

RIDING THE WINDS OF
Change

RIDING THE WINDS OF CHANGE

ST LUKE'S ELDERCARE

ANNUAL REPORT 2021/22

ST LUKE'S ELDERCARE

461 Clementi Road, #04-11,
Block A, SIM Headquarters,
Singapore 599491



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SLEC Annual Report 2021/22 or
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C O N T E N T S

**GEARING UP
FOR CHANGE**

**RIDING THE
WINDS OF CHANGE**

**ON THE
HORIZON**



Scan the QR code to watch the video of Mdm Catherine Koon and Mdm Loh Wan Hoy from St Luke's ElderCare Residence@ Ang Mo Kio on a ride to remember, made possible by Cycling Without Age.





Chairman's Message

Throughout the pandemic, we were able to reach out and impact 1,548 elders at our day care centres, 2,409 elders at our day rehabilitation centres, 549 elders via our home-based services, and 199 elders at our residential care facility.

For example, at our latest service node, Active Ageing Hub at Bishan (AAH@Bishan), we continued to offer a range of exciting programmes and activities to engage our elders with different profile and interests.

Our staff at the residential care facility arranged Zoom sessions for elders and their families to stay connected. Despite the restrictions and the ever-changing safe management measures, our staff accommodated to the requests of family members and elders. They appreciated our staff for taking good care of our elders.

Many of the staff were down with COVID-19, resulting in a shortage of manpower. It was heart-warming to see centres helping one another with the deployment of staff to other centres when necessary. Staff continued to engage the elders through their planned activities and virtual engagement with volunteers.

Let us always remember that we are the instruments of God's grace to empower and enrich the lives of our elders. In the next few years, we will be focusing on areas of excellence, especially in the areas of dementia and spirituality, wound care, palliative care and rehabilitation care, where the welfare of our elders is our priority. For the year ahead, we are preparing new centres to take care of the needs and welfare of elders residing in the northeast.

As we weather the storms of life post-COVID, we continue to draw on our mission to demonstrate the love of Christ in caring for our elders holistically in the physical, socio-emotional, spiritual and cognitive aspects. The story of Jesus calming the storms shows us that God is with us even when we do not realise it. Jesus is in control. We need not fear life's tempests for He is with us. Let us continue the faith journey of the mustard seed, as we continue growing to touch lives while empowered by God's spirit that lives in us.

CEO's Message

Gaining new insights on how we could contribute to building a caring ecosystem, we showed our commitment to provide quality care for our elders. During this time, we responded swiftly to manage external sector dynamics, adopted a focus on population health and catered for an increased need for preventive care for our elders.

Building on our island-wide network of centre-based, home-based, residential-based and community-based care, we worked closely with our partners and volunteers to re-organise our cluster network so as to be in alignment with the national shift towards a population health approach.

Our AAH@Bishan completed its first year of operations, where it served as a key point of contact to provide the "ABC" suite of services as part of our new eldercare model. Elders in the Bishan community were able to tap on Active Ageing, Befriending and Buddying and Care and support services, and build friendships with members of the community. This approach at AAH@Bishan saw us pre-emptively identifying elders' needs, offering support based on those needs and referring elders to matching services in a timely fashion.

Due to the pandemic restrictions, it was challenging to visit and engage the elders living in the community. We were able to offer a range of programmes and activities to engage elders of different interests and ages. For our active agers, we provided a platform to showcase their abilities to day care elders at Bishan.

As one of the early adopters for the Community Care Sector Job Re-design Project, SLEC will be re-designing support care roles to create new, higher value "Para-Care" roles and job scopes through multi-skilling and cross deployment across different care settings. This will lengthen and broaden career pathways and provide support care roles with wider progression opportunities.

2021-2022 has been an impactful year for SLEC. We are grateful for our staff's dedication in making a difference in the lives of our elders in need. Despite a challenging year, we were able to raise funds and exceed our fundraising target with the support from our various partners. SLEC has remained committed to transforming community care, and enriching lives as a Christian healthcare provider, with our missional calling of demonstrating the love of Christ as our basis. At SLEC, we have a strong foundation that readies us to meet challenges to ride the future winds of change.

Mission, Vision, Core Values

Organisation Chart

GRACE Model Of Care

RESPECT

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

CHOICE

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

GRACEFUL LIVING

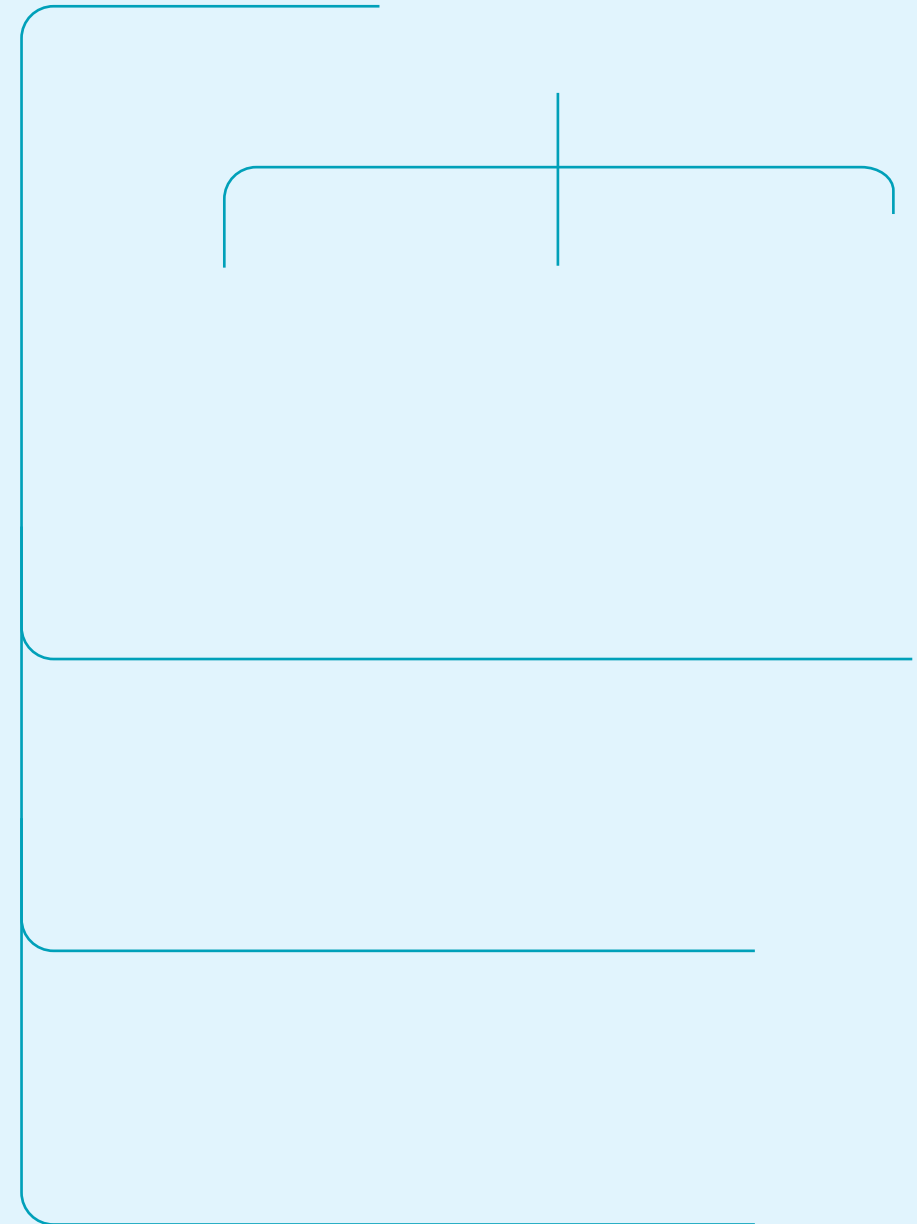
We provide care that equips our elders to embrace their golden years with an attitude of confidence and to enable them to live full and vital lives

