HO YEW KEE , Chairman ¹	1 Feb 2017	2/2
MR CHOO ENG BENG , Chairman ²	1 Jan 2019	3/3
MR HO KUEN LOON , Member	1 Feb 2017	2/3
MR HO TUCK CHUAN , Member	1 Apr 2018	2/3
MS WONG WEI , Member ³	1 Apr 2017	2/3
DR YAP CHEE MENG , Member	1 Apr 2018	2/3
MR YEO EK KHUAN , Member	1 Feb 2017	2/3

¹ Prof. Ho Yew Kee stepped down as Chairman of this committee on 26 August 2019.

² Mr Choo Eng Beng was appointed Chairman of this committee on 26 August 2019.

³ Ms Wong Wei's term expired on 31 January 2020.

Finance, Investment and Procurement Committee

MS GINGER HSIAO , Chairman	1 Oct 2017	4/4
MR LEE CHEE YENG , Member	1 Oct 2017	3/4
MR WAN KUM THO , Member	1 Feb 2019	4/4
MR YEONG ZEE KIN , Member	1 Feb 2017	4/4

Fundraising Committee

MR ALFRED WONG , Chairman	13 Nov 2018	3/3
MR CHOO ENG BENG , Member	1 Jan 2017	3/3
MR FOONG DAW CHING , Member	1 Jan 2019	3/3

Human Resource Committee

PROF. HO YEW KEE , Chairman	2 Apr 2018	2/2
MS LIM AI LING , Member	1 May 2017	2/2
PROF. NEO BOON SIONG , Member	1 Sep 2019	2/2
MR WONG KING YOONG , Member	1 Dec 2018	1/2

Medifund Committee	Date appointed	Meeting attendance FY2019
MRS WEE WAN JOO , Chairman	22 Jan 2018	4/5
MS CHUA EE CHENG , Member	22 Jan 2018	5/5
DR WONG LOONG MUN , Member	22 Jan 2018	3/5

Nomination Committee

MR TIMOTHY TEO , Chairman	21 May 2016	3/3
MRS WEE WAN JOO , Member	21 May 2016	3/3
MS JACQUELINE POH , Member	21 May 2016	3/3

Note: Prof. Ho Yew Kee was appointed to this committee on 1 April 2020.

Programmes, Services and Care Risk Committee

MRS WEE WAN JOO , Chairman	13 Nov 2018	4/4
MS JACQUELINE POH , Chairman	20 Mar 2020	NA
MS CAROL LIEW , Member	23 Apr 2019	4/4
ADJ. ASST. PROF. KELVIN KOH , Member	23 Apr 2019	4/4

Note: Ms Jacqueline Poh was appointed Chairman of this committee on 20 March 2020.
Dr Chan Kin Ming was appointed Member of this committee on 24 April 2020.

SENIOR MANAGEMENT



**ASSOC. PROF.
KENNY TAN**

Chief Executive
Officer



**ASSOC. PROF.
EDWARD POON**

Director,
Nursing



**DR
LESTER LEONG**

Chief Operating
Officer



**MS
AGNES HEW**

Director,
Corporate
Development



**MS
CINDY ONG**

Director, Human
Resource
(till 31 January 2020)



**MR
GREGORY LEE**

Director,
Communications
and Partnerships



**MS
NG LAY LING**

Director, Residential-
Based Services



**MR
SIMON WEE**

Director,
Finance

HEADS OF CENTRES



**MR
ALVIN TEO**

Centre Manager,
Sumang Centre



**MS
ARLENE JIANG**

Assistant Centre
Manager,
Keat Hong
Centre



**MR
EDWIN LIM**

Centre Manager,
Jurong East
Centre



**MR
EUGENE TONG**

Centre Manager,
Tampines
Centre



**MR
GABRIEL CHUA**

Centre Manager,
Telok Blangah
Centre



**MR
JEFFREY HA**

Centre Manager,
Marine Parade
Centre



**MS
JENNIFER GOH**

Senior Centre
Manager,
North and East
Cluster



**MS
JENNY ANG**

Centre Manager,
Ang Mo Kio
Centre



**MR
JEREMY NEO**

Centre Manager,
Rivervale Centre



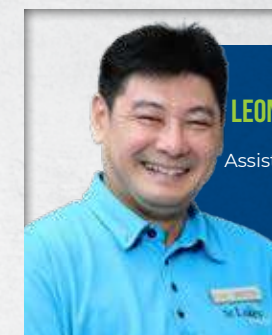
**MS
KAREN CHEONG**

Centre Manager,
Golden Years
Centre



**MS
LENA CHOO**

Centre Manager,
Hougang Centre



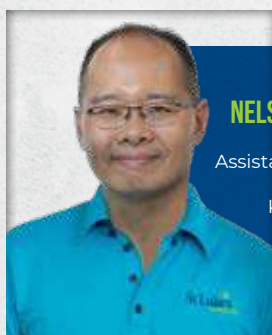
**MR
LEONARD CHAN**

Assistant Centre
Manager,
Changkat
Centre



**MS
MOLLY NG**

Centre Manager,
Hougang
Meadow Centre



**MR
NELSON KWAN**

Assistant Centre
Manager,
Keat Hong
Centre



**MR
SAMUEL CHAN**

Senior Centre
Manager,
Central and
West Cluster



**MS
SINDEE FONG**

Centre Manager,
Ayer Rajah
Centre



**MR
SIMON LIM**

Centre Manager,
Clementi Centre



**MR
TEY LIAN PIEW**

Centre Manager,
Nee Soon
Central Centre



**MS
VALERIE KOH**

Assistant
Centre Manager,
Bukit Timah
Centre



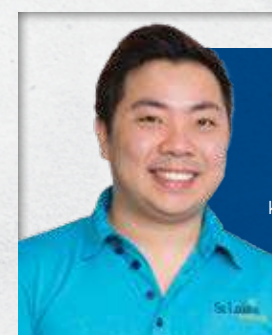
**MS
VIVI LOLOWANG**

Centre Manager,
Bukit Batok
Centre



**MS
WONG MEI LING**

Centre Manager,
Serangoon
Centre



**MR
WU JUNJIE**

Centre
Manager,
Kebun Baru
Centre

Not in photos:

