

STRONGER THROUGH ADVERSITY

ANNUAL REPORT 2020-2021



2020
WAS A REMARKABLE YEAR THAT SAW
COVID-19 IMPACTING LIVES AND BUSINESSES
IN UNPRECEDENTED WAYS.
THIS REPORT CHRONICLES HOW SLEC NAVIGATED
THESE CHALLENGES AND CONTINUES TO
POSITION FOR IMPACT.

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AN UNPRECEDENTED YEAR TESTED BY A GLOBAL PANDEMIC WITH SLEC RISING TO THE OCCASION AS WE AND THE WORLD GRAPPLED WITH THE EVOLVING DISRUPTIONS

It was a year of many 'firsts' for SLEC.

For the first time in the history of SLEC, we temporarily closed all our eldercare centres except one when Singapore went into a circuit breaker in April 2020. The rapid deployment of new technology and the fast-tracking in training for our staff in the use of technology became our "new normal".

The circumstances of the past year have truly tested our purpose for ministry. I observed, with a grateful heart, how God's works were accomplished through the innovative team spirit and tenacity of our supporters and staff. Their resolve and resilience enabled the continuing care for our elders, caregivers and communities.

The pandemic has allowed SLEC to achieve a new level of cohesive teamwork and the formation of a multidisciplinary team to handle exigencies. The team is ever ready to tackle the evolving pandemic situation. The pandemic has enabled SLEC to be united and motivated by a greater determination and purpose – to keep our elders safe, to support their family members and to continue offering meaningful engagement to our elders even when they could not come to the centres. During this challenging year, we have continued to receive affirmations from family members, as well as external accolades for our staff and programmes.

God has allowed us to courageously open St Luke's ElderCare Residence @ Ang Mo Kio (SLR@AMK), our first 189-bed residential care facility, at the start of the pandemic. SLR@AMK immediately became a channel of blessing upon opening. It was mobilised to host residents of another nursing home affected by COVID-19 and serve elders and families in the vicinity. One year after opening, we reached 82% occupancy.

Despite the fact that onsite partnership engagements and fundraising efforts had to move to virtual platforms, new online giving channels were added for donors to donate more conveniently. We are grateful that more volunteers and supporters came forward to help raise funds for SLEC.

SLEC has in-house training staff with extensive experience, credentials and industry knowledge. This has allowed our Learning Hub – SLEC's training arm for the sector and our partners – to experience healthy growth in its training reach. As a result, we were re-appointed by the Agency for Integrated Care (AIC) as one of the Learning Institutes (LIs) for a second term. This will further empower the Learning Hub to develop and deliver training courses for the community care sector.

Our holistic care and outreach for elders, caregivers and staff were also strengthened through the establishment of our Missional Care Committee (MCC) in 2020. The MCC supports the Board of Directors in fulfilling SLEC's missional calling.

CHAIRMAN'S MESSAGE

The end of this financial year also marked the end of my term as the Chairman of the Board of St Luke's ElderCare. I am thankful to the Board, management, staff and volunteers for your faithful service, dedication, commitment, and impactful contributions.

Collectively, God has used you to lead SLEC to excellence in service and effectiveness in our care programmes whilst obeying our missional calling to share the love of Jesus. We have demonstrated to our elders that they do not need to age alone.

As we grow and develop our services to become more impactful, let us always remember that we are but channels of the Lord's blessings. We are stewards of the grace He has placed in our hands. We touch lives through God's Spirit in us.

It has been an honour and privilege serving with all of you. As I thank you for the support you have given me all these years, I also ask that you extend the same and more to our new Chairman, Professor Ho Yew Kee, in the next phase of SLEC's journey.

Sincerely,



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



IN-COMING CHAIRMAN'S MESSAGE

“

THE MUSTARD SEED IS SMALLER THAN ALL THE OTHER SEEDS, BUT WHEN IT IS FULLY GROWN, IT IS LARGER THAN THE GARDEN PLANTS AND BECOMES A TREE, SO THAT THE BIRDS OF THE SKY COME AND NEST IN ITS BRANCHES.

”



MY JOURNEY WITH THE ST LUKE'S FAMILY BEGAN WHEN PROFESSOR LEE SOO ANN ASKED ME TO SERVE ON THE MANAGEMENT COMMITTEE OF WHAMPOA ELDERCARE CENTRE BACK IN 2000.

I THEN WORKED WITH DR EILEEN AW TO SECURE THE FIRST FUNDING FOR THE CENTRE FROM THE CENTRAL SINGAPORE CDC. THEREAFTER, MR FOONG DAW CHING ASKED ME TO LEAD THE AUDIT COMMITTEE (AC) OF ST LUKE'S HOSPITAL AND SUBSEQUENTLY THE AC OF SLEC. THEIR GRACIOUS INVITATIONS AND WELCOME HAVE ALLOWED ME TO SERVE THE ST LUKE'S FAMILY FOR THE LAST 20 YEARS.

It is my great privilege and honour to take over the Chairmanship from Mr Timothy Teo. Those are big shoes to fill and I approach the responsibility with godly fear and trepidation.

I thank God for giving us leaders like Timothy who has served with distinction, selflessness and dedication unto the LORD. Under his chairmanship, he has built SLEC to what it is today with God's help and blessings. I wish God's richest blessings upon Timothy and his family. May he experience the joy of hearing His master uttering the most delightful words: "Well done, good and faithful servant."

The work in SLEC is a constant reminder of the parable of the mustard seed. The mustard seed "is smaller than all the other seeds, but when it is fully grown, it is larger than the garden plants and becomes a tree, so that the birds of the sky come and nest in its branches." (Matt 13:32)

SLEC is the growing plant and with God's sowers of blessings and careful cultivation by His people, our prayer is that this plant will become a tree and a resting place for God's creation and particularly the elders whom God has given us.

Let us work hard to till the soil and be used by the Master in this garden He has placed us for a season of our lives.

Sincerely,

Professor Ho Yew Kee
In-Coming Chairman, Board of Directors
St Luke's ElderCare

2020-2021 WAS A YEAR OF ADVERSITY BROUGHT ABOUT BY A PANDEMIC, THE EFFECTS OF WHICH STILL ECHO AMONG THE COMMUNITIES WE SERVE – OUR ELDERS, CAREGIVERS, PARTNERS AND STAFF. AGAINST THIS BACKDROP OF UNCERTAINTY, BEING HOME-BOUND AND WITH PHYSICAL RESTRICTIONS ON PROVIDING CARE FOR OUR ELDERS, IT WAS ALSO A YEAR OF OPPORTUNITY.

While our methods of reaching out to our communities changed, our commitment and responsibility did not waver. We are thankful that the adversity spurred creativity and helped birth many more ways to digitally provide meaningful engagement and continued care using technology. One such way was through our award-winning Together@SLEC initiative that brought the SLEC family together to continue to engage our elders purposefully, as well as bring some relief and support to their caregivers.

Building on our existing models of care, we continued strengthening our current senior care ministry and nursing home models to grow in our quality of care. Our first residential care facility, which opened in the midst of the Circuit Breaker, is placed to go beyond the basic nursing home care, by providing integrated care as an Integrated Operations Provider. Within this model, SLEC also delivers centre-based, home-based and community-based services in addition to our residential-based services.

Our first Active Ageing Hub (AAH) in Bishan, slated to open in phases from 1 October 2021, will provide active ageing programmes, day care, day rehabilitation and assisted living services for the community. Through proactive outreach, the AAH will take on a partner-led approach to curate programmes that actively reach out and benefit the Bishan community.

Our partnerships continued to bear fruitful engagements via virtual means and gave rise to many meaningful stories and exchanges through partnerships with our communities, churches, educational institutes, government agencies, schools and social enterprises.

Our Learning Hub, an appointed Learning Institute (LI) by the Agency for Integrated Care (AIC), continued to contribute to sector growth to support the ageing population. We have been given an increased number of training places in specialty areas including Palliative Care, Dementia Care and Wound Care. The pandemic has also presented the opportunity for e-learning to be accelerated and will continue to be another channel of our training delivery. As we continue to grow in the coming year, it is also our priority to build the internal capabilities of our workforce to meet the needs of the elderly population.