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

EMPOWERMENT

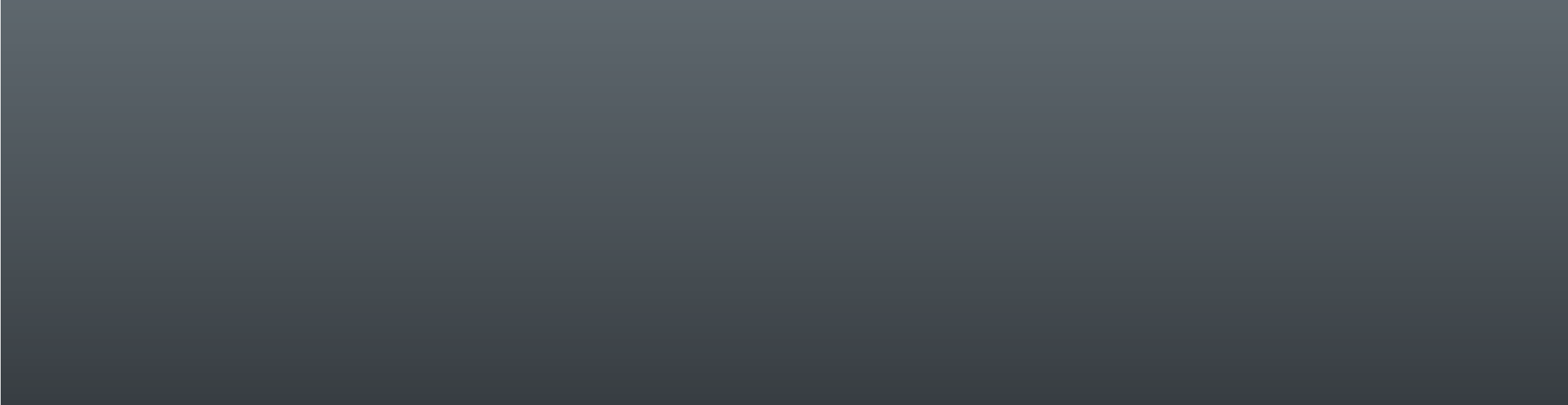
We create an enabling environment that encourages our elders to be engaged at their capacity and to remain as independent as possible

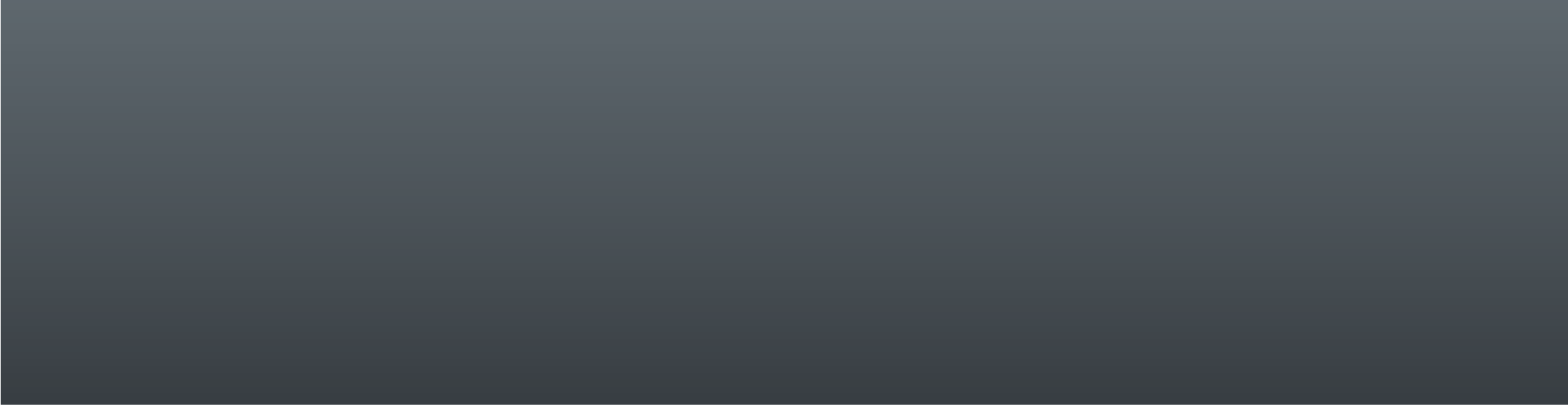




Board Of Directors









Leadership Team

1 Assoc Prof (Dr) Kenny Tan
Chief Executive Officer

2 Adj Assoc Prof (Dr) Lester Leong
Senior Director, Clinical Services

3 Ms Elaine Tan
Director, Communication and Partnerships

4 Ms Saw Seok Chin
Director, Human Resources

5 Ms Karen Ng
Deputy Director, Organisational Excellence

6 Assoc Prof (Dr) Edward Poon
Senior Director, Nursing Services and Academic Director

7 Mr Alan Wong
Senior Director, Information Technology, Digital Transformation and Operations

8 Ms Agnes Hew
Director, Corporate Strategy and Performance, Emerging Services and Home-Based Services

9 Mr Gregory Lee
Director, Pastoral Care & Church Partnerships

10 Ms Ng Lay Ling
Director, Residential-Based Services

11 Mr Simon Wee
Director, Finance





1 Mr Alvin Teo
Centre Manager,
Sumang Centre

2 Mr Bernard Wan
Centre Manager,
One Punggol Centre

3 Mr Eugene Tong
Centre Manager,
Tampines Centre

4 Ms Evangeline Boo
Centre Manager,
Marine Parade Centre

5 Mr Gabriel Chua
Centre Manager,
Telok Blangah Centre

6 Mr Leonard Chan
Centre Manager,
Changkat Centre

7 Mr Nelson Kwan
Team Lead, Chong Pang Centre
and Nee Soon East Centre

***Mr Jeremy Neo,**
Centre Manager,
Rivervale Centre

*not in photo

Heads Of Centres



- 1 **Ms Anita Koh**
Assistant Centre Manager,
Chong Pang Centre
- 2 **Mr Chua Peng Yam**
Centre Manager,
Whampoa Centre
- 3 **Mr Foo Chang Yuh**
Assistant Centre Manager,
Active Ageing Hub@Bishan
- 4 **Mr Jeffrey Ha**
Team Lead, Golden Years Centre,
Marine Parade Centre and
Whampoa Centre