Ms Lee Siew Cheng
Assistant Centre Manager,
Whampoa Centre

Mr Philip Lee
Centre Manager,
Nee Soon East Centre

Mr Bernard Wan
Assistant Centre Manager,
AMK Polyclinic Centre

OUR LOCATIONS



Residence @ Ang Mo Kio*

2 Ang Mo Kio Street 23
Singapore 569341
T: 6249 2525

Ang Mo Kio Centre*

2 Ang Mo Kio Street 23
Singapore 569341
T: 6249 2527

AMK Polyclinic Centre

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

Ayer Rajah Centre

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

Bukit Batok Centre

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

Bukit Timah Centre

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

Changkat Centre

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

Chong Pang Centre

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

Clementi Centre

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

Golden Years Centre

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

Hougang Centre

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

Hougang Meadow Centre

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

Jurong East Centre

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

Keat Hong Centre

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

Kebun Baru Centre

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

Marine Parade Centre

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

Nee Soon Central Centre

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

Nee Soon East Centre

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

Rivervale Centre

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

Serangoon Centre

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

Sumang Centre

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

Tampines Centre

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

Telok Blangah Centre

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

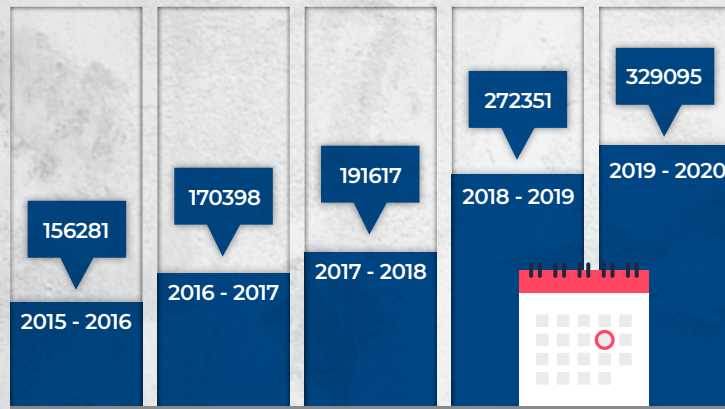
Whampoa Centre

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

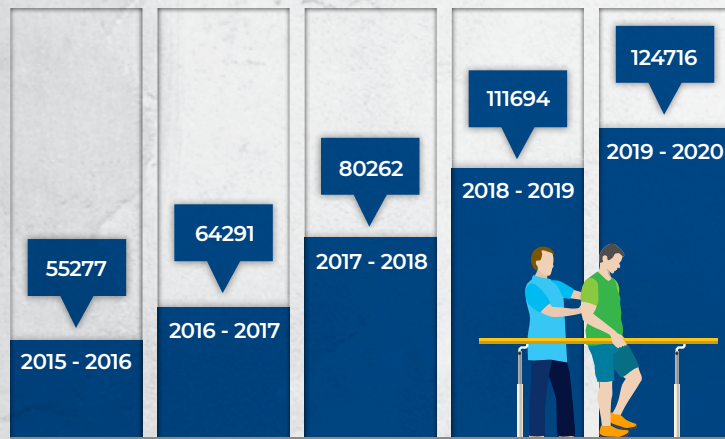
*St Luke's ElderCare Residence @ Ang Mo Kio and Ang Mo Kio Centre opened in May 2020.

OUR YEAR IN NUMBERS

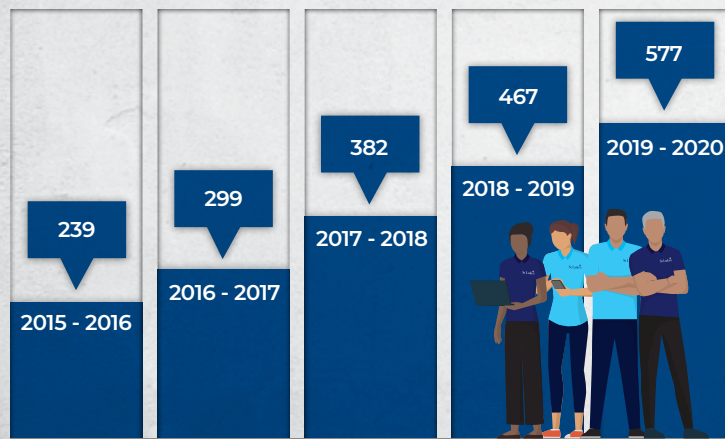
Client Days



Rehab Sessions



Staff Strength



YOUNGEST STAFF



19 Years Old

OLDEST STAFF



75 Years Old

AVERAGE AGE OF STAFF

47 Years Old

LONGEST SERVING STAFF

20 Years



Ms Teo Lay Chin, joined St Luke's on 10 Aug 1999.

Official Opening of

5 NEW CENTRES



Clients' Fees



25%

Donations, Fundraising and Investments



7%

Subvention and Funding from Government



66%

Other Income



2%

Income from
April 2019 to March 2020

Expenses from
April 2019 to March 2020



Manpower Cost (Direct)

52%

19%



Manpower Cost (Indirect)

15%



Operational Cost (Direct)

14%



Operational Cost (Indirect)

GRACE PHILOSOPHY OF CARE

GRACE provides the essential characteristics that permeate how care is carried out for our elders, their caregivers and families.

G

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

R

We believe that every individual is **unique** and we **respect** our elders' personal space and **preferences**.

A

We believe that our elders should make **decisions** for themselves in their everyday living and we encourage **independence** and freedom **without prejudice**.

C

We believe that our elders should be offered **choices** consistently when it comes to their care **options**.

E

We believe that our elders should be **empowered** to **communicate** their plans and aspirations, and **participate** towards improving our quality of care.