CEO'S MESSAGE

2020-2021 has been a fruitful year for SLEC. This is possible with the support on many fronts from our various partners and staff who showed great resilience and compassion during challenging times. As we pivot towards a technology-led landscape and innovative models of care, I invite you to continue to join us on this journey and work alongside SLEC to shape the next generation of care.

“WE ARE GRATEFUL FOR THE WORK, GUIDANCE AND DEDICATION OF OUR OUT-GOING CHAIRMAN, MR TIMOTHY TEO, WHO HAS BEEN INTEGRAL TO THE ADVANCEMENTS OF SLEC'S SERVICE DELIVERY. ON THAT NOTE, THE LEADERSHIP TEAM AND I WELCOME OUR INCOMING CHAIRMAN, PROFESSOR HO YEW KEE, AND LOOK FORWARD TO WORKING CLOSELY WITH PROFESSOR HO AND OUR BOARD TO CONTINUE MAKING A DIFFERENCE IN THE LIVES OF OUR ELDERS.”

Sincerely,



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



OUR MISSION

Transforming Community Care

OUR VISION

To be a Christian healthcare provider
enriching lives in the communities

CORE VALUES

C	COMPASSION
H	HOLISTIC EXCELLENCE
R	RESPECT
I	INTEGRITY
S	STEWARDSHIP
T	TEAMWORK

G.R.A.C.E. MODEL OF CARE

G

Graceful Ageing

We provide care that equips our elders to embrace their golden years with an attitude of confidence and enables them to live full and vital lives

R

Respect

We acknowledge each elder's perspectives, values, beliefs and preferences, seeing them as unique individuals and putting them at the centre of our care

A

Autonomy

We encourage elders to be active partners in their care, taking ownership of their lives, making decisions for themselves in areas of care and daily living

C

Choice

We promote active involvement by providing our elders with the opportunities and freedom to explore and choose between options and possibilities

E

Empowerment

We create an enabling environment that encourages our elders to be engaged at their capacity and to remain as independent as possible

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.

Since 2008, he has provided inspirational leadership through his guidance on strategies to implement our vision and mission as a Christian healthcare provider. He has been an instrumental leader in resourcing and supporting SLEC's growth in services and facilities, enabling the organisation to contribute, serve and impact the lives of our elders and their families.

He serves on the Board 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, as well as a trustee and Board Member of The National Library Board from 2008 to 2015.

* Mr Teo retired from the Board on 31 March 2021.

PROFESSOR HO YEW KEE
Deputy Chairman

Professor Ho Yew Kee was first appointed to the Board in August 2017. He assumed the role of Chairman of the Board on 1 April 2021.

He is currently Professor of Accounting and an Associate Provost (SkillsFuture & Staff Development) at the Singapore Institute of Technology. He serves on the Board of Dover Park Hospice, National Kidney Foundation, United Overseas Insurance Ltd, the 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 Advisory Council of the Institute of Certified Management Accountants of Sri Lanka and a Council Member of the Singapore Division of CPA Australia.



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 in September and October 2017, respectively.

She is the Co-Founder of Ginward Ltd, London and GoldNest Private Capital, and is a Senior Portfolio Manager at Pilgrim Partners Asia Pte Ltd and a Fund Manager of the European Life Sciences Growth Fund. Prior to that, she was Managing Director at Credit Agricole Capital Market and Vice President at Citigroup.

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 in PriceWaterhouseCoopers LLP since 2005. He is also a member of the Audit Committee of the National Research Foundation, member of the Practice Monitoring Sub-Committee at Accounting and Corporate Regulatory Authority, and serves as Chairman of the Audit Committee of Church of Singapore.



MR FOONG DAW CHING

Director

Mr Foong Daw Ching was a founding member of St Luke's ElderCare in 1999. He served as Chairman from 2004 to 2006 and returned to the Board in September 2018. He was appointed to the Fundraising Committee in January 2019 and assumed the role of Chairman of the Missional Care Committee in September 2020.

He is a Director of St Luke's Hospital, Chairman of the Board at Starland Holdings Ltd, Lead Independent Director and Chairman of the Audit Committee of Sunter Eco-City Ltd, Travelite Holdings Ltd and Ayondo Ltd, Corporate Adviser of Crestar Education Group, as well as Accredited Mediator of the Consumers' Association of Singapore. He also serves as the President of the Elder Board at Church of Singapore, Tung Ling Student Care Centre, and Tung Ling Community Services. Prior to that, he was Managing Partner of Baker Tilly TFW LLP (formerly known as Baker Tilly TFW LCL), member of the Accounting Advisory Board at National University of Singapore, Director of Jurong Health Services Pte Ltd, and member of the Audit Committee at the Ministry of Health Holdings Pte Ltd.



MS JACQUELINE POH

Director

Ms Jacqueline Poh was first appointed to the Board in July 2013 and assumed the role of Deputy Chairman on 1 April 2021. She assumed the role of Chairman to the Programmes, Services and Care Risk Committee in March 2020.

She is currently the Deputy Secretary in the Prime Minister's Office Strategy Group. Prior to that, she was Chief Executive Officer of the Government Technology Agency of Singapore, Managing Director at Infocomm Development Authority of Singapore, Divisional Director of the Workplace Policy & 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 of Personnel Affairs Department at the Ministry of Defence Singapore. Her wealth of knowledge and experience from the Ministries of Manpower, Finance, and Defence 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 SMU Lee Kong Chian School of Business.



MS LIM AI LING

Director

Ms Lim Ai Ling was first appointed to the Board and Human Resource Committee in May 2017 and assumed the role of Chairperson of the Human Resource Committee on 1 April 2021.

She is the Human Resource Director (South East & South Asia region) at Akzo Nobel Paints (Singapore). Prior to that, she was the 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 & Marketing at OCBC Securities Pte Ltd (subsidiary of OCBC Group).



MRS WEE WAN JOO

Director

Mrs Wee was first 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 Programmes, Services and Care Risk Committee until March 2018 and March 2020 respectively.

She is a Director of St Luke's Hospital. She also serves as the Chairman of SCWO Star Shelter, 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 Zonta Club to support disadvantaged schoolgirls) and is a Founding Member of Wings.



MR ALFRED WONG

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 and was appointed as a Member of the Nomination Committee from 1 April 2021.

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



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 of La Cuisine Delicieuse Pte. Ltd., Managing Director & Vice President at Global Operations, Sciex, Managing Director & Corporate Vice President at AMD Singapore, Managing Director & Vice President (Operations) at Berkley Industries, Managing Director & Vice-President at Compaq Computer Asia, Managing Director at JDS Uniphase, President & CEO at Flairis Tech Corp, and Engineering Director at Fairchild Semiconductor.



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

CORPORATE GOVERNANCE

St Luke's ElderCare Ltd (SLEC) 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 corporate governance regulations, codes and guidelines established in Singapore.

The Nomination Committee examines the nominees to the Board, the structure of the Board for compliance with the Charity Act and the composition of the Board committees. Following the reviews, the Committee will offer advice and make recommendations to the Board.

Its Board of Directors are encouraged to attend training programmes, seminars and workshops organised by professional institutions, to keep apprised of relevant laws, regulations and changes in the healthcare landscape. SLEC will also circulate memoranda and conduct briefings for Directors to stay abreast of changes.

The Board Members serve on the Board as volunteers and do not receive any remuneration or benefits.

Staff remuneration is subject to remuneration guidelines approved by the Board of Directors and sector salary guidelines.

SLEC does not have paid staff who are close members of the family of the Executive Head or Board members who receive more than \$50,000 during the year.

The Nominations Committee reviews the Board and its performance.

At the annual general meeting held yearly, there will be staggered retirement of the Board Directors, and appointment of new Directors who will serve the three-year term unless specified. The tenure limit of each director is 10 years, except for Treasurer/ Chairman of Finance Committee. Adoption of Director Competency Mapping is used to identify the gaps in skillsets and knowledge in the Board of Directors to meet the evolving needs of the organisation.