- 5 **Mr Kelvin Leong**
Centre Manager,
Ang Mo Kio Centre
- 6 **Mr Lee Wee Song**
Centre Manager,
Serangoon Centre
- 7 **Mr Tey Lian Piew**
Centre Manager,
Nee Soon Central Centre
- 8 **Mr Wu Junjie**
Team Lead, Ang Mo Kio
Polyclinic Centre and
Kebun Baru Centre

***Ms Lena Choo**
Centre Manager,
Hougang Centre
*not in photo



- 1 **Ms Arlene Jiang**
Centre Manager,
Keat Hong Centre
- 2 **Ms Lim Beng Toh**
Centre Manager,
Clementi Centre
- 3 **Ms Molly Ng**
Team Lead, Hougang Meadow
Centre and Serangoon Centre
- 4 **Mr Ong Kah Thye**
Centre Manager,
Jurong East Centre
- 5 **Mr Tony Ng**
Centre Manager,
Ayer Rajah Centre
- 6 **Ms Vivi Lolowang**
Team Lead, Bukit Batok Centre,
Bukit Timah Centre and
Jurong East Centre

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Centre Manager,
Ang Mo Kio Centre
- 6 **Ms Vivi Lolowang**
Team Lead, Bukit Batok Centre,
Bukit Timah Centre and
Jurong East Centre

Our Impact

DAY CARE CLIENT DAYS

REHAB SESSIONS

Staff Strength





EVOLVING OUR TRAINING

We embarked on Gnowbe as a micro-learning platform for our in-house and volunteer training, and scaled up the number of curated courses on Gnowbe from three to 10 in FY2021. These courses include Food Services and Nutrition, IT Basics in SLEC, Cyber Security, Advanced Care Planning and Introduction to Eldercare and Volunteering 101 with SLEC. There are plans to convert our in-house learning and training content to online micro-learning programmes so as to promote continuous learning and make learning more accessible, engaging and effective for our workforce.

Our learning emphasis has also shifted from primarily classroom training programmes (instructional) to intentional on-the-job projects, assignments and competency assessment (experiential) and collaborative learning (relational) in workplaces.



RESPONDING TO CHANGES

St Luke's ElderCare Residence@Ang Mo Kio (SLR@AMK) is a 189-bedded residence which spans six levels with 12 households. With COVID-19 cases in the community on the rise in 2021, residents grappled with a ban on visitors. Most elders were not allowed to leave the residence and had to wear their masks, even in their own households.

For their safety, we explained to our elders how the no-visitation rule came about and the importance of doing their PCR tests constantly. During the cross-border travel restrictions, staff were unable to return to their home countries and could only see their families through video calls.

Tapping on technology, external partners organised online activities using Zoom to engage elderly residents. Residents were delighted to connect with their families through Zoom. Celebrations were still held for special occasions such as Mother's Day, Father's Day, Deepavali, and Christmas. Nursing home staff also organised small group activities such as the Chinese New Year shopping cart experience for all households.

Care@NH (COVID-19 facility) was set up within SLR@AMK to serve residents who contracted COVID-19, enabling them to recover in a familiar setting.

Our management also supported staff by providing care packs to cheer the team.



ACTIVELY REACHING OUT TO HOME-BOUND RESIDENTS

Through our various home-based service (HBS) arms comprising Home Medical, Home Nursing, Home Therapy and Home Personal Care services, we reached out to 851 home-bound residents in the last fiscal year. With families minimising their visits to healthcare institutions during this period, more ad-hoc HBS visits were provided.

Staying vigilant

Clinicians risked being exposed to a close contact when elders and/or household members were suddenly placed under quarantine or tested COVID-19 positive shortly after their visit. This would have an impact on the clinician's personal health and the health of the elders whom they visited.

The team persevered in the spirit of caring for elders in need. HBS was ongoing throughout the COVID-19 period with enhanced measures, like medical personnel wearing full personal protection equipment comprising an N95 mask, apron and gloves when there was a need to attend to elders or members of their household who were down with COVID-19.

BUILDING A STRONG VOLUNTEER BASE

With the adoption of the eldercare model, we seek to grow and retain our volunteers by building a strong volunteer training programme and engaging volunteers to co-create and co-lead programmes throughout their volunteering service with SLEC.