“

THROUGH MEANINGFUL PARTNERSHIPS,
CENTRE EXPANSIONS AND ENHANCEMENTS
TO OUR PROGRAMMES,
WE HAVE EXTENDED OUR REACH AND
IMPACTED THE LIVES OF MORE ELDERS AS
ONE COMMUNITY.

”

ENHANCEMENTS TO OUR CENTRES



Renovation of Hougang Day Rehabilitation Centre

Improvements to our infrastructure enable us to better address the needs of our elders. The renovation of the Day Rehabilitation Centre at Hougang has created a safer and more supportive environment for our elders as they utilise the spaces within.

Renovation works will continue for Hougang Day Care Centre, with Whampoa and Bukit Timah Centres in the pipeline. The refitting works will also allow us to better incorporate our GRACE Philosophy of Care.

Official Opening of Kebun Baru Centre

St Luke's ElderCare Kebun Baru Centre, located within Kebun Baru Community Club, officially opened on 31 July 2019. The event was graced by Guest of Honour, Mr Henry Kwek, Member of Parliament for Nee Soon Group Representation Constituency (GRC) and Grassroots Adviser to the Nee Soon GRC Kebun Baru Division.

We were delighted to have young performers from Sunflower Preschool lead everyone in song and dance, followed by the team from Music Movercise who taught the audience how to make music with subtle movements.



Official Opening of Sumang Centre

We were honoured to have Ms Sun Xueling, Senior Parliamentary Secretary for Home Affairs and National Development, and Adviser to Pasir Ris-Punggol Grassroots Organisations, grace the official opening of St Luke's ElderCare Sumang Centre on 19 July 2019 as Guest of Honour.

It was a joyous occasion, with our partners and volunteers putting up performances for our elders, caregivers, staff and other attendees.





Official Opening of Bukit Batok Centre

On 5 April 2019, we were honoured to have Mr Murali Pillai, Member of Parliament for Bukit Batok Single Member Constituency (SMC) and Adviser to Bukit Batok Grassroots Organisations as our Guest of Honour for the official opening of St Luke's ElderCare Bukit Batok Centre.

Our guests enjoyed special performances by our elders and by preschoolers from Appleland Montessori. They also learned about the centre's new initiatives, and its involvement in "Go Respite", a pre-enrolment programme initiated by the Agency for Integrated Care that enables elders to receive respite from caregiving by applying directly to the centre.



Official Opening of Ang Mo Kio Polyclinic Centre

On 24 April 2019, St Luke's ElderCare Ang Mo Kio Polyclinic Centre was officially opened by Dr Koh Poh Koon, Senior Minister of State, Ministry of Trade and Industry; Member of Parliament for Ang Mo Kio GRC; and Adviser to Ang Mo Kio Grassroots Organisations.

This is the first senior care centre in Singapore to be sited within a polyclinic. The centre provides a suite of integrated services, with medical follow-ups conveniently accessible at the polyclinic, which also makes it easier on caregivers.





Official Opening of Hougang Meadow Centre

We were grateful to have Mr Png Eng Huat, Member of Parliament for Hougang SMC, grace the official opening of St Luke's ElderCare Hougang Meadow Centre on 12 January 2020.

The centre's prime location enables us to forge partnerships with community partners such as preschools, acute hospitals and government agencies, to deliver meaningful programmes for our elders.



“


AS A COMMUNITY, WE MUST REMAIN STRONG TO PUSH OURSELVES BEYOND OUR COMFORT ZONE AND ABILITIES. WE MUST ALSO BE READY TO ADAPT TO CHANGES AND BE ABLE TO LEVERAGE AND MAXIMISE THE POTENTIAL OF PARTNERSHIPS.

”

OUR PARTNERSHIPS AND ENGAGEMENTS


27
CHURCH
PARTNERS

4
memoranda of
understanding
(MOUs)
RENEWED
WITH CHURCHES

2 **ALPHA**
RUNS DURING
THE FY


\$82k
RAISED
THROUGH A
CYCLING EVENT



\$75k
RAISED
THROUGH A
GOLFING EVENT

\$149k
RAISED
THROUGH A
HONGBAO
PROJECT



\$53k
RAISED
THROUGH A **VOLUNTEER-**
LED LUNCH FUNDRAISER


\$240k
RAISED
THROUGH THE
20TH
ANNIVERSARY
CARNIVAL

\$150k
RAISED
THROUGH AN
eAPPEAL
www.slec.org.sg/giving/amk-fr/

\$8k
RAISED
THROUGH A
RUNNING EVENT



COLLABORATIONS WITHIN THE COMMUNITY



Re-dedication of Serangoon Centre

Following the renovation of Serangoon Centre, we invited pastors and members from Bethesda Church Bukit Arang, Paya Lebar Methodist Church, Trinity Methodist Church and Yio Chu Kang Chapel to join us in dedicating our premises to the Lord and to thank Him for His provisions.

We are grateful for the tremendous support from our church partners, whose volunteers can often be seen at our centres interacting with our elders, and organising outings for them.

Partnership with Telok Ayer Chinese Methodist Church

We are thankful for the continuous support from Telok Ayer Chinese Methodist Church. Since 2012, the team of church volunteers has been conducting weekly engagement activities with our elders at Telok Blangah Centre.

We are also grateful for the opportunity to share about our first nursing home and the impact of our collaboration in recent years during their Sunday worship services at Telok Ayer Street and Wishart Road on 10 November 2019. We are thankful for the funds raised during that occasion.





Church of Singapore (Community Sunday)

We were delighted to reach out to approximately 1,000 attendees when the Church of Singapore invited us to share at their services on Sunday, 24 November 2019, as part of their outreach event, Community Sunday.

We are also thankful for their continuous support over the past two decades through their community services arm, Tung Ling Community Services, which has been our partner across three senior care centres, Hougang Centre, Tampines Centre and Marine Parade Centre since 2000, 2003 and 2018 respectively.

The years of partnership have provided plenty of opportunities for engagement, empowerment and celebration between our elders and members from the church. We thank God for enabling us to forge such meaningful partnerships.