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 Li Haobin, Dr Yap Chee Meng and Mr Yeo Ek Khuan. All Committee members have recent and relevant accounting or related financial management expertise of 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:

- Reviewing and evaluating the effectiveness and adequacy of internal control systems to ensure the integrity and confidentiality of critical information
- Ensuring the adequacy of disclosure of any public financial reporting
- Reviewing the effectiveness of internal control to mitigate operational, financial, and business risks
- Reviewing the robustness of the corporate governance structure
- Reviewing the internal and external audit plans and reports

Audit is a critical undertaking of the Committee. The Committee reviews recommendations by appointed auditor Moore Stephens LLP pertaining to areas such as asset management, compliance controls, operational procedures, procurement and payments and risk management.

The annual audit carried out by Moore Stephens LLP focuses on key areas of risk, particularly those with high potential for material inaccuracies. These are areas where significant judgement in relation to accounting are made by the management as well as issues from the previous year's audit (where relevant). The audit covers analytical review and review of financial statements, assessment of control protocols, identification and assessment of risks, review of audit findings and procedures adopted, as well as understanding of the business and accounting process.

In the financial year under review, the Committee met three times to review recommendations by Moore Stephens LLP. The audit report for this financial year concluded that there were no exceptions to report.

The Committee will continue to ensure the highest possible level of organisational integrity within SLEC.

Finance, Investment & Procurement Committee

The Finance, Investment & Procurement Committee comprises Ms Ginger Hsiao (Chairman), Mr Wan Kum Tho, Mr Yeong Zee Kin and Mr Lee Chee Yeng. Mr Lee Chee Yeng ceased to be a member with effect from 30 Sep 2020. All the Committee members have recent and relevant finance or investment management expertise or experience. The Committee provides advice to the Board and reviews SLEC's financial performance, annual budget, and expenditure with the aim of:

- Approving investments and other financial matters
- Overseeing annual budget preparation
- Reviewing and approving tenders with management
- 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.

Fundraising Committee

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

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

Beyond generating ideas and providing oversight, the Committee expands SLEC's access and outreach to potential donors, funders, and sponsors by leveraging 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 which were attended by all members.

Human Resource Committee

The Human Resource Committee comprises Professor Ho Yew Kee (Chairman), Ms Lim Ai Ling, Professor Neo Boon Siong and Mr Wong King Yoong. All the 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 SLEC's human resource policies.

The Committee's responsibilities include:

- [Overseeing appointments, development path, compensation, and performance of Senior Management](#)
- [Reviewing succession planning for key management positions](#)
- [Reviewing policies related to the recruitment, training, development, and retention of staff](#)
- [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 SLEC 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 the 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 SLEC.

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.

Missional Care Committee

The Missional Care Committee, which was established in October 2020, comprises Mr Foong Daw Ching (Chairman), Ms Khor Siew Khim, Mr Steven Loh, Pastor Albert Low, Pastor David Yap, and Mrs Mona Chia-Lee. All the Committee members have the relevant expertise or experience to ensure relevance, capability building and fulfilment of SLEC's missional strategy.

Specifically, the Committee is tasked with reviewing and recommending new church partners; reviewing and supporting the pastoral care approach and programming for the holistic care of SLEC clients, caregivers, and care staff; and considering any other matters as may be defined by the Board.

The Committee assists the Board in leading Board and Senior Management Strategic Reviews to ensure relevance of SLEC's missional strategy. This is in relation to national and regional landscape and demographics, connections, capacity and capability building, leading to direction and policy prescription in the engagement of client and caregivers, partners, and staff in the fulfilment of SLEC's missional strategy.

For the financial year under review, the Committee met twice to review and discuss the implementation of the missional care strategy with the management and pastoral care team.

Nomination Committee

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

The Committee's responsibilities include:

- [Leading the process for all nominations pertaining to the appointment of Board committees and persons invited as members of the Board](#)
- [Reviewing the structure, size, and composition of the Board to ensure compliance with the guidelines of the Charity Act and making recommendation on any change needed in these aspects to the Board](#)
- [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 reviewed the current 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 Board committees. Following the reviews, the Committee offered advice and made recommendations to the Board.

Programmes, 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, Ms Carol Liew and Mrs Wee Wan Joo. All the Committee members have recent and relevant expertise and experience in senior activity programmes and operations to provide oversight and guidance on programme and service development that aligns with SLEC's Mission and Vision. Additionally, they identify, manage and mitigate 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 Mission, Vision and objectives of SLEC
- Providing oversight on the operational implementation of programme and service delivery mechanisms
- Providing oversight on programme evaluations and service quality
- Monitoring and assessing outcome of programmes, ensuring clear definition of intended outcome 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 with mitigating measures

Whistle-Blowing Policy

SLEC 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 SLEC's interest in promoting open communication, its whistle-blowing 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 that 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.

Total annual remuneration of our three highest paid employees, who each receives remuneration exceeding \$100,000.

\$300,001 and above [2]

\$200,001 - \$300,000 [1]

ATTENDANCE AT BOARD AND BOARD COMMITTEE MEETINGS

Directors and Board Committee members attend and actively participate in Board and Board Committee meetings. In FY2020, the Board and Board Committees held a total of 32 meetings. SLEC's Constitution provides for Directors and Board Committee members to participate in Board and Board Committee meetings by means of conference telephone, video conferencing or audio-visual equipment.

Board of Directors	Date Appointed	No of Meetings in FY2020	
		Held	Attended
MR TIMOTHY TEO Chairman	19 March 2008	6	6
PROFESSOR HO YEW KEE Deputy Chairman	1 August 2017	6	6
MS GINGER HSIAO Honorary Treasurer	1 February 2017	6	6
MR CHOO ENG BENG Director	1 October 2016	6	6
MR FOONG DAW CHING Director	1 September 2018	6	5
MS LIM AI LING Director	1 May 2017	6	5
MS JACQUELINE POH Director	1 July 2013	6	6
MRS WEE WAN JOO Director	1 July 2013	6	5
MR WONG KING YOONG Director	1 February 2017	6	6
MR ALFRED WONG Director	1 February 2017	6	6
MR YEONG ZEE KIN Director	1 October 2016	6	4

Audit, Risk and Governance Committee	Date Appointed	No of Meetings in FY2020	
		Held	Attended
MR CHOO ENG BENG Chairman	1 Jan 2019	3	3
MR HO KUEN LOON	1 Feb 2017	3	2
MR HO TUCK CHUEN	1 Apr 2018	3	3
DR LI HAOBIN	1 Oct 2020	1	1
DR YAP CHEE MENG	1 Apr 2018	3	2
MR YEO EK KHUAN	1 Feb 2017	3	2

Finance, Investment and Procurement Committee	Date Appointed	No of Meetings in FY2020	
		Held	Attended
MS GINGER HSIAO Chairman	1 Oct 2017	4	4
MR LEE CHEE YENG*	1 Oct 2017	2	1
MR WAN KUM THO	1 Feb 2019	4	4
MR YEONG ZEE KIN	1 Feb 2017	4	4

Note: Mr Lee Chee Yeng ceased to be a member w.e.f. 30 Sep 2020

Fundraising Committee	Date Appointed	No of Meetings in FY2020	
		Held	Attended
MR ALFRED WONG Chairman	13 Nov 2018	3	3
MR CHOO ENG BENG	1 Jan 2019	3	3
MR FOONG DAW CHING	1 Jan 2019	3	3

Human Resource Committee	Date Appointed	No of Meetings in FY2020	
		Held	Attended
PROF HO YEW KEE Chairman	2 Apr 2018	4	4
MS LIM AI LING	1 May 2017	4	4
PROF NEO BOON SIONG	1 Sep 2019	4	4
MR WONG KING YOONG	1 Dec 2018	4	4

Medifund Committee	Date Appointed	No of Meetings in FY2020	
		Held	Attended
MRS WEE WAN JOO Chairman	22 Jan 2018	4	4
MS CHUA EE CHENG	22 Jan 2018	4	4
DR WONG LOONG MUN	22 Jan 2018	4	4

Missional Care Committee	Date Appointed	No of Meetings in FY2020	
		Held	Attended
MR FOONG DAW CHING Chairman	22 Sep 2020	2	2
MRS MONA LEE-CHIA	27 Oct 2020	2	2
MS KHOR SIEW KHIM	12 Oct 2020	2	2
MR STEVEN LOH	12 Oct 2020	2	2
PASTOR ALBERT LOW	12 Oct 2020	2	2
PASTOR DAVID YAP	12 Oct 2020	2	2