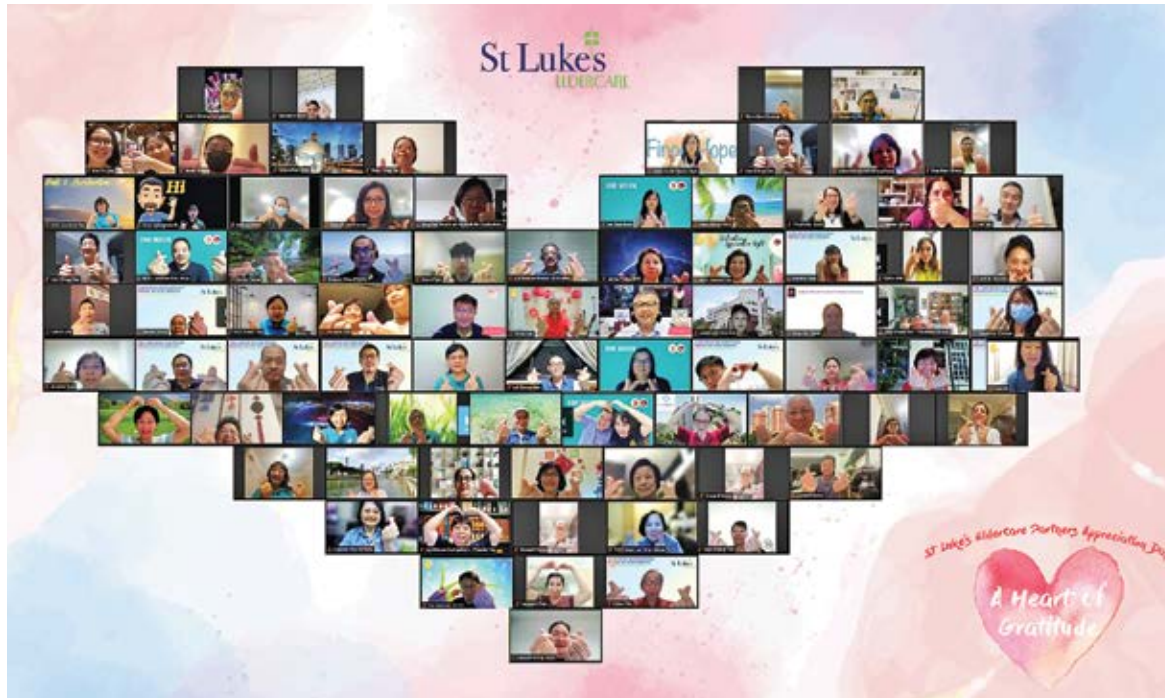
Actively seeking out volunteers

With a decline in volunteerism rates due to COVID-19, SLEC has been actively finding new ways to support more strategic modes of engagement. The use of technology may have hindered some regular senior volunteers from contributing during the pandemic period. On the other hand, there was a rise in virtual and skills-based volunteering. We sought out volunteers who were keen to collaborate and organise virtual outings, performing arts and tele-befriending programmes.

Virtual volunteer introductory session

Volunteers are instrumental in the work we do. During the ongoing pandemic, we explored ways to continue with volunteer screening and placement by organising monthly virtual volunteer introductory sessions for potential volunteers who wished to explore current volunteering opportunities. Over 60 volunteers stepped forward to contribute and volunteer with SLEC during the COVID-19 period.





A heart of gratitude

“A Heart of Gratitude”, the second iteration of SLEC’s annual appreciation event, acknowledged the pool of dedicated supporters — volunteers, donors, and partners who have supported SLEC over the years. We were extremely delighted to host 150 participants, and presented on the impact of our work and partnership collaborations.

Virtual volunteer training

Over 200 volunteers and church partners completed the Virtual Volunteer Training Basic Level in 2021. The modules included Introduction to ElderCare, Foundational Dementia Care, Communication with Elders, Infection Control and Hand Hygiene. With this training, volunteers were better equipped with knowledge and skills as SLEC Befrienders.



ENGAGING ELDERS

Despite the COVID-19 pandemic, we offered a range of exciting programmes and activities to engage elders of different profiles and interests at our AAH@Bishan. We were able to regularly engage 116 out of our 223 active ageing members during this period.

We provided platforms for our active agers in Ukulele and Juggling interest groups to perform for our day care elders. Hampers containing essential items were distributed to 15 elders in the community.

While COVID-19 put a spanner in travel planning, our staff still found a way to bring our day care elders at AAH@Bishan on a virtual holiday to Hong Kong. We created a realistic “trip” by planning every little detail so the elders could get the full experience of travelling. We even had a specially designed passport and simulated on-air experience. When our elders “arrived” in Hong Kong, they were treated to dim sum and tea, like how the locals do.

Friendship meals

In collaboration with our church partner, Zion Bishan Bible-Presbyterian Church, we provided friendship meals to 29 participants. These friendship meals ensured that socially-isolated elders in the community were able to enjoy a festive meal with volunteers.







“I enjoy coming here (day care centre); it is better than staying at home as they have many activities. The staff will teach me exercises, and help to monitor my blood pressure and cholesterol.”

Exploring Nature On Trishaw Rides

A chatty and friendly semi-ambulant elder, 82-year-old Mr Ling Khai Eng has some difficulty moving around independently. He attends the day care services at SLEC@AMK for socialisation and exercises to maintain his mobility.

“I enjoy coming to SLEC@AMK. With many activities at the centre, it is better than staying at home. The staff will teach me exercises, and help to monitor my blood pressure and cholesterol,” smiled Mr Ling.

Mr Ling enjoys nature and music. He used to maintain musical instruments like the clarinet, flute and trumpet. Mr Ling was delighted to be a part of SLEC’s community integration programme, in partnership with Cycling Without Age volunteers. This programme benefits elders and enables them to feel the wind in their hair again as they go on regular trishaw rides at Bishan-Ang Mo Kio Park.

Surrounded by nature, Mr Ling enjoys these trishaw rides. He remarks excitedly about a flock of chickens in the park, as well as the serene ponds filled with lily pads and flowers. Due to his high fall risk, taking a walk in the park is an activity he is no longer able to enjoy independently. He expressed his appreciation for the trishaw ride as it allows him to enjoy the scenery at the park effortlessly and comfortably.

As part of SLEC’s community integration programme, in partnership with Cycling Without Age volunteers, Mr Ling went on a trishaw ride at Bishan-Ang Mo Kio Park.

DESIGNING BETTER CARE FOR ELDERLY

Holistic real-time tracking for elderly movements

Predicting and Preventing Falls, currently on trial at SLEC@ Rivervale, is a research project between SLEC and LongWay AI. By developing a holistic real-time non-intrusive human monitoring and alert scalable system, our staff are able to track and be alerted when there is a change in an elder’s walking speed and posture from sitting to standing. The specific signal alert will be cut off once our staff has attended to the elder.

Smart pillbox-based medication compliance solution

For better management of medication intake for our patients and addressing of the entire medication compliance process, EloCare Pte. Ltd. (Elocare), in collaboration with Tan Tock Seng Hospital (TTSH) and SLEC have developed a smart pillbox device and a medication management system. This improves the medication adherence of the elderly, and enhances efficiency, while reducing workload for caregivers in managing the medication intake of patients.

Staff across all 23 centres provide medication compliance assistance to elders. It is important for them to have the knowledge of the individual medication regimen and the receipt of the right medications and dosage prepacked for each senior.

Implementation of NUHS One-Rehab Stroke Pilot

The implementation of NUHS One-Rehab Stroke Pilot with SLEC ensures a prompt continuity of rehabilitation for stroke patients after hospital discharge. This pilot programme between Ng Teng Fong General Hospital (NTFGH) and SLEC Home Rehab has resulted in a growth in Home Rehab services at SLEC.

ATTRACTING AND SUPPORTING LOCAL TALENTS IN THE CARE INDUSTRY

In light of our ageing population, the Ministry of Health (MOH), together with Workforce Singapore (WSG), Public Service Division (PSD) and the Agency for Integrated Care (AIC) implemented the Community Care Sector Job Redesign (JR) Project to support the attraction and retention of local care support talents.

SLEC was selected to be one of the four pilot organisations along with NTUC Health, St Andrew's Community Hospital and Ren Ci Hospital. St Luke's ElderCare Residence@Ang Mo Kio (SLR@AMK), which comprises a Senior Care Centre (SCC) and Nursing Home (NH), was identified as a work trial site.

12 staff from SLR@AMK comprising eight designated Senior Community Care Associates (SCCAs) and four designated Community Care Associates (CCAs) participated in the pilot work trial from April 2021 to March 2022. After undergoing extensive trainings, they embarked on the blended care roles comprising uplifted nursing and therapy tasks. They also adopted some equipment and technology solutions to support the newly re-designed roles.