Volunteer Appreciation Dinner – One Heart, One Community

We were excited to have more than 500 volunteers, who have journeyed with us in serving our elders across our senior care centres islandwide, join us for the Volunteer Appreciation Dinner on 18 October 2019.

It was the perfect time for our staff to express our gratitude to them for always selflessly serving with one heart in one community.



Tan Chin Tuan Foundation: More than Words Storybook

Every year, Tan Chin Tuan Foundation works with schools and charities to encourage creative expression and inspire a love for learning in youths through the More Than Words storybook.

On 14 October 2019, youths from various schools came together with our elders to celebrate the launch of *ONE* (which stands for Old & New, Nature & Nurture and Endings & Beginnings), a compilation of creative illustrations and writings by youths. Our elders also contributed comics and illustrations for the storybook.

We are proud to be a part of this meaningful collaboration with Tan Chin Tuan Foundation.



South West Community Development Council: Silver Activities

Silver Activities is a structured cognitive programme that aims to keep elders mentally active, engaged and digitally savvy. This programme is made possible by the Southwest Community Development Council through the use of the South West Innovation Fund.

Our elders from the Ayer Rajah, Bukit Batok, Clementi, Keat Hong and Jurong East centres enjoyed the research-based games aimed at stimulating cognitive domains such as working memory and analytical skills through graded activities that range from simple to complex.



National Heritage Board: Heritage Trunks

On 6 May 2019, the National Heritage Board officially launched Heritage Trunks at Ayer Rajah Centre.

Heritage Trunks are a set of thematically curated trunks comprising authentic objects from the 1950s to 1980s. Aside from serving as tools to spark conversations, the trunks aim to empower and encourage interaction among our elders.

Many of our elders were elated to see the familiar items as they helped them relive experiences from their yesteryears.



Music Solutions: Performing Arts

Music Solutions works with local and international institutions to enable youths and elders to develop their interest in the performing arts through interactive musical instruments. In the past year, the team from Music Solutions has engaged with the elders at our Marine Parade and Changkat centres through karaoke sessions featuring renditions of evergreen songs.

Their team was also instrumental in grooming our staff into "stars" for our Volunteer Appreciation Day 2019 performances. The singing sessions along with the dance and vocal practices sparked many conversations between their staff, and our elders and volunteers.





National Heritage Board: LIVE Museum Tour

Our ongoing partnership with the National Heritage Board was boosted by a virtual tour of the Sun Yat Sen Nanyang Memorial Hall in Balestier and the Indian Heritage Centre in Little India. The presentation brought back fond memories for our elders at the Changkat, Golden Years and Marine Parade centres.

The virtual tour also enabled National Heritage Board staff to touch on the rich history, culture and arts back then. We look forward to introducing a virtual tour of the Malay Heritage Centre in Kampong Glam to the rest of our centres.

Fajar Secondary School: Intergenerational Day

As part of the annual Intergenerational Games organised by Fajar Secondary School since 2012, more than 200 elders were involved in a fun-filled day put together by students with the guidance of their teachers.

We are thankful for the continuous support from the school and we are also grateful for the students' creativity and passion in creating elder-friendly games each year.



PSA Singapore: Our Food Garden

As part of a corporate social responsibility initiative by PSA Singapore, a community food garden was set up at our Ayer Rajah centre in early May 2019.

Staff from the Singapore Port Workers Union, the Port Officers' Union, and PSA Singapore's Health, Safety, Security, Environment (South East Asia) Division worked with our elders to create this garden, which featured more than 20 different types of herbs and vegetables.

After a month, our elders and the staff from PSA Singapore were able to harvest and consume the fruits of their labour. We are thankful for the support and joy that PSA Singapore has brought to our elders.



PSA Golf Invitational 2019

We are grateful to the participants and donors of the PSA Golf Invitational 2019 which was held on 5 July 2019 at the new Tanjong course at Sentosa Golf Club.

A total of \$75,350 was raised for St Luke's ElderCare through this golf and dinner event.



Bicentennial Charity Ride 2019

A group of cyclists calling themselves Discovery Singapore Ride gathered for their Charity Bicentennial Ride on 6 July 2019. This ride, the 41st by this group of 40 friends, raised funds for three organisations, including St Luke's ElderCare (the other two being the National University Cancer Institute Singapore and the Straits Times School Pocket Money Fund).

The Charity Bicentennial Ride raised over \$223,000, with St Luke's ElderCare receiving \$82,288.



Islandwide Run - #RUNFORSLEC

On 11 December 2019, more than 40 runners comprising staff, caregivers and friends volunteered to raise awareness of ageing issues while also raising funds.

The volunteers ran through all 22 senior care centres over 27 hours, covering a total of 114km; and raised more than \$8,000. Kudos to all our runners for their contribution to this successful effort.



20th Anniversary Carnival

We raised more than \$240,000 through a carnival held as part of our 20th Anniversary Celebration at OCBC Square, Singapore Sports Hub. The event saw more than 2,000 elders, families, volunteers and partners in attendance, which also allowed us to raise awareness of our services.

Our heartfelt thanks to Guest of Honour, Mr Lim Biow Chuan, Member of Parliament for Mountbatten SMC and Deputy Speaker of Parliament; and to all partners, supporters and donors who have journeyed with us over the past 20 years. Your continuous support will enable us to continue enhancing our care capabilities and reach.



Home Away from Home: St Luke's ElderCare Residence @ Ang Mo Kio

In March 2020, we appealed to our donors to support the creation of the Home Away from Home experience at St Luke's ElderCare Residence @ Ang Mo Kio. We were delighted to receive more than \$150,000 within two weeks.

The funds will be used to pay for items needed at our nursing home, and enable us to empower our elders and achieve our goal of tailoring care according to the needs of each and every elder.



St Luke's Hongbao Project 2020

We are grateful for the blessings we received. This year, we raised \$149,000 through our annual Hongbao project. We are thankful for the support we have received from our partners.