Nomination Committee	Date Appointed	No of Meetings in FY2020	
		Held	Attended
MR TIMOTHY TEO Chairman	21 May 2016	4	4
PROF HO YEW KEE	21 April 2020	4	4
MRS WEE WAN JOO	21 May 2016	4	3
MS JACQUELINE POH	21 May 2016	4	4

Programmes, Services and Care Risk Committee	Date Appointed	No of Meetings in FY2020	
		Held	Attended
MS JACQUELINE POH Chairman	20 Mar 2020	4	4
DR CHAN KIN MING	24 Apr 2020	4	2
ADJUNCT ASSISTANT PROFESSOR KELVIN KOH	23 Apr 2019	4	3
MS CAROL LIEW	23 Apr 2019	4	4
MRS WEE WAN JOO	13 Nov 2018	4	2

LEADERSHIP TEAM

**MS
NG LAY LING**

Director,
Residential-Based
Services

**ASSOC. PROF
EDWARD POON**

Senior Director,
Nursing Services
and Academic
Director

**MR
GREGORY LEE**

Director,
Communications
and Partnerships

**MR
SIMON WEE**

Director,
Finance

**MS
SAW SEOK CHIN**

Director, Human
Resources

**MR
ALAN WONG**

Senior Director,
Information Technology,
Digital Transformation
and Operations

**ASSOC. PROF
KENNY TAN**

Chief Executive
Officer

**DR
LESTER LEONG**

Senior Director,
Clinical Services

**MS
AGNES HEW**

Director,
Corporate Strategy
and Performance
(Emerging & Home-
Based Services)

ORGANISATION CHART



“

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

”

HEADS OF CENTRES



MR ALVIN TEO

Centre Manager,
Sumang Centre



MS ARLENE JIANG

Assistant Centre Manager,
Keat Hong Centre



MR BERNARD WAN

Assistant Centre Manager,
Bishan Active Ageing Hub



MR JEREMY NEO

Centre Manager,
Rivervale Centre



MS KAREN CHEONG

Centre Manager,
Golden Years Centre



MR KEVIN CHIAM

Centre Manager,
Ang Mo Kio
Polyclinic Centre



MR EDWIN LIM

Centre Manager,
Jurong East Centre
(until May 2021)



MR EUGENE TONG

Centre Manager,
Tampines Centre



MR GABRIEL CHUA

Centre Manager,
Telok Blangah 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 JEFFREY HA

Centre Manager,
Marine Parade Centre



MS JENNIFER GOH

Senior Manager,
Centre-Based Services



MS JENNY ANG

Centre Manager,
Ang Mo Kio Centre



MR NELSON KWAN

Assistant Centre Manager,
Nee Soon East Centre



MR ONG KAH THYE

Assistant Centre Manager,
Ayer Rajah Centre



MR SAMUEL CHAN

Senior Manager,
Admissions &
Transport Office



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
(until Apr 2021)



MR WU JUN JIE

Centre Manager,
Kebun Baru Centre

Not in photos:

Ms Lee Siew Cheng,
Assistant Centre Manager,
Whampoa Centre
(until 31 May 2020)

“

**AS A COMMUNITY, WE MUST REMAIN
RESILIENT AND CONSTANTLY GO BEYOND
OUR COMFORT ZONES AND ABILITIES.
WE MUST ALSO BE READY TO ADAPT TO
CHANGES AND BE ABLE TO LEVERAGE AND
MAXIMISE THE POTENTIAL OF PARTNERSHIPS.**

”

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

* denotes coming soon





St Luke's Hospital: 2020 in Brief

Our sister organisation, St Luke's Hospital (SLH), is the first hospital in Singapore dedicated to the elderly sick. It cares for 2,000 inpatients and 3,000 outpatients each year through its inpatient, outpatient and home care services.

In Financial Year 2020, at the onset of the pandemic, SLH swiftly implemented safety measures and was the first community hospital to implement workplace zoning and transitional wards. This reduced the risk of cross infection, while ensuring that patients could participate in their rehabilitation and receive the care they needed.

Virtual therapy such as speech therapy was offered to its patients during the COVID-19 period so that patients could stay home and stay safe, while having access to treatment. Tele-health screening was also done for elderly residents in Bukit Batok, which was made possible through committed partners and the use of technology.

Besides physical health, SLH also looked out for the emotional health of its patients. It made arrangements for patients to connect with their loved ones through video calls using tablets. It also started "Good Morning, St Luke's", a 'radio show' broadcast over the hospital's public announcement system

which featured hospital staff and other guests such as MPs and celebrities, cheering patients on and letting them know they were not alone. Visit: bit.ly/gdmorningslh

Since June 2020, SLH has been providing wound consultancy services to its nursing home partners where staff would go onsite to train the nurses in wound care. This enables more patients in the community to receive good wound care. Though FY2020 was challenging, SLH saw its staff go beyond the call of duty in many ways. Some staff received awards for their dedication and selfless service.

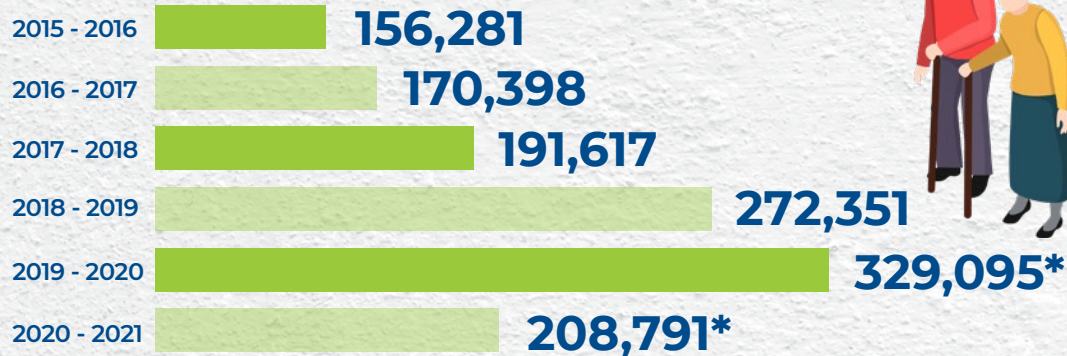
Fundraising activities continued and SLH held its first virtual charity concert on 6 November 2020. SLH is deeply grateful to its donors and supporters for giving to its patients amidst a tough year.

Building upon each organisation's strengths, the partnership between St Luke's Hospital and St Luke's ElderCare remains strong for greater collaboration and benefits to the community care sector.

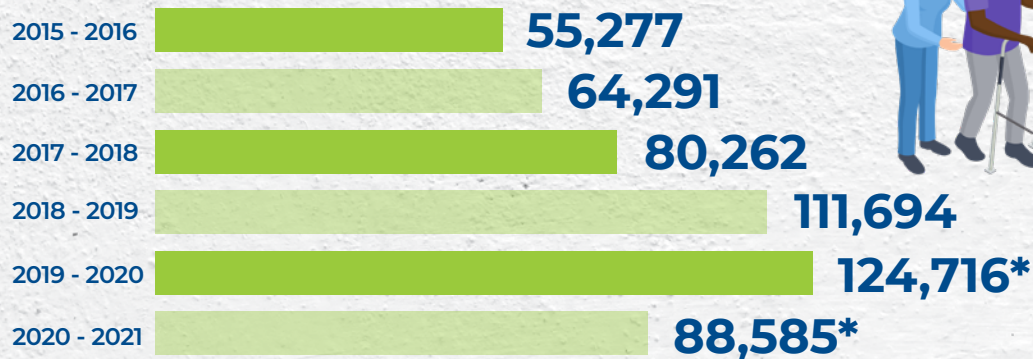
To read SLH Annual Report 2020/21, visit: bit.ly/slh_ar

OUR YEAR IN NUMBERS

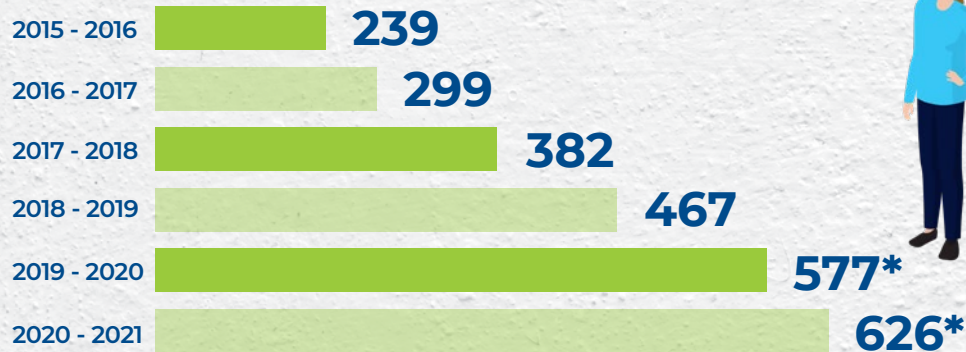
Client Days



Rehab Sessions



Staff Strength



*2019 to 2021 figures also reflect the resulting impact of COVID-19, Circuit Breaker, and safe management measures.