Scan the QR code to watch Wong Mei Ling taking on the SCCA role in this feature from the AIC.



SLEC is currently in preparation for the upcoming Early Adopter phase in the scheme to scale up the job redesign implementation for six SCCs and SLR@AMK involving 48 staff (29 CCAs and 19 SCCAs), incorporating HR policy review, change management plan, job sizing, training on skills gap and salary benchmarking for the newly re-designed para-care roles. This will help SLEC and the sector to attract, develop and retain local talents.

SLEC also participated in appointments on taskforces and committees that influence or validate skill standards within the Intermediate and long term care sector (ILTC). Our CEO, Kenny Tan is the lead in the Community Care Standards Taskforce and member of the ILTC committee that crafts industry standards and skills framework. Our participation in the taskforce, as well as our status as an AIC-appointed Learning Institute, reinforces our commitment to raise industry standards, enhance the pipeline of local workers and support lifelong learning to develop our staff's potential in their careers.



Embracing Lifelong Learning

“Thanks to the Job Redesign Project, my work as an SCCA benefitted me not only on the professional front, but also personally. I am now more knowledgeable about wound care, injections and medications, and their purpose and effects so I can better take care of my parents and my father-in-law, who requires peritoneal dialysis.”

One of our former care partners with St Luke’s ElderCare Residence@ Ang Mo Kio (SLR@AMK), Ms Wong Mei Ling, is one of the recipients who benefited from the Job Redesign Project. Through this initiative, Mei Ling expanded her nursing duties by acquiring new knowledge in wound care, medications and subcutaneous injections.

For someone who has always embraced lifelong learning, Mei Ling is grateful for the opportunities that this initiative has given her. Not only has she been able to provide enhanced support and care to the elders she serves at SLR@AMK, she has also used her new skills to help her father-in-law, who requires peritoneal dialysis. As a caregiver to her parents and father-in-law, Mei Ling cares deeply for her charges.

“It has been challenging working with some of the more “difficult” elders such as those with dementia, or who were non-communicative. However, when I took the time to listen to them and made the effort to understand what was on their minds, they eventually opened up to communicating and sharing their thoughts with me. Our elders can feel it when we are sincere in caring for them. As a result, I was able to engage them better to provide the care that they needed,” shared Mei Ling.

Mei Ling aspires to be an Enrolled Nurse. She is a true testimony of someone who constantly seeks to improve and deepen one’s capabilities and knowledge to provide better care for the elders in our communities.

As one of the participants for the Job Redesign Project, Mei Ling expanded her nursing duties by acquiring new knowledge in wound care, medications and subcutaneous injections.



USING AUTOMATION FOR CENTRE-BASED SERVICES

With the implementation of robotic process automation (RPA), staff across 23 eldercare centres adopted software tools to automate manual activities to ease the administrative duties. This process reduces the time needed to complete reporting and verification.

ENHANCING THE WELFARE OF ELDERLY THROUGH FUNDRAISING

A Friend of SLEC

In March 2022, award-winning singer-songwriter-producer and friend of SLEC Charlie Lim fundraised \$12,000 for SLEC to support our programmes in building and strengthening the well-being of our elders. As part of GIVE.asia’s month-long campaign, Charlie visited our eldercare centres to extend a helping hand and even sang for our elders. He chatted with our elders about their experiences and joined them in music, calligraphy art, gardening and craft sessions.



Scan the QR code to find out what a day at SLEC was like for our friend Charlie Lim.

Charlie Lim with our elders from Sumang Centre.





Scan the QR code to watch the video of Joshua the big-hearted boy.

Hong Bao Project 2022

Our annual Hong Bao project in support of our elders raised \$139,223. As part of this campaign, we shared a St Luke's ElderCare original story about a big-hearted boy named Joshua, to inculcate the spirit of giving and compassion for the elders among our young.

Break Through

In December 2021, Break Through, a virtual book fundraiser event raised \$223,041 in support of more than 5,000 elders who require medical care, physiotherapy, diapers and daily necessities.

Based on a book written by our CEO Kenny Tan's visits and encounters during his first visit to Israel, our CEO brought participants on a virtual spiritual journey to Israel in a poetry reading event during the book launch. It was an inspiring evening of beautiful poetry and personal anecdotes.



Scan the QR code to catch a glimpse of the inspiration behind this fundraising campaign.



Three-Generation Cycling

In May 2021, a group of cyclists embarked on a fundraising journey for SLR@AMK and raised \$84,473 through three-generation cycling.



Healing Gets a Helping Hand Wound Care Fund

We set up the fund in January 2022 through a generous donation of \$350,000 from a major donor, as seed funding for wound care.

PASTORAL CARE AND CHURCH PARTNERSHIPS @SLEC

As part of pastoral care, our chaplains visit the centres regularly to provide meaningful engagement to the elders through devotional sessions and individual personal relationship building. Our chaplains also provide pastoral intervention to residents at SLR@AMK.

The church partnerships arm serves as a resource for eldercare matters for its church partners. In the past year, health talks were organised with partners like Yio Chu Kang Chapel and Gospel Light Christian Church on topics such as "Empowering Seniors in the Community", "Source of Caregiver Stress and Avenues for Caregiver Support" and "Fall Prevention".

BUILDING PARTNERSHIPS TO ENABLE CARE

SLEC is pleased to announce that we have established partnerships with four esteemed organisations: REACH Community Services, Salem Welfare Services, Salem Chapel, and the University of Birmingham.

The partnership with REACH Community Services marks the start of our collaboration to deliver meaningful community engagement and active ageing services to communities. We aim to develop synergistic and compatible services that are mutually beneficial and provide consultancy towards the building of organisational capabilities in senior services.

Salem Welfare Services (SWS) officiates the handover of Salem Centre at Yishun Central to SLEC for its management, operations and maintenance. Services that SLEC will run include day rehabilitation, centre-based nursing, community health centre and active ageing services. SLEC is committed to working with SWS to strengthen community engagement and active ageing services in Yishun and Kebun Baru.

Our partnership with Salem Chapel will see the church and SLEC recruiting, training and deploying volunteers to provide for the physical, socio-emotional, cognitive and spiritual needs of the elderly at Salem Centre.

Through SLEC's partnership with the University of Birmingham, we will explore research collaboration projects on dementia, palliative care and wound care, as well as the potential development of post-graduate courses on palliative care and mutual learning opportunities via clinical case discussions.

As SLEC forges ahead with our vision to transform community care, we are honoured to have the recognition, trust and partnership of other like-minded organisations in this shared endeavour. SLEC is excited to embark on these upcoming collaborations with our partners and further deepen the impact that we can create for the elders in our community.



