

# Connecting Communities *Delivering Care*

ANNUAL REPORT FY2022/2023

Connecting Communities, Delivering Care

ST LUKE'S ELDERCARE

ANNUAL REPORT FY2022/2023

## ST LUKE'S ELDERCARE LTD

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  @StLukesElderCare

  St Luke's ElderCare





# St Lukes ELDERCARE

ANG MO KIO



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# About SLEC

St Luke's ElderCare (SLEC) is a Christian healthcare provider committed to meeting the evolving needs of the community, excelling in social care and clinical excellence for ageing well. SLEC's ecosystem of care comprises centre, community, residential and home-based services.

Our range of centre-based services includes dementia day care, maintenance day care, and community rehabilitation including pulmonary, musculoskeletal, physiotherapy, speech and occupational therapy. Community-based services offer active ageing and wellness programmes, diabetic screenings, dietetic services, and nursing care. Home-based services provide dietetic, medical, nursing, and therapy services. Residential-based services serve the long-term care of those that require daily living and nursing care.

Incorporated in 1999, SLEC is a registered charity and an Institution of Public Character.

**Q Our Vision**  
Transforming Community Care

**Q Our Mission**  
To be a Christian healthcare provider enriching lives in the communities

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

## GRACE Philosophy of Care

### 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.

### RESPECT

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

# GRACE

### AUTONOMY

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

### CHOICE

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

### EMPOWERMENT

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

# Organisational Chart



**Assoc Prof (Dr) Kenny Tan**  
Chief Executive Officer



**Dr Alan Wong**  
Chief Operating Officer



**Assoc Prof (Dr) Edward Poon**  
Chief Nurse and Academic Director



**Adj Assoc Prof (Dr) Lester Leong**  
Senior Director, East Cluster and Clinical Services



**Ms Agnes Hew**  
Senior Director, West Cluster, Home-based Services and Corporate Strategy and Emerging Services



**Ms Elaine Tan**  
Director, Communication & Partnerships



**Mr Gregory Lee**  
Director, Pastoral Care & Church Partnerships



**Ms Saw Seok Chin**  
Director, Human Resources



**Mr Simon Wee**  
Director, Finance



**Ms Susie Goh**  
Director of Nursing, Residential-based Services

“Commit everything you do to the LORD.  
Trust him, and he will help you.”  
(Psalm 37:5)



## Chairman's Message

Connecting communities across Singapore, delivering exceptional care and anchoring on our missional calling from God continue to be SLEC's unwavering commitment to the elders and active agers we serve.

Facing the amplified demands of our ageing population, we remain steadfast in our sincere dedication towards the elders in our care.

SLEC's strategic priorities are aligned with the country's Healthier SG initiative. We will continue to extend support to active agers who are 50 years and above to take personal charge of their health.

The profound shift in the healthcare landscape and the growing lifestyle choices have driven the demand for personalised care. At SLEC, we have a strong development pipeline for differentiated care involving new facilities, curated programmes and specialised services. Yet, we are fully cognisant that it goes beyond the built infrastructure.

SLEC is plugged into an ecosystem where we can activate family physicians and develop robust care plans with preventive health and social prescriptions. We also work with key community partners to design tailored programmes that contribute towards successful ageing.


The Bible guides us to seek the peace and prosperity of this nation we call home. To this end, SLEC's integrated ecosystem of care, which connects our centre-based, community-based, home-based and residential-based services, provides a seamless journey of care to more than 9,000 elders and active agers whom we serve across our 25 centres, one active ageing hub, and one residence (nursing home).

All this can only be achieved with the dedication and support of our staff, church partners, corporate partners, general practitioners, grassroots organisations, donors and volunteers.

As we endeavour to meet the challenges and opportunities ahead, please join us to hold fast to our faith and go forth boldly to deliver transformative care in the community.

**Professor Ho Yew Kee**  
Chairman, Board of Directors  
St Luke's ElderCare





“With gratefulness to our partners and volunteers for their generosity in spirit and strength, we will keep our eyes on the goal of transforming community care through our everyday work.”

## CEO's Message

With joyful hearts, we rounded up the FY2022/2023, refreshing our elders with impactful active ageing programmes, uplifting rehabilitative sessions, and compassion-focused clinical services across our facilities. We are thankful to God for the opportunity to make a difference.