**YOUNGEST
STAFF**
20
Years
Old

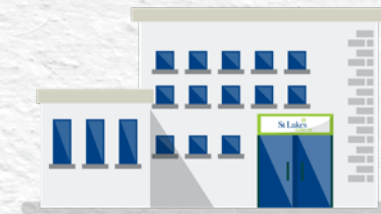


**OLDEST
STAFF**
75
Years
Old



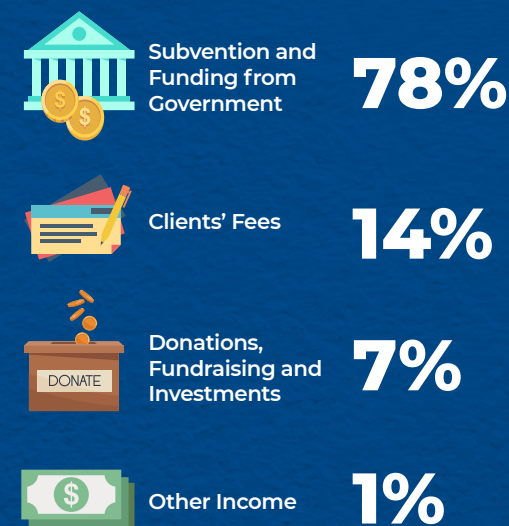
**AVERAGE AGE
OF STAFF**
47
Years Old

OFFICIAL OPENING OF 1 RESIDENTIAL CARE FACILITY AND 1 SENIOR CARE CENTRE



INCOME AND EXPENSES BREAKDOWN

Income from 2020 to 2021



Expenses from 2020 to 2021



OVERVIEW: SLEC'S RESPONSE TO THE PANDEMIC

**JAN
2020**

- First confirmed COVID-19 case reported in Singapore.
- SLEC sent notices to inform public and partners about precautionary measures taken to protect staff and elders. These included travel and temperature screening.

**MAR
2020**

- Care packs by SLEC were distributed to all staff.



**MAY
2020**

- Virtual engagement of elders, caregivers and partners delivered by SLEC's multi-disciplinary team.



**JUL
2020**

- Phase 2 Safe Re-opening of St Luke's ElderCare Residence @ Ang Mo Kio.



**JAN
2021**

- Phase 3 Safe Re-opening of St Luke's ElderCare Residence @ Ang Mo Kio.



**FEB
2020**

- The Disease Outbreak Response System Condition (DORSCON) level raised from Yellow to Orange.
- Day care and day rehab services at Ang Mo Kio Polyclinic Centre were temporarily relocated.

**APR
2020**

- 3 April – Circuit Breaker announced from 7 April to end 4 May 2020.
- 6 April – SLEC announced temporary closure from 7 April to 4 May 2020, with all activities suspended at day care, day rehab and community health centre.
- 7 April – All Senior Care Centres were temporarily closed from 7 April to 1 June 2020.

**JUN
2020**

- Phase 2 Safe Re-opening of Senior Care Centres; elders returned to centres.

**OCT
2020**

- Preparation for service resumption at Ang Mo Kio Polyclinic Centre.

WEATHERING THE CHALLENGES

On 7 April, our elders and staff bid farewell during the temporary closure of our centres, following the government's Circuit Breaker measures. At SLEC, this meant a sudden and an abrupt disconnect for all our elders from our 23 centres.

It was the first time most of our elders and staff would be away from the centres for a month. Although many felt sad from parting, they understood that these measures were necessary to keep everyone safe.

Our centres might have been closed but our 'service to elders' continued, as elders brought home home-based learning materials that were lovingly prepared by our staff.

The exception to this was the opening of two whitelisted centres – Hougang Meadow and Rivervale Centres which were operational from 7 April 2020 and 4 June 2020 respectively, to serve elders identified with high care needs.

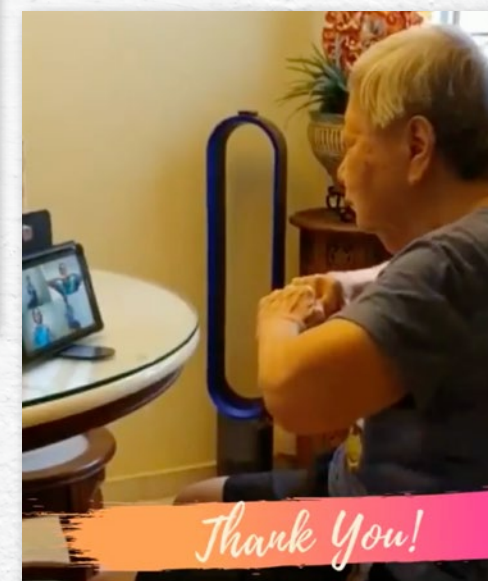
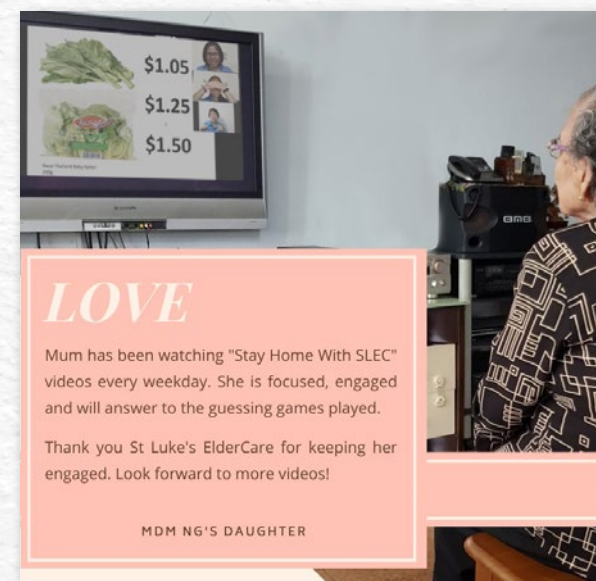
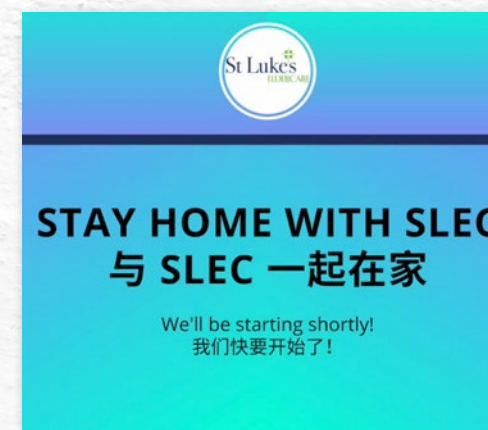
Beyond providing support to our elders, we also communicated and provided support to our staff to meet their needs during the closure of the centres, where regular engagement and online training sessions were arranged.