IN RECOGNITION OF SERVICE AND OPERATIONAL EXCELLENCE

SingHealth Quality Awards (SHQSA) 2022

At the SingHealth Quality Awards (SHQSA) 2022 ceremony in February, SLEC was recognised with 3 Star Awardees, 18 Gold Awardees and 111 Silver Awardees. Awardees were recognised for their exemplary contribution to service excellence and dedication to the healthcare/eldercare industry.

10th Eldercare Innovation Awards 2022

Amongst 70 distinguished finalists from eight countries recognised for global ageing innovations, solutions and models at the 10th Eldercare Innovation Awards 2022 held on 25 May 2022, SLEC was conferred three awards.

Our first residential care facility, St Luke's ElderCare Residence @Ang Mo Kio (SLR@AMK), clinched the Facility of the Year – Residential award for our "Home Away from Home" approach to residential care – an honour for our residential facility which opened in May 2020 during the pandemic, and fittingly timely for our anniversary celebrations.

SLEC was also a finalist in two more categories – our "Remembering the Good Old Days" entry in the Facility of the Year – Day Care Centre category and "My Colourful Life Story" in the Innovation of the Year – Social Engagement Programme category.



Scan the QR code to watch the video of our Superstar Merit Winner.



Scan the QR code to catch Jocelyn Ng or visit www.youtube.com/watch?v=f1K5A4uv5HY



St Luke's Hospital

Within the St Luke's ecosystem comprising St Luke's ElderCare (SLEC) and St Luke's Hospital (SLH), SLH is the first hospital in Singapore dedicated to the elderly sick since 1996. SLH cares for 2,300 inpatients and 3,500 outpatients each year through its inpatient, outpatient and home care services.

In 2021, SLH celebrated its silver jubilee with much joy, thanksgiving and anticipation for the future. SLH themed its 25th anniversary – “Celebrating Silver” – signifying a double celebration of its silver jubilee and also inspiring positive ageing in one’s silver years.

SLH launched its first-ever #GoSilverSG social media campaign that is also known as “Silver Hair” campaign in Singapore to inspire positive ageing among seniors and garner support from all ages to participate and spread the message of ageing with dignity. The general public was encouraged to post a silver hair photo (through the use of a filter) of themselves on Facebook and Instagram to support the campaign objective.

In addition, SLH also presented the stories of 25 individuals aged 65 and above through an e-book “Being Silver” and also a film of the same title. The hospital hopes to encourage more to adopt a positive mindset towards ageing and to lead a healthy lifestyle.

In the coming years, SLH hopes to continue serving the community through its core services: rehabilitation, wound, dementia, palliative, St Luke's Community Clinic and home care which are emerging healthcare needs of the community



Scan the QR code to read the *Being Silver Book*



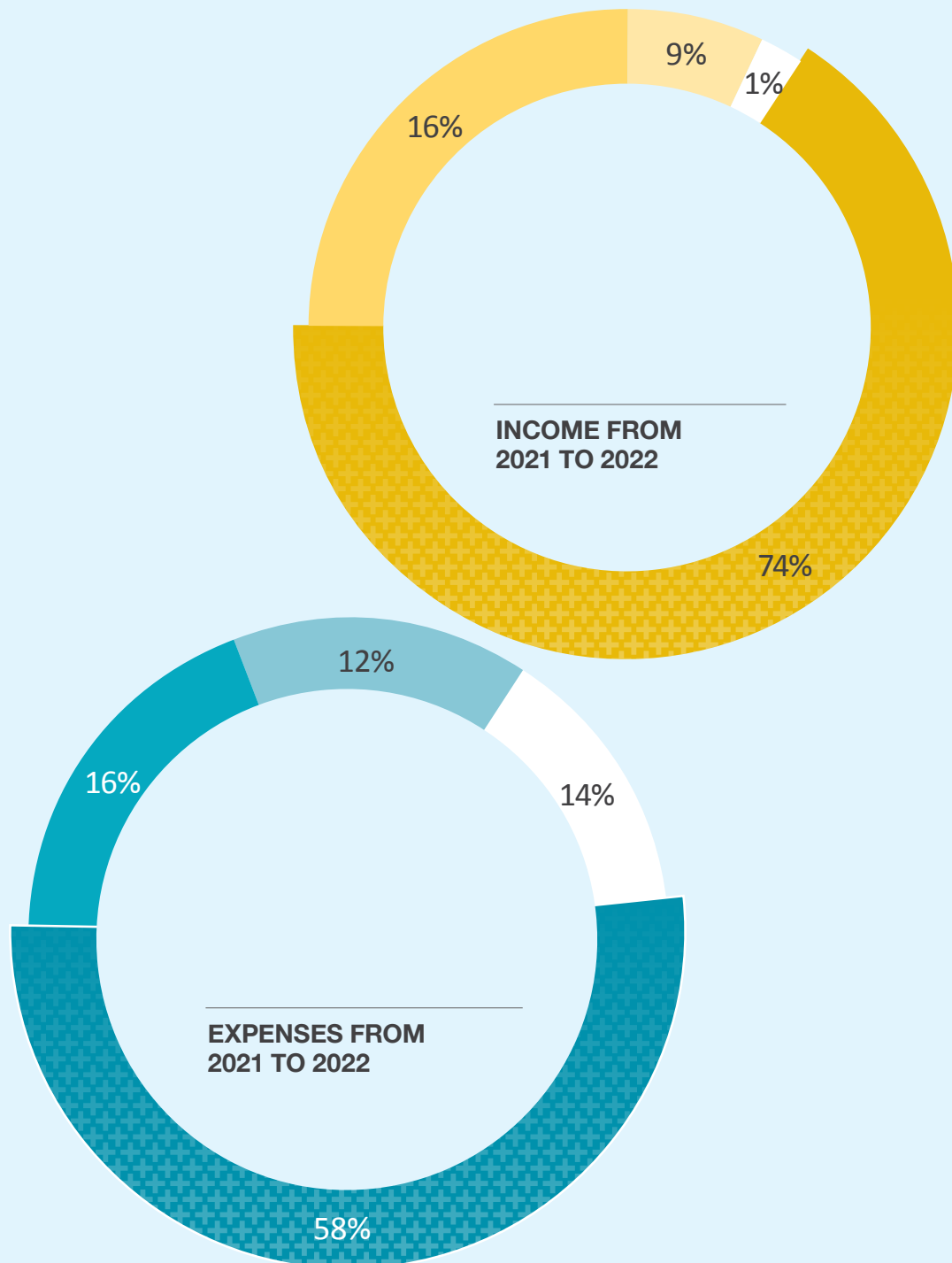
Scan the QR code to watch the *Being Silver Film*

so that all can enjoy their silver years. One of its initiatives is the community frailty intervention programme “Western Silvercare”, which includes frailty screening and interventions for Bukit Batok residents.