Mother's Day Charity Lunch

Our dedicated volunteer group, Joyous Volunteers, organised a Mother's Day Lunch on 4 May 2019 at Qian Xi (Paya Lebar) Restaurant, raising slightly over \$53,000 for St Luke's ElderCare.

The event saw many engaging performances and enabled family and friends to gather and bond while raising funds for a meaningful cause.



Parkinson Society Singapore and St Luke's ElderCare

St Luke's ElderCare is proud to be one of the partners working with Parkinson Society Singapore on the #StepUp4Parkinson campaign. The campaign was officially launched by Guest of Honour, Mr Gan Kim Yong, on 29 April 2019 at the Move To Beat Parkinson 2019 event at Toa Payoh Hub. The event saw an amazing and participative crowd engaged in exercises, games and activities at the booths and on stage.

GainCity and St Luke's ElderCare Van

The generous donation of \$75,000 by Gain City Best-Electric Pte Ltd has enabled St Luke's ElderCare to add a new retrofitted van to the transport fleet supporting our elders' daily needs.

With the retrofitted van, we are able to better serve elders who are less mobile while providing their caregivers with greater assurance. We are truly grateful for Gain City's support.



“

**OUR IMPACT ON OUR COMMUNITIES
IS MADE POSSIBLE THROUGH THE
SUPPORT FROM OUR PARTNERS.
WE ARE ALSO THANKFUL FOR OUR
TEAM OF DEDICATED STAFF AND
VOLUNTEERS.**

”

A CALL TO SERVE OUR COMMUNITY

I have been working at St Luke's ElderCare for 20 years. As its first employee, I had the privilege of witnessing how the organisation has grown, through the challenges and the milestones achieved.

The eldercare landscape was very different and was not as developed as it is now. There were not many services available to the elders. I saw how St Luke's ElderCare grew, adapted and remained relevant to the evolving needs of an ageing population. We began with providing day care, followed by home care and now a nursing home in 2020.

My motivation throughout the years has been to work with a team of likeminded peers who love their work and share the same passion for the elders in our community. Being able to see the impact of our work on the community and be used by God at the marketplace drives me daily.

**To everyone
at St Luke's
ElderCare,
Happy 20th
Anniversary!**



Ms Teo Lay Chin
Assistant Manager
St Luke's ElderCare

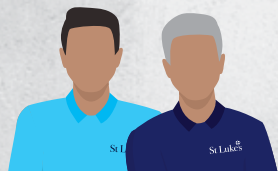
“ Being able to serve the community with a team of likeminded peers who share the same passion has driven me since I joined St Luke's ElderCare in 1999. ”

“ We take it upon ourselves to build a community of care through knowledge exchange, training and bonding. Only by learning and development are we (as an organisation and individuals in the community) able to unlock new potential and push ourselves further. ”

Dr Lester Leong
Chief Operating Officer

MAKING A DIFFERENCE TOGETHER

STAFF AND TRAINING



543
STAFF
TRAINED

16,607
TRAINING HOURS



419



external participants
trained through
LEARNING HUB

VOLUNTEERS

More than
550
ACTIVE
VOLUNTEERS

262
NEW
VOLUNTEERS
who joined our family

More than
64
VOLUNTEER
TRAINING HOURS



HOME-BASED SERVICES

Number of
referrals
in FY2019



Number of home
visits in
FY2019



Home Nursing
240

Home Therapy
164

Home Personal Care
14

Home Medical
158

Home Nursing
1346

Home Therapy
662

Home Personal Care
239

Home Medical
614

**YOUNGEST
VOLUNTEER**
5
YEARS OLD

**OLDEST
VOLUNTEER**
90
YEARS OLD

**MEDIAN AGE
OF VOLUNTEERS**
60
YEARS OLD

MAKING AN IMPACT TOGETHER

New Hires' Orientation Programme

The New Hires' Orientation Programme (NHOP) has seen a steady increase in the number of runs per year since its launch in May 2017.

During the financial year, we organised 11 NHOP runs to ensure our staff are equipped with the skills needed to care for our elders. These runs also enable us to impart our Philosophy of Care to our staff, ensuring our care approach is consistent throughout the organisation.

Scholarships

This year, four scholarships were awarded to our staff to support their higher education. Scholarships were given for the following programmes: Specialist Diploma in Facility and Energy Management, Master of Gerontology, Bachelor of Science in Physiotherapy.



Learning Hub: An AIC-Appointed Learning Institute

Our Learning Hub is one of six Learning Institutes appointed by the Agency for Integrated Care (AIC) as a training provider in developing, delivering and administering training courses for the Community Care Sector.

Our team is proud to have trained a total of 419 external participants during the financial year. This is an increase of 150 percent from the 164 trainees served in the previous year.



***Three-Year Specialist Diploma:
Collaboration with Temasek Polytechnic***

In August 2019, we partnered with Temasek Polytechnic to offer the Specialist Diploma in Gerontology (Optimal Ageing Practice), where 10 of our subject matter experts were appointed as Practicum Supervisors to mentor and guide the students in their internship projects.

This partnership enables us to impart our knowledge and experience to individuals and groups in and out of the sector while we continue to build a stronger community of care for our future generations.

***Sharing Sessions with Foreign Scholars: Collaboration
with Temasek Foundation International***

As part of a collaboration between St Luke's ElderCare and Temasek Foundation International, 29 foreign scholars aged between 19 to 24 years old learned about the different cultures, customs and languages in Singapore through sharing sessions with our elders.

Elders from the Ayer Rajah, Bukit Batok, Bukit Timah, Clementi, Keat Hong and Jurong East centres were also engaged in table games, mass exercise, ice breakers and singalong sessions.

“

**TO CONTINUOUSLY PUSH OURSELVES BEYOND
OUR CURRENT CAPABILITIES, OUR TEAM
IS ALSO INVOLVED IN EVIDENCE-BASED
RESEARCH TO UNLOCK AND MAXIMISE THE
POTENTIAL THAT LIES IN OUR PROGRAMMES AND
SERVICES, AND OUR STAFF.**

”

RESEARCH AND EDUCATION

Our participation in projects and conferences enables us to learn from others and evolve to enhance our services and programmes.