PRESERVING MEANINGFUL CONNECTIONS THROUGH TECHNOLOGY

Together@SLEC

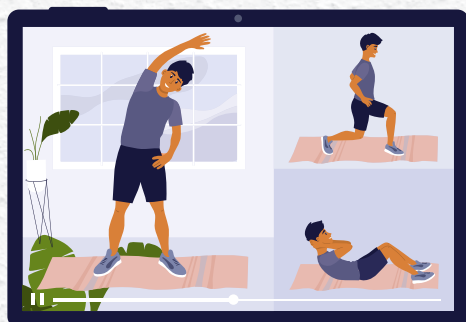
Appointed Care Ambassadors from a multi-disciplinary team of care staff, counsellors and therapists formed the Together@SLEC team, conducting virtual engagement sessions for our elders through 1-hour activity programmes titled "Stay Home with SLEC" on Facebook Live and YouTube channels.

Four caregiver forums, with more than 100 caregivers participating, were organised via Zoom. Caregivers surfaced concerns they had to a multi-disciplinary team comprising our centre managers, nurses, therapists, counsellors, and chaplains who responded with advice and encouragement.



Tele-rehab

On the rehab front, 30-minute daily maintenance exercises were conducted via Zoom during the Circuit Breaker. Tele- and video check-in sessions, where needed, were conducted with elders to ascertain if an elder required onsite home therapy sessions due to functional deterioration.



70% OF ELDERS RATED OUR VIRTUAL ENGAGEMENT

GOOD TO EXCELLENT



30% OF ELDERS N.A. / NO COMMENTS

*Based on a 2020 survey conducted with 315 elders who attend our services

Virtual Engagement Feedback:

“

Staff are attentive and take initiative. During the Circuit Breaker, the programme given to us was wonderful. We were all engaged. I feel very touched by the services here. They are a wonderful team.

- Elder who attends our day care services

“

My grandpa wishes to stay active so that he can continue doing things that he enjoys. Till now, he does simple laundry on his own. The programme enabled him to stay active and exercise daily during Circuit Breaker.

- Family member of an elder

”

OUR PARTNERSHIPS AND ENGAGEMENTS

The accelerated shift in prioritising innovation to deliver continued growth and care services became vital, and the opportunity for significant growth was in the area of partnerships. Through the diversity in our collaborations; we grew, learned and fostered new ideas to help shape our future engagements with our elders, caregivers, partners, volunteers and staff.

39
COMMUNITY PARTNERSHIPS



39
EDUCATIONAL INSTITUTIONS



18
GOVERNMENT AGENCY PARTNERSHIPS



32
MINISTRY COLLABORATIONS



2
SOCIAL ENTERPRISE COLLABORATIONS



9
SLEC INITIATIVES



1604
VOLUNTEERS



3196
VOLUNTARY HOURS



153
HOURS OF VOLUNTEER TRAINING CONDUCTED



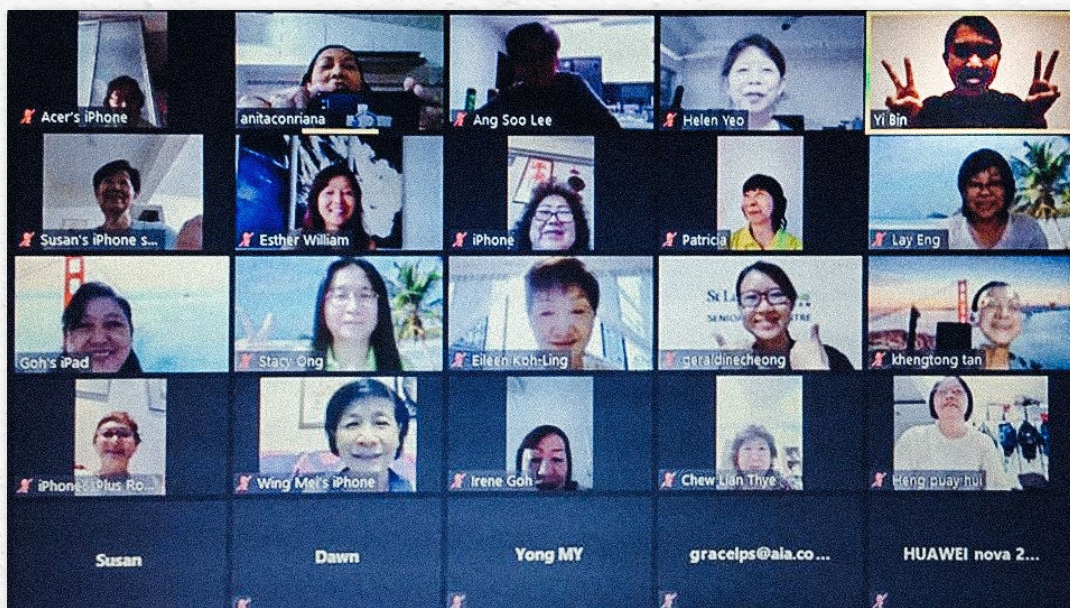


Volunteer Chats

In May 2020, we initiated our first virtual introductory session for new volunteers. Named "Virtual Kopi Talk with SLEC", the sessions were one of the ways we dialogued with those interested in volunteering and connecting them with like-minded peers for volunteerism efforts.

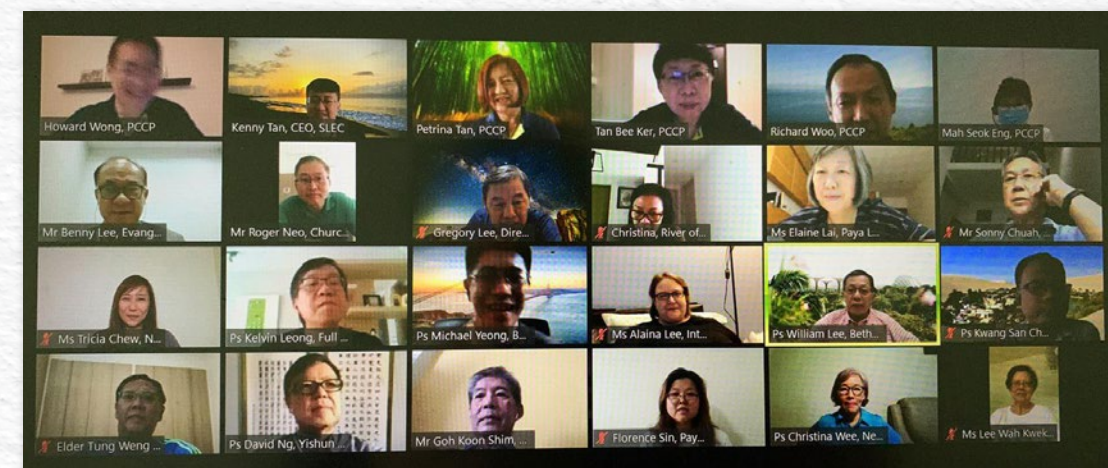
Health Talks

On 1 June 2020, we held our first health talk live stream session, to support and connect with more than 40 volunteers and partners on Zoom. Hosted by our in-house dietician, attendees learnt how to boost immune system through healthier food alternatives and useful groceries shopping tips. Subsequent virtual talks touched on topics such as Osteoporosis-Bone Health and Diet and Diet Management for High Blood Pressure.



2nd Pastor and Church Leader Forum

Organised in June 2020, the forum was attended by 18 representatives from 12 SLEC church partners. The forum served to inform and update existing and new church partners about developments and ministry to elders and staff at SLEC, sharing of best practices by one another, such as the effectiveness of online engagement via Zoom, and to explore new areas of partnerships.



Virtual Partners' Appreciation Event

Our first virtual appreciation for partners took place in January 2021. Titled "Igniting Hope", the event served to thank volunteers, donors and partners who have supported SLEC over the years. Through the event, of which 140 participants attended, we shared the impact of our work and presented further opportunities to reach out and enrich the lives of our elders.



Community of Care

Our community partners play a significant and strategic role in bringing sustainable benefits to our elders.

Community partnerships such as those with the **Health Promotion Board (HPB)** and **SG Cares** benefitted our elders through weekly exercise activities such as chair Zumba, stretch band exercises, low resistance aerobics, and terrarium-building and ukulele workshops respectively.