The partnership between SLH and SLEC remains strong, anchored by the same mission, vision and values. Both organisations work closely to complement each other’s unique services with the aim to provide comprehensive care to transform the community.



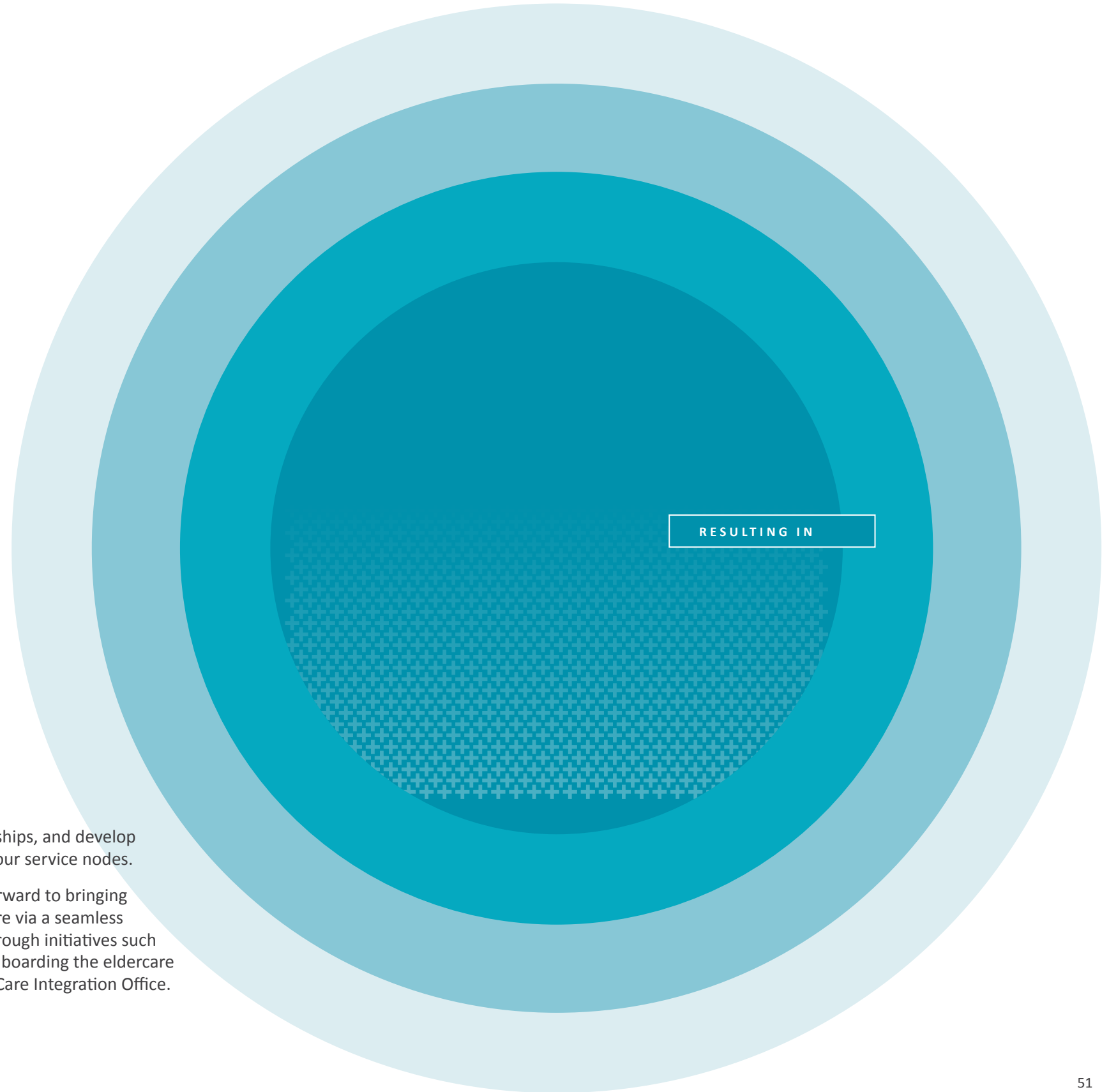
Scan the QR code to download SLH Annual Report 2021/22 or visit bit.ly/slh_ar



INCOME AND EXPENSES



Strategic Shifts For A Caring Ecosystem



RESULTING IN

In the coming years, we aim to focus on areas of excellence through quality care development, establishing a SLEC CommCare Academy and building our research and capability development.

As we continue to care for elders via our centres, we will also build strategic alliances, establish Regional Health

System partnerships, and develop clusters within our service nodes.

We also look forward to bringing our brand of care via a seamless user journey through initiatives such as One-SLEC, onboarding the eldercare model and the Care Integration Office.

Corporate Governance

St Luke's ElderCare Ltd (SLEC) is fully committed to living its core values in all its activities. The 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 with corporate governance regulations, code and guidelines established in Singapore.

The Board of Directors of SLEC is 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 brief 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 subjected 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.

At the annual general meeting, there will be a staggered retirement of the Board Directors. Appointment of new Directors will serve a three-year term unless specified. The tenure limit of each director is 10 years, except for the Treasurer/Chairman of the Finance Committee. Adoption of Director Competency Mapping is used to identify the 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 or experience. The Committee assists the Board in fulfilling its oversight and fiduciary responsibilities to act in the interest of the organisation.

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 the 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 conducted 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; and understanding of the business and accounting process.

In the financial year under review, the Committee met four times during the year to review the risk, financial reporting and the audit conducted by Moore Stephens LLP amongst others. 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 and Procurement Committee comprises Professor Neo Boon Siong (Chairman), Ms Ginger Hsiao, 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 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 three 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 the late Mrs Wee Wan Joo. 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 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 on the influence of its members.

The Committee keeps Board Members updated on fundraising activities. For the financial year under review, the Committee met twice to review the organisation's fundraising objectives.

HUMAN RESOURCE COMMITTEE

The Human Resource Committee comprises Ms Lim Ai Ling (Chairperson), Mr Choo Eng Beng, Professor Neo Boon Siong, Mr Wong King Yoong and Mr Alfred Wong. 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 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 four times to review the organisation's human resource objectives. Subsequently, the Committee worked closely with Management to ensure the successful implementation of revised objectives.

MEDIFUND COMMITTEE

The Medifund Committee comprises the late Mrs Wee Wan Joo (Chairperson), Ms Cheung Siew Li, Ms Chua Ee Cheng, and Mr 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 SLEC.

The Committee assesses applications for assistance with healthcare bills. Decisions are based on criteria such as the socio-economic 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 four times. The Committee approved disbursements to ensure that clients' healthcare bills are paid in a timely manner.

MISSIONAL CARE COMMITTEE

The Missional Care Committee, 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 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 in relation to national and regional landscapes and demographics, connections, capacity, and capability building to achieve SLEC's missional strategy, leading in 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 Professor Ho Yew Kee (Chairman), Mr Choo Eng Beng, Ms Jacqueline Poh, Mr Alfred Wong and Mr Yeong Zee Kin. All 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 met twice to review 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.

PROGRAMME, SERVICES & CARE RISK COMMITTEE

The Programme, Services and Care Risk Committee comprises Ms Jacqueline Poh (Chairperson), Dr Chan Kin Ming, Adjunct Assistant Professor Kelvin Koh, Professor Lee Chien Earn, and Ms Carol Liew. All 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 to ensure consistency with SLEC's Mission and Vision. In addition, 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 update to the Board on the risk registers with mitigating measures

In the financial year under review, the Committee met four times to review the programme and service development and identify, manage, and mitigate care risks arising from the operations in the senior care centres, nursing home and home care.

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 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.

As of FY2021, there are a total of eight staff who received more than \$100,000 per annum. The breakdown is appended in the table below.

\$200,001 - \$300,000	5
\$300,001 AND ABOVE	3

Board And Board Committee Meetings

Directors and Board Committee Members attend and actively participate in Board and Board Committee meetings. In FY2021, 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 or video conferencing, or audio-visual equipment.

BOARD OF DIRECTORS	DATE APPOINTED	NO OF MEETINGS IN FY2021	
		HELD*	ATTENDED*
Professor Ho Yew Kee Chairman	1 August 2017	7	7
Ms Jacqueline Poh Deputy Chairman	1 July 2013	7	6
Professor Neo Boon Siong Honorary Treasurer*	23 August 2021	4	4
Mr Choo Eng Beng Director	1 October 2016	7	6
Mr Foong Daw Ching Director	1 September 2018	7	6
Ms Ginger Hsiao* Honorary Treasurer	1 February 2017	7	7
Professor Lee Chien Earn Director	1 October 2021	4	4
Ms Lim Ai Ling Director	1 May 2017	7	6
The late Mrs Wee Wan Joo Director	1 July 2013	7	5
Mr Wong King Yoong Director	1 February 2017	7	7
Mr Alfred Wong Director	1 February 2017	7	7
Mr Yeong Zee Kin Director	1 October 2016	7	7

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

Professor Ho Yew Kee was appointed Chairman of the Board on 1 April 2021.

Professor Neo Boon Siong was appointed as Honorary Treasurer on 1 September 2021.

Ms Ginger Hsiao stepped down as Honorary Treasurer on 31 August 2021.

AUDIT, RISK AND GOVERNANCE COMMITTEE	DATE APPOINTED	NO OF MEETINGS IN FY2021	
		HELD	ATTENDED
Mr Choo Eng Beng , Chairman	1 January 2019	4	4
Mr Ho Kuen Loon	1 February 2017	4	3
Mr Ho Tuck Chuen	1 April 2018	4	2
Dr Li Haobin	1 October 2020	4	3
Dr Yap Chee Meng	1 April 2018	4	3
Mr Yeo Ek Khuan	1 February 2017	4	4

FINANCE, INVESTMENT & PROCUREMENT COMMITTEE	DATE APPOINTED	NO OF MEETINGS IN FY2021	
		HELD	ATTENDED
Professor Neo Boon Siong , Chairman*	1 September 2021	4	4
Ms Ginger Hsiao*	1 October 2017	4	4
Mr Wan Kum Tho	1 February 2019	4	4
Mr Yeong Zee Kin	1 February 2017	4	4

* Ms Ginger Hsiao stepped down as Chairman on 31 August 2021.

FUNDRAISING COMMITTEE	DATE APPOINTED	NO OF MEETINGS IN FY2021	
		HELD	ATTENDED
Mr Alfred Wong , Chairman	13 November 2018	2	2
Mr Choo Eng Beng	1 January 2019	2	2
Mr Foong Daw Ching*	1 January 2019	1	1
The late Mrs Wee Wan Joo*	1 February 2022	1	1

* Mr Foong Daw Ching ceased to be a Member on September 2021.

HUMAN RESOURCE COMMITTEE	DATE APPOINTED	NO OF MEETINGS IN FY2021	
		HELD	ATTENDED
Ms Lim Ai Ling, Chairman*	1 May 2017	4	4
Mr Choo Eng Beng	1 October 2021	2	1
Professor Neo Boon Siong*	1 September 2019	2	2
Mr Wong King Yoong	1 December 2018	4	4
Mr Alfred Wong	1 October 2021	2	2

* Ms Lim Ai Ling was appointed Chairman on 1 April 2021.

Professor Ho Yew Kee and Professor Neo Boon Siong ceased to be Members on 31 March 2021 and 31 August 2021, respectively.

MEDIFUND COMMITTEE	DATE APPOINTED	NO OF MEETINGS IN FY2021	
		HELD	ATTENDED
Mrs Wee Wan Joo, Chairman	22 January 2018	4	4
Ms Cheung Siew Li	22 January 2022	1	0
Ms Chua Ee Cheng	22 January 2018	4	4
Dr Wong Loong Mun	22 January 2018	4	4

MISSIONAL CARE COMMITTEE	DATE APPOINTED	NO OF MEETINGS IN FY2021	
		HELD	ATTENDED
Mr Foong Daw Ching, Chairman	22 September 2020	2	2
Mrs Mona Lee-Chia	27 October 2020	2	2
Ms Khor Siew Khim	12 October 2020	2	2
Mr Steven Loh	12 October 2020	2	2
Pastor Albert Low	12 October 2020	2	2
Pastor David Yap	12 October 2020	2	2

NOMINATION COMMITTEE	DATE APPOINTED	NO OF MEETINGS IN FY2021	
		HELD	ATTENDED
Professor Ho Yew Kee, Chairman	21 April 2020	2	2
Mr Choo Eng Beng	1 October 2021	1	1
Ms Jacqueline Poh	21 May 2016	2	2
Mr Alfred Wong	1 April 2021	2	2
Mr Yeong Zee Kin	1 October 2021	1	0

PROGRAMME, SERVICES & CARE RISK COMMITTEE	DATE APPOINTED	NO OF MEETINGS IN FY2021	
		HELD	ATTENDED
Ms Jacqueline Poh, Chairman	20 March 2020	4	4
Dr Chan Kin Ming	24 April 2020	4	4
Ms Ginger Hsiao	1 October 2021	2	1
Adjunct Assistant Professor Kelvin Koh	23 April 2019	4	4
Dr Mervyn Koh	1 March 2022	0	0
Professor Lee Chien Earn	1 October 2021	2	1
Ms Carol Liew	23 April 2019	4	4
The late Mrs Wee Wan Joo	13 November 2018	4	2

Donation QR Code



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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
**461 Clementi Road, #04-11, Block A,
SIM Headquarters, Singapore 599491**

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.



**WE LOOK FORWARD TO
MORE YEARS OF SERVING
ELDERS IN THE COMMUNITY!**