1

A Comparative Study between Elders Receiving Biodex Balance Training and Conventional Balance Exercises

Community Care Conference 2020

The study aims to examine the balance test scores of two groups of clients; one group receiving conventional balance exercises and the other receiving Biodex balance training.

Evaluation of Experience of Day Rehabilitation Clients using Ceiling Hoist in Rehabilitation

Community Care Conference 2020

The study aims to gather feedback and evaluate the experience of clients after using the ceiling hoists as part of their rehabilitation regime.

2

Implementing Exercise for Strength (EFS) Group Exercise Class in Day Rehabilitation Centres for Frail Elders

Community Care Excellence Awards 2020 | Best Team Award

A 12-session exercise programme targeted at frailty, focusing on resistive training to improve strength and functional mobility for elders. It incorporates the use of the Helsinki University Research (HUR) machine as well as balance training.

3

Community Reintegration by St Luke's ElderCare

8th Asia Pacific Eldercare Innovation Awards & 2nd Silver Architecture Awards 2020 | Best Rehabilitation Programme Finalist

This project aims to help elders in our day rehabilitation centres reintegrate into the community after completing their rehabilitation programme. Aside from individual community reintegration programmes (CRP), some centres explored CRP in group format which also created informal support systems and encouraged socialisation.

4

Journey in Improving Quality of Life for Elders with Dementia in Community Care at St Luke's ElderCare Senior Care Centres

34th International Conference of Alzheimer's Disease International

This is a presentation on St Luke's ElderCare's dementia programme and how it is implemented by occupational therapists and staff.

5

A Pilot Collaborative Model of Care for Knee Osteoarthritis in Community Rehab

Central Health Action and Learning Kampung (CHALK) Poster Competition

A holistic programme for knee osteoarthritis in collaboration with Tan Tock Seng Hospital's (TTSH) Orthopaedic and Rehabilitation Department. It includes specific exercises, activities and educational talks pertaining to nutrition, weight management and exercise psychology by TTSH partners.

6



Incorporating Eden Principles in Elder Day Rehabilitation Centres

Eden in Oz and NZ Conference

Rehabilitation cluster leaders shared their learning from Eden training and provided guidance to staff to put in practice key principles such as creating a home-like environment at day rehabilitation centres, encouraging learning circles between elders and staff, and enforcing integrated care for the holistic management of elders.

Increase Space Utilisation in Day Rehabilitation Centre



CaRehab Conference

A pilot study in improving space utilisation in a rehabilitation centre by means of Group Therapy.



Dementia Care Teams @ SLEC

Singapore Health Quality Services Awards | Best Team Category Award

Retrospective Analysis of Active Rehab Cases in Day Rehabilitation Center



CaRehab Conference



Meaningful Engagement to Spark Joy and Spirit in Elders

Eden Conference

In the past, activities conducted in centres were more institutionalised and less meaningful so we improved elders' spirits through activities that are personalised, meaningful and sustainable. As a result, elders showed more joy and excitement. They also showed appreciation to care partners and other elders.

Culture Change from Ground Up



Eden Conference

A ground-up initiative to educate, train and impart to the next-in-charge and various staff in the centres on the GRACE Philosophy of Care. This is important so the care can be organic and everyone in the organisation is aligned in building a culture by adopting Eden Principles in their daily operations.



Creating a Life-filled Human Habitat

Eden Conference

An initiative to encourage conversations and introduce a greater sense of homeliness into our senior care centres by incorporating nature through the choice of colours and decoration.

Culture Change Starts with I Can



Eden Conference

The "I Can" programme enables the transformation of the living environment in the eldercare setting. It is based on the elders' life being the programme and not the programme being their life.



Smiles and Hugs

Eden Conference

We embarked on a journey to bring more smiles and hugs to our elders, an antidote to the three plagues (loneliness, helplessness, boredom), making ageing and emotional isolation more bearable while helping our elders to continue being relevant in the community.

ENHANCING OUR CARE CAPABILITIES

“

As part of our efforts to deliver holistic care, we set up a new department to focus on pastoral support to our elders and staff.

”

Pastoral Care and Church Partnerships Department

Pastoral Care and Church Partnerships was established in November 2019 to focus our efforts on providing pastoral care and support to our elders and staff.

The formation of the department was timely as we were beginning to receive elders who require residential-based care at St Luke's ElderCare Residence @ Ang Mo Kio.

The team continues to forge partnerships while maintaining existing collaborations with the church partners supporting our network of senior care centres islandwide.

Assoc. Prof. Edward Poon Wing Hong

Director of Nursing and Academic Director at St Luke's ElderCare

Assoc. Prof. Poon joined St Luke's ElderCare in 2017. He graduated from the University of Sydney with a Bachelor of Health Science Nursing in 1998, obtained his Master of Science in Palliative Care at King's College London in 2002 and a Doctor of Philosophy from Monash University in 2013. In 2014, he was recipient of the Healthcare Humanity Awards and the President's Award for Nurses in Singapore.

Leveraging on his extensive knowledge in palliative care, he has volunteered to teach the subject in Malaysia, Myanmar, Cambodia, Thailand and Taiwan.

He has also contributed to research and community care outreach programmes locally and abroad while working with the National Nursing Taskforce and the National Palliative Care Taskforce.

In his capacity as Academic Director, he oversees the development and curation of the training curriculum and programmes to ensure relevance and application to our various settings and care needs. He also plays a significant role in building our Philosophy of Care into our course curricula and delivery.

Currently he is working with Ms Ng Lay Ling, Head of St Luke's ElderCare Residence @ Ang Mo Kio, as well as with Sister Susie Goh, Master Trainer with St Luke's ElderCare Learning Hub, the nursing team and our care partners to harness our potential and further enhance our care approaches.