SLEC's partnership with **Tan Tock Seng Hospital (TTSH)** for the **CONNACT** (Collaborative model of care between Orthopaedics and allied health professionals' trial) programme also improved the quality of life of elders suffering from osteoarthritis (OA) of the knees. The programme involved regular therapy sessions at our day rehabilitation centre run by our therapists, after acquiring new knowledge in OA knees management with the training support provided by the TTSH team.



Adjunct Appointments with Tertiary Institutes

With the goal to build, cultivate and attract communities in understanding and joining the sector, key executive staff members such as our Chief Executive Officer, A/Prof Kenny Tan and Senior Director of Nursing Services and Academic Director, A/Prof Edward Poon continued to take up joint appointments with the Singapore Institute of Technology (SIT). Some of the responsibilities of the appointment include curriculum development, teaching, mentoring of students and supervising of final year projects.

Supporting and Equipping Staff

In view of the safe distancing measures, SLEC's Townhall also took on the virtual platform to update staff on the COVID-19 situation and the organisation's response, and understand the sentiments of staff and how they coped with working from home. In addition, our Pastoral Care and Church Partnerships department held daily chapel sessions and circulated materials to encourage and support staff mental health. New staff were also equipped through the New Hires' Orientation Programme (NHOP), a synchronous online training for those who joined us during the pandemic.

NHOP became even more important in the current climate, to ensure that we continued to engage and equip our new staff with the relevant competencies to perform their job duties and adapt to our organisation.

Equipping the Future Generations

As part of a 3-year collaboration, SLEC together with Temasek Polytechnic (TP), offered the Specialist Diploma in Gerontology (Optimal Ageing Practice). 10 SLEC staff with subject matter knowledge, qualifications and industry experience were appointed as TP's Adjunct Lecturers. They also served as Practicum Supervisors to mentor the 143 students from the specialist diploma in the past year.

Staff Training & Education

571
STAFF
TRAINED



13 STAFF WITH
ADJUNCT
APPOINTMENTS
WITH TERTIARY
INSTITUTES

17 STAFF
UNDERWENT
FORMAL HIGHER
EDUCATION



193 EXTERNAL INDIVIDUAL
AND ORGANISATIONS
TRAINED



RE-DEFINING CARE FOR IMPACT

SLEC recognises the opportunity we have in creating new value for care recipients, in alignment with the current healthcare climate and our vision to transform community care.

We leverage our positioning to build models of care inspired by customisation and bring innovation to our active ageing concepts.

SLR@AMK: OUR FIRST RESIDENTIAL CARE FACILITY

On 4 May 2020, SLEC officially opened our first residential care facility, St Luke's ElderCare Residence @ Ang Mo Kio (SLR@AMK). The 189-bedded residence which spans 6 levels with 12 households, includes a day care centre and day rehabilitation centre.

SLR@AMK goes beyond basic nursing home care, by providing integrated care as an IOP (Integrated Operations Provider), delivering centre-based services, home-based services, community-based services and residential-based services.



Meet Extraordinary Needs

SLR@AMK opened during the COVID-19 pandemic in May 2020. Within the early days of operation, we were called to support another nursing home, by accommodating their residents and caring for them when residents had to live apart and space was needed for safe distancing.



144

ADMISSIONS TO
ST LUKE'S
ELDERCARE
RESIDENCE
@ ANG MO KIO



82%

OCCUPANCY RATE



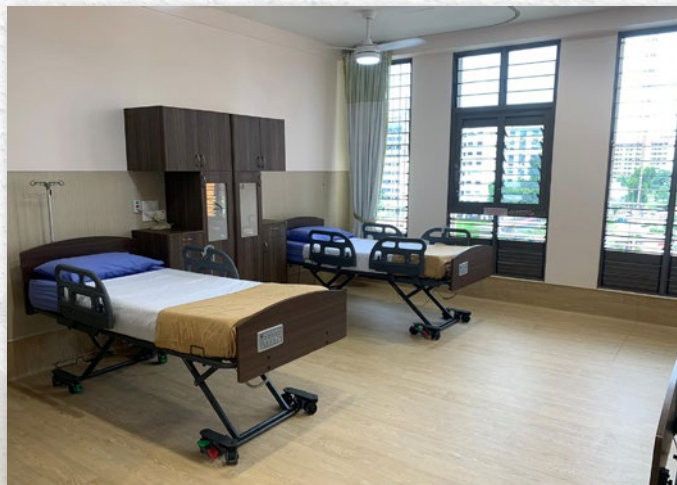
Strengthening Our Measures

Internally, we also looked to strengthen our measures for better infection prevention and control at the beginning of the pandemic. Infection control and PPE and hand hygiene practices were strictly put in place, and staff complied with PPE and hand hygiene practices. A pandemic drill exercise was also conducted, to familiarise staff with the procedures, in the event of an emergency.

SLR@AMK: CARE APPROACH

Aptly termed as a 'residence' instead of 'nursing home', we strive for our residents to have a 'home away from home' experience. They are empowered to make choices according to their interests and lifestyle. We aim to provide holistic and clinical care for our residents to age gracefully through our services, programmes and activities.

- Naming conventions such as 'household' instead of 'wards', 'care partner' instead of 'staff'.
- Provision of kitchen appliances at every household that will enable residents to make their own tea breaks and snacks.
- Bedrooms are furnished with spacious wardrobes, pressure-relief mattresses, and wooden-framed nursing beds for personalised and comfortable space.



OUR FIRST ACTIVE AGEING HUB

Our Active Ageing Hub (AAH) at Bishan, slated to open in phases from 1 Oct 2021, will be our latest facility offering a wide range of active ageing programmes, day care, day rehabilitation and assisted living services for the elders in our community.

Through ageing-friendly activities such as customised fitness programmes, workshops on technology inclusion, nutrition, art, and other activities, we hope to educate, empower, and engage our community-dwelling elders.

The AAH will also take on a partner-led approach where we rely on the expertise of our community partners, including volunteers, healthcare providers and other organisations, to join us in curating programmes to benefit the Bishan community.



THRIVING BEYOND THE PANDEMIC

In times of crisis, communities instinctively gather together to share experiences, show solidarity and help one another. In the midst of the pandemic and a rapidly changing healthcare landscape, SLEC sees the need to redefine, reconnect and transform the way we gather support and recognition for our cause.

NEW NORMS, NEW WAYS TO GIVE



\$3,627,614
RAISED IN FY2020

Food with Love

RAISED **\$50,939**

During Phase 2, we partnered 20 Food and Beverage (F&B) establishments and organised the #FoodWithLove fundraising project. This campaign not only supported SLEC financially, but also the F&B partner establishments that were suffering from a loss of business during the Circuit Breaker. By making a \$100 donation, donors received \$100 F&B vouchers in return to spend at the 20 F&B establishments.



Give, With Love RAISED \$19,570

Started in August 2020, the campaign reached out to preschools to raise funds. Parents were roped in to help raise funds online, while the children created artworks and made care packs for our elders. A few preschools also prepared performances to engage our elders. We also took the opportunity for our elders to teach the children simple phrases in dialects.



I'm fundraising for St Luke's ElderCare Ltd

by Acekidz @ Community for St Luke's ElderCare Ltd

\$4,225
raised from 31 donors

100% of \$4,000 Expired

Donate Today

TDR will be issued for donations of \$10 and above.

[DONATE TODAY](#)

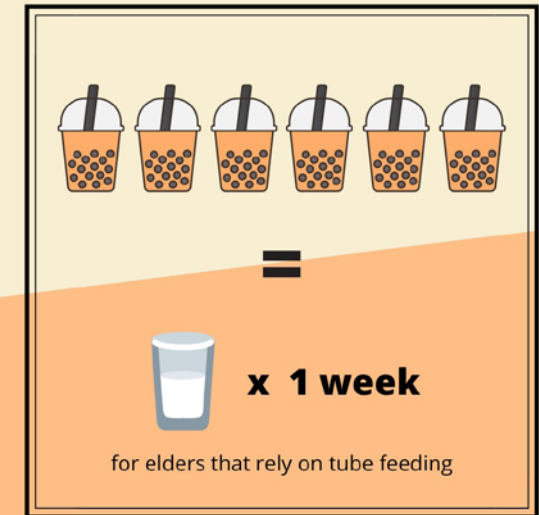
Heart Over Mind RAISED \$4,400

With the heart for our elders, a group of tertiary students created an activity box filled with five different mini projects to keep the elders physically and cognitively active during the pandemic. They created an activity box for the elders at Hougang Meadow Centre, each filled with five different activities. Through virtual conferencing, the students and elders participated in activities together. Part of the project was to guide our elders to make keychains, which were subsequently sold at various events and online platforms to raise funds.