A key highlight in FY2022/2023 was the launch of the SLEC CommCare Academy in September 2022. This training arm was established to equip professionals and staff in SLEC and the sector workforce. In March 2023, we also launched SLEC One Punggol Centre, our newest centre in the North-East region with a pioneering 30-week intergenerational programme in partnership with an early childhood education provider co-located in the same campus.

Occupancy across our services has steadily returned to healthy levels. Our nursing home reached full capacity, daycare centres placements are being filled at a robust rate, membership at our active ageing hubs has seen healthy demand, and requests have been strong for our home-based services. The burgeoning ageing population presents many challenges but also opportunities to serve, support and strive for a seamless integrated environment that allows our elders and active agers to age

meaningfully. We draw on our mission to demonstrate the love of Christ in caring for and serving older persons holistically in the physical, cognitive, emotional and spiritual aspects. To further enhance our ability to serve our communities, we endeavour to build on sharing our expertise in dementia and spirituality, wound, rehabilitation, and palliative care, through courses and seminars organised by the SLEC CommCare Academy. Adding to this effort is the LifeLab@SLEC which will add augmented and virtual reality and experiential learning to our training.

With grateful hearts to our donors for their generosity and the volunteers who have added strength to our teams in bringing care to those whom we serve, we will keep our eyes on the goal of transforming community care through our everyday work.

**Assoc Prof (Dr) Kenny Tan**  
Chief Executive Officer  
St Luke's ElderCare



# Building an Ecosystem of Care

With the demographic shift towards a rapidly ageing population, the national initiative Healthier SG seeks to transform Singapore's healthcare system by keeping individuals healthy, driving preventive health and early intervention while continuing to provide appropriate care to those with existing needs.

In the past year, we had the privilege to serve 2,617 elders attending our day care centres, 3,746 elders receiving rehabilitation, 215 elders residing at the nursing home, 1,206 elders requiring home-care services, and 1,480 active agers participating in engaging programmes in the community, alongside key stakeholders, volunteers and community partners.

Gearing our efforts towards encouraging successful ageing, healthy lifestyles and preventing frailty among elders, SLEC collaborated with partners to deliver relevant, effective and impactful care to our elders. We also developed early prevention programmes, and promoted lifestyle adjustments and regular health screening at our active ageing centres.

Plans for outfitting our centres with assistive robotic devices began in 2022. In the coming year, SLEC intends to deploy and leverage technology to optimise the rehabilitative process and to better engage our day care elders. Robotic rehabilitation therapies are made accessible to patients in the community.

In close alignment with the Ministry of Health's shift to preventive care and active ageing, we launched our three-pronged strategic thrusts, demonstrating our unwavering commitment to create a seamless ecosystem of care.

## Strategic Thrusts

THRUST #1

### Care Integration

Ensure operational synergy in service, manpower and operations to support effective and efficient service delivery and ensure a seamless client journey.

THRUST #2

### Areas of Excellence

Establish expertise in dementia, wound, palliative and rehabilitative care to deliver relevant, effective and impactful care.

Resulting in:

### An Ecosystem of Care

THRUST #3

### Community Partnerships

Build strategic alliances with multi-sectoral partners to ensure resource sustainability and maximise SLEC's impact in alignment with the national health and social care strategies.



# Board of Directors



**Professor Ho Yew Kee**

Chairman

**Professor of Accounting and Cluster Director (Business, Communication and Design Cluster)**  
Singapore Institute of Technology

**Director and Chairman of the Audit and Risk Committee**  
National Kidney Foundation

**Council Member, Honorary Secretary, Chairman of Investment Committee and Chairman of Medifund Committee**  
Dover Park Hospice