Sister Susie Goh

Master Trainer for Learning Hub at St Luke's ElderCare

Sister Susie Goh obtained her Bachelor of Nursing at Monash University, Gippsland Campus, Australia in 1999 and graduated from the University of Cardiff, UK with a Post Graduate Diploma in Wound Healing and Tissue Repair in 2005.

Sister Susie joined St Luke's Hospital in 1997 and was the Director of Nursing until end 2019. After her retirement from St Luke's Hospital, she continued her service at St Luke's ElderCare as Master Trainer at our Learning Hub.

With her wealth of experience in clinical training and education, especially in Wound Care, she has been working with Assoc. Prof. Poon to develop and implement training programmes and curricula in her areas of knowledge.

Leveraging on her expertise, we will be pushing the boundaries of wound care, beyond our centres and into the community space.

“

SUCCESSSES AND HIGHLIGHTS

WE ARE EXTREMELY PROUD OF OUR TEAM FOR THEIR COMMITMENT AND DEDICATION TO BETTER COMMUNITY CARE AS A WHOLE THROUGHOUT THE YEAR. IT HAS ALSO BEEN AN EXCITING TIME AS WE WERE GEARING UP FOR THE FINAL PHASE OF OUR FIRST RESIDENTIAL FACILITY IN ANG MO KIO.

”



14th Singapore HR Awards 2019



Organised by the Singapore Human Resource Institute, the Singapore HR Awards celebrates leading organisations and professionals for their excellence and innovative human resource practices that have greatly impacted the quality of the organisation and workforce.

On 28 August 2019, our Chief Executive Officer, Assoc. Prof. Kenny Tan, was conferred the leading CEO award in recognition of his exemplary and visionary leadership. Our well-rounded human resource practices also led to our being recognised under the 'Fast Growing' and 'Fair and Inclusive' organisations categories.



Singapore Health Quality Service Awards (SHQSA) 2020



The Singapore Health Quality Service Awards honour healthcare professionals for delivering quality care and excellent service standards. This year, our team clinched a total of

3
Star Awards

10
Gold Awards

79
Silver Awards



Healthcare Humanity Awards 2019



The Courage Fund Healthcare Humanity Awards was introduced in 2003 after the outbreak of Severe Acute Respiratory Syndrome (SARS) in Singapore to acknowledge healthcare workers, family caregivers and volunteers who have shown extraordinary dedication, selflessness, courage and compassion.

We are very proud of our care staff, Mr Francis Lai, who received this prestigious award for constantly going the extra mile in his work and living out his personal philosophy of "ensuring elders leave the centre feeling loved and cared for everyday".



7th Asia Pacific Eldercare Innovation Awards



We were proud to receive recognition in four categories at the 7th Asia Pacific Eldercare Innovation Awards Ceremony on 16 May 2019.

Our team won the award for the Best Dementia Care Programme for engaging and enabling rehabilitation and happiness for persons with dementia. We were also finalists in three categories:

Best Day Centre Operator
Best Active Ageing Programme – Community Innovation of the Year – Social Engagement Programme

Our Chief Executive Officer, Assoc. Prof. Kenny Tan, also won the Global Ageing Trailblazer award in recognition of his outstanding achievement and inspiration to many others in the eldercare sector.

“

OUR WORK AND EFFORT OVER THE PAST
TWO DECADES HAVE ENABLED US
TO BRIDGE THE GAP BETWEEN ACUTE AND
COMMUNITY HOSPITALS, SENIOR CARE
CENTRES AND NURSING HOMES.

”

ST LUKE'S ELDERCARE RESIDENCE @ ANG MO KIO

St Luke's ElderCare Residence @ Ang Mo Kio is our first residential care facility. The **189-bedded residence** spans **6 levels**, accommodating **12 households (wards)**. Our aim is to deliver long-term care in a homely environment that provides assistance to those who need help in most of their activities of daily living and/or have daily nursing care needs.



189-bedded
residential care facility



6 Levels



12 households
(wards)



OUR JOURNEY: ST LUKE'S ELDERCARE RESIDENCE @ ANG MO KIO



NOV 2016

The Ministry of Health invited community care providers to tender for the provision of nursing home and senior care centre services.

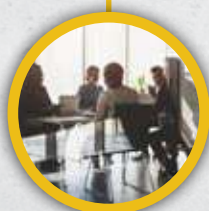


FEB 2017

After numerous rounds of discussions and edits, we compiled the proposal and submitted it.

JUL 2017

Received official notification that the tender had been awarded to St Luke's ElderCare.



The Board and Management gathered regularly to discuss and articulate the vision of our nursing home.

“

Not everybody needs nursing care, but everybody needs care.

”



MAY 2018

Staff went for learning journeys and underwent training to implement our Philosophy of Care.



MAY 2020

Prior to our first day of operations on 4 May 2020, we organised an online dedication service to dedicate our elders, our team and our premises to God.

APR 2020

Extended care and support to Lee Ah Mooi Old Age Home (Silat) and provided care for 11 elders from their Thomson branch at our Residence.



Meetings commenced for construction tenders, procurement matters, operational procedures and so on.



Make a contribution today, impact our elders' lives forever.



Show your care and support via this URL or QR Code: bit.ly/slec-impact

“

OUR CARE APPROACH

AS THE NEEDS OF OUR ELDERS CONTINUE EVOLVING, IT IS IMPORTANT FOR US TO EXPLORE INNOVATIVE APPROACHES TO ENSURE THAT OUR GRACE PHILOSOPHY OF CARE IS INCORPORATED INTO OUR **PEOPLE, PLACE AND PROGRAMME.**

”

People

Our staff are trained and encouraged to be respectful and conscious of the language we adopt across our senior care centres and nursing home.

We also respect our elders' feelings and preferences by looking into the terminologies we use to address them.



Place

Across our senior care centres and our nursing home, our spaces are designed to create an environment that enables and empowers our elders of all ages and abilities. For example, at our nursing home, we designed common areas with segregated spaces to enable and encourage interaction between our elders, staff, volunteers and visitors.