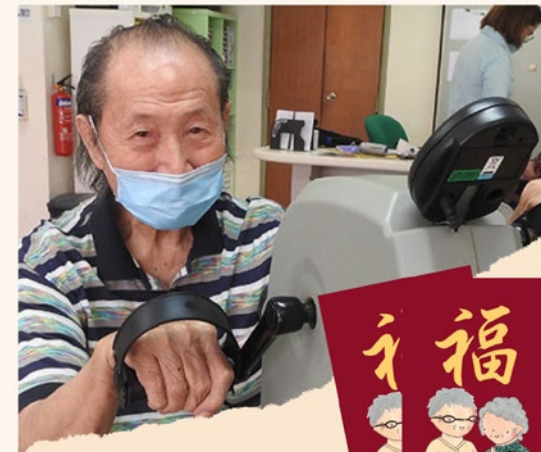


Donate Your BBT Fund RAISED \$12,625

The "Donate Your BBT Fund" was set up on 22 April 2020 riding on the news of the closure of bubble tea stores. The campaign, which was widely shared on our social media, ran for two months.



St Luke's
ELDERCARE



Support an elder today!
Make a hongbao donation @
slec.org.sg/slhb

Hongbao Project 2021 RAISED \$164,243

We partnered with 76 schools and churches for the St Luke's Hongbao Project 2021. While schools received the physical red packets for each student to donate, the churches were encouraged to give online through QR Codes in their church bulletins.

AWARD-WINNING INITIATIVES



Stories and Rhymes of My Youth



Finalist, Best Active Ageing Programme, 8th Eldercare Innovation Awards 2020

This initiative enabled our elders to tell the history and retrospective of their lives. Through these sharings, new connections with caregivers were forged and precious memories were preserved.

Community Re-Integration



Finalist, Best Rehabilitation Programme, 8th Eldercare Innovation Awards 2020

This initiative engages elders from our day rehabilitation service and serves as a bridge between rehabilitation sessions and real-life settings. Through exposure of elders to outdoor scenarios, our therapists gained better understanding of needs in order to deliver person-centric rehabilitation. The goal was to optimise successful integration of our elders back into the community.

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



Clinical Quality Improvement, AIC Community Care Excellence Awards 2020

Designed to help frail elders regain strength and minimise risk of falls, this initiative utilises pneumatic machines for safe strength-training, balance activities and pre-training and post-training. Improved strength, endurance, agility, balance, and safety in walking were some key outcomes.

Creating a Homely and Cosy Dementia Day Care Centre



Client Experience Improvement, AIC Community Care Excellence Awards 2020

This initiative sought to create a conducive environment for elders with dementia, by improving the centre's physical environment and creating small clusters for activity engagement. For example, having an outdoor patio for elders to connect with the outdoors, have a safe wandering space and interaction with children and neighbours at the playground.

Together@SLEC



SingHealth Quality Service Awards 2021

This large-scale project brought together staff from all centres, disciplines, and departments. Of these, 165 staff were trained and designated as Care Ambassadors to purposefully engage elders and continue to deliver care even while our centres were temporarily closed.



INDIVIDUAL STAFF AWARDS

47

*Individual Hero Award
recipients of the Singapore
Health Quality Service Awards
- SingHealth 2020*

18

*Individual Silver Award
recipients of the Community
Care Excellence Awards 2020*

2

*Staff recipients of the
Healthcare Humanity
Awards 2020*

1

*Staff recipient of the
Nurses' Merit Award 2020*

7

*Staff recipients of the AIC
Community Care Manpower
Development Awards 2020*

ORGANISATIONAL ACCREDITATION



2 February 2021:

***SLEC received the BizSafe Level 4
Certification from the Workplace Safety
and Health Council***

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 Chia 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 Chia Chian

Sumang Centre

Gospel Light Christian Church

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

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

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

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

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Singapore 349326**

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

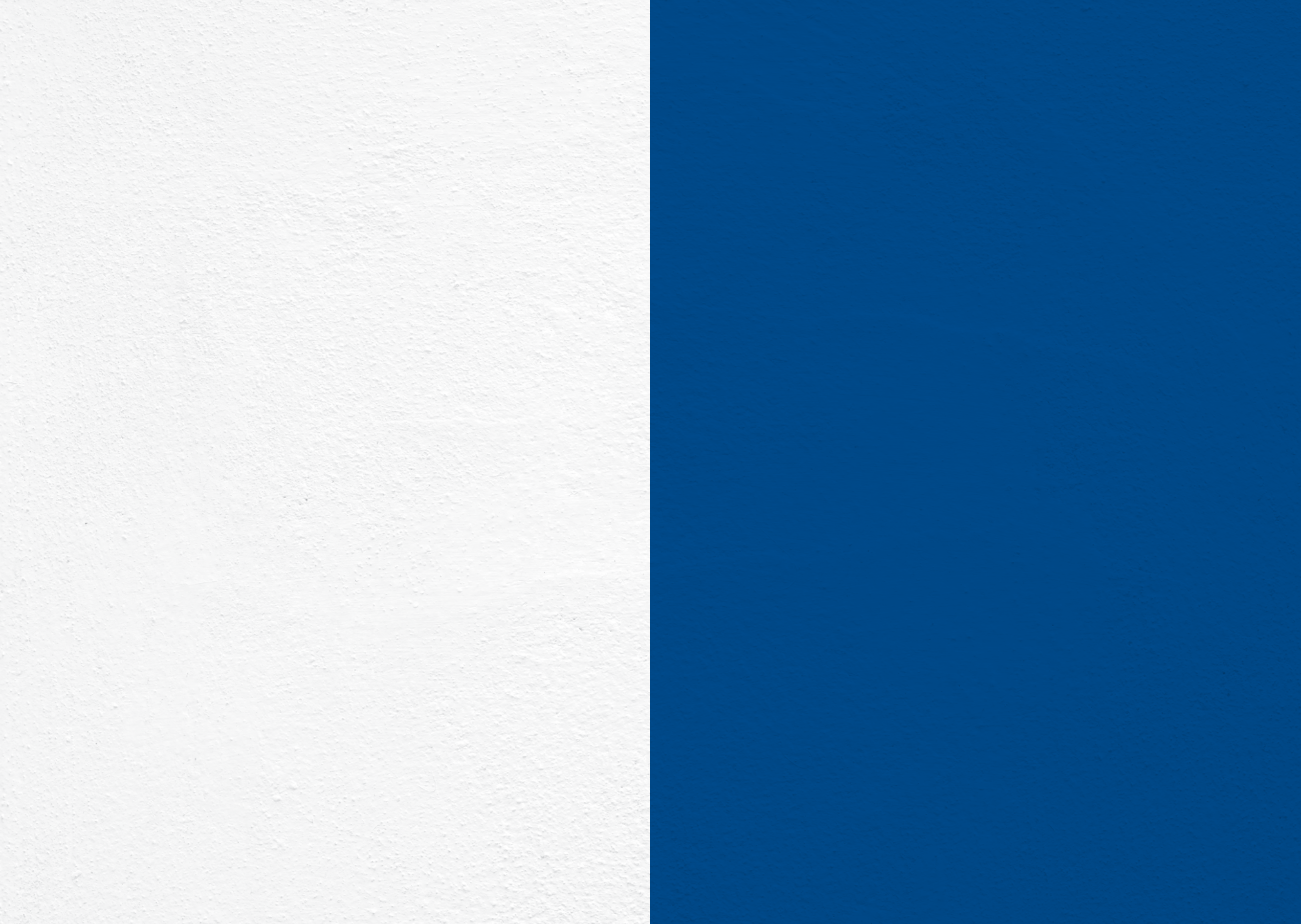
Registered Address

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
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