**Director and Chairman of the Remuneration Committee**  
United Overseas Insurance Limited



**Professor Neo Boon Siong**

Honorary Treasurer

**Chairman, Board of Governance**  
The Navigators, Singapore

**Member, Board of Trustees**  
Wealth Management Institute



**Mr Choo Eng Beng**

Director

**Assurance Partner**  
PricewaterhouseCoopers LLP, Singapore

**Chairman, Audit Committee**  
Church of Singapore

**Vice Chairman, Board of Directors**  
St Luke's Hospital

**Director**  
Shared Services for Charities Limited



**Ms Ginger Hsiao**

Director

**Co-Founder and Non-executive Director**  
Ginward Ltd, London

**Co-Founder**  
GoldNest Private Capital

**Co-Founder**  
Ginward (Asia) Pte Ltd



**Professor Lee Chien Earn**

Director

**Deputy Group CEO (Regional Health System)**  
SingHealth Group

**Clinical Professor**  
SingHealth Duke-NUS Medicine Academic Clinical Programmes

**Clinical Professor**  
SingHealth Duke-NUS Global Health Institute



**Ms Lim Ai Ling**

Director

**Human Resource Director**  
South East & South Asia Region at Akzo Nobel Paints (S) Pte Ltd

**Finance & HR Committee**  
The Helping Hand



**Mr Chua Song Khim**

Director

**Deputy Chief Executive**  
National University Health System



**Mr Foong Daw Ching**

Director

**Member, Board of Directors**  
St Luke's Hospital

**Founding Member**  
St Luke's ElderCare (1999)

**Chairman**  
St Luke's ElderCare (2004 to 2006)

Prior to retirement:  
**Managing Partner**  
Baker Tilly TFW LLP

**Regional Chairman**  
Baker Tilly International Asia Pacific Region



**Mr Wong King Yoong**

Director

Prior to his retirement:  
**Chairman**  
Bizlink Centre Singapore Ltd



**Mr Alfred Wong Siu Hong**

Director

**Founder and Managing Director**  
Noel Gifts International Pte Ltd

**Governor, Management Committee**  
St Andrew's Junior College



**Mr Yeong Zee Kin**

Director

**Chief Executive**  
Singapore Academy of Law

**Director**  
Singapore Network Information Centre (SGNIC) Pte Ltd



# Leadership Team



**1 Mr Simon Wee**  
Director,  
Finance

**2 Mr Gregory Lee**  
Director,  
Pastoral Care &  
Church Partnerships

**3 Ms Saw Seok Chin**  
Director,  
Human Resources

**4 Adj Assoc Prof (Dr) Lester Leong**  
Senior Director,  
East Cluster and  
Clinical Services

**5 Assoc Prof (Dr) Kenny Tan**  
Chief Executive Officer

**6 Ms Elaine Tan**  
Director,  
Communication  
& Partnerships

**7 Dr Alan Wong**  
Chief Operating Officer

**8 Assoc Prof (Dr) Edward Poon**  
Chief Nurse and  
Academic Director

**9 Ms Agnes Hew**  
Senior Director,  
West Cluster,  
Home-based Services,  
Corporate Strategy and  
Emerging Services

**NOT IN PHOTO**  
**Ms Susie Goh**  
Director of Nursing,  
Residential-based Services

**Ms Ng Lay Ling**  
Director,  
Residential-based Services  
(until Nov 2022)



# Central Cluster Teams



**1 Mr Caleb Low**  
Senior Physiotherapist,  
Bishan Active Ageing Hub

**2 Ms Anita Koh**  
Centre Manager,  
Chong Pang Centre

**3 Mr Kevin Chiam**  
Centre Manager,  
Hougang Meadow Centre

**4 Ms Jennifer Goh**  
Assistant Director,  
Centre-based Services and  
Cluster Lead

**5 Mr Kelvin Leong**  
Centre Manager,  
Ang Mo Kio Centre

**6 Ms Kelly Hee**  
Principal Physiotherapist,  
Rehab Services

**7 Mr Clement Hong**  
Senior Occupational Therapist,  
Ang Mo Kio Centre

**8 Ms Ma Cecilia**  
Senior Physiotherapist,  
Ang Mo Kio Residence

**9 Mr Qi Jin Ming**  
Physiotherapist,  
Ang Mo Kio Centre

**10 Ms Fong Sin Dee**  
Manager,  
Home-based Services

NOT IN PHOTO  
**Ms Rowena Gallego**  
Senior Physiotherapist,  
Whampoa Centre

**Mr Sulaiman Sirajuddin**  
Senior Physiotherapist,  
Chong Pang