Programme

Our approach in crafting programmes incorporates our elders' inputs, suggestions and feedback as we encourage and empower them through suggestion boxes and social interaction.



WORKING THROUGH COVID-19 IN PHASES 1 AND 2

Whitelisted Centres

We continued to serve elders in the community who did not have adequate family support and required intensive custodial care while our senior care centres were closed.

In line with Ministry of Health directives, our senior care centres were closed between 7 April and 4 May 2020. The exceptions were Hougang Meadow Centre followed by Rivervale Centre which had been whitelisted by the Ministry of Health.

We are grateful for the opportunity to continue caring for our elders in the community during these times.



Continuous Engagement with Our Elders

When the “circuit breaker” phase of the COVID-19 response was announced, our team prepared home-based learning activities and care packages for our elders to ensure they remain engaged at home. In addition to hardcopy activity sheets, our team also focused on building a repository of video content comprising rehabilitation exercises, art and craft sessions, and daily orientation clips.

We are proud that many staff stepped up as Care Ambassadors to keep in touch with elders and caregivers via Zoom, Facebook and YouTube channels, and we are grateful for the appreciation shown by their caregivers as well.



Maintaining Support for Our Staff

Recognising the need to assure and provide a supportive environment for our staff, management sent care packs containing thermometers, masks, sanitisers and words of encouragement. These care packs were provided prior to the start of the circuit breaker period.

During the circuit breaker period, management continued connecting with staff through weekly devotional messages and eCare packages such as online food vouchers.

Stepping Up of Precautionary Measures

Online forms for temperature taking and contact tracing were introduced across our headquarters and senior care centres, and at our residential facility in Ang Mo Kio.

Our staff at St Luke's ElderCare Residence @ Ang Mo Kio also donned personal protective equipment as an added precautionary measure in addition to maintaining high levels of cleanliness throughout.



Empowering Elders, Engaging our Heroes

Prior to social distancing measures and the circuit breaker being put in place, our elders at the centres designed postcards with personalised thank you messages to express our appreciation for our Public Health Preparedness Clinic healthcare heroes.

Our elders' efforts were appreciated by many as doctors responded by taking selfies with their staff before tagging us on Facebook.



CENTRE ADVISORY COMMITTEES

NORTH CLUSTER

Chong Pang Centre

Yishun Christian Church (Lutheran)

Rev. Soh Guan Kheng
Rev. David Ng
Pastor Chong Fu Kiong

Nee Soon East Centre

Yishun Christian Church (Lutheran)

Rev. Soh Guan Kheng
Rev. David Ng
Pastor Chong Fu Kiong

EAST CLUSTER

Changkat Centre

Living Hope Methodist Church

Mr Snehath Dias
Mr Yeo Pee Hock
Ms Veronica Han

Sion Presbyterian Church

Rev. Poh Siong Hoon
Mr Phua Ghia Chian
Mr Goh Shu Siang
Ms Pek Siew Lan
Ms Janice Lim Lay Hong

Marine Parade Centre

Tung Ling Community Services (Church of Singapore)

Mr Foong Daw Ching
Mr Roger Neo Hock Ann

Tampines Centre

Tung Ling Community Services (Church of Singapore)

Mr Foong Daw Ching
Mr Chao Tian Kong
Mr John Koo

Sion Presbyterian Church

Rev. Poh Siong Hoon
Mr Napoleon Koh
Mr Phua Ghia Chian

Sumang Centre

Gospel Light Christian Church

Pastor Jason Lim
Pastor Robert Wong
Rev. Dr Muk Kin Son
Mr Trevor Tan
Mr Clinton Galistan

Rivervale Centre

Gospel Light Christian Church

Pastor Jason Lim
Pastor Robert Wong
Rev. Dr Muk Kin Son
Mr Trevor Tan
Mr Clinton Galistan

WEST CLUSTER

Ayer Rajah Centre

Pasir Panjang Hill Brethren Church

Senior Pastor Tang Kok Fai
Pastor Chan Kwang San

Bukit Batok Centre

Bukit Batok Presbyterian Church

Rev. Dr Chang Chian Hui
Mr Ong Pak Shoon

Providence Presbyterian Church

Rev. Dr Chong Soo Fah
Elder Ong Ah Hian

Clementi Centre

Mount Carmel Bible Presbyterian Church

Dr Lim Siew Eng
Mr Chia Hong Kuan

The Bible Church

Dr Tor Yam Khoo
Pastor Frederick Ang
Mr Samuel Foong

Keat Hong Centre

Bukit Panjang Gospel Chapel

Pastor Kelvin Low
Pastor John Lim
Elder Lee Hok Chew
Mr Chua Mun Kiong

Telok Blangah Centre

Telok Ayer Chinese Methodist Church

Rev. Dr Tan Sin Kian
Rev. Chua Ooi Suah
Mr Ho Ann Chuan
Mr David Tjan Kok Siong
Mr Tan Check Wan, Edmund
Ms Choo Yin Looi, Winnie
Dr Ng Wee Kong
Mr Lim Hong Khiam
Mr David Sim
Mr Lawrence Teo

CENTRAL CLUSTER

Golden Years Centre

Wesley Methodist Church

Mr Sonny Chuah
Mr Foo Chee Min
Mr Alvin Chua

Golden Years Fellowship

Mr Bob Toh
Mrs Betty Chai
Mrs Lucy Foo

Hougang Centre

Church of Singapore

Mr Foong Daw Ching
Ms Ng Sock Kian
Mr Koh Him Leong

Tung Ling Community Services

Mr Roger Neo Hock Ann

Serangoon Centre

Bless Community Services (Yio Chu Kang Chapel)

Mr Gordon Chan
Mr Samuel Lin

Whampoa Centre

Barker Road Methodist Church

Ms Melanie Teo
Ms Sally Chua
Mr Robert Loke

IPC Number

IPC000155

IPC Status

01 February 2020 to 31 January 2023

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
Singapore 349326



6390 9368



www.slec.org.sg



hq@slec.org.sg



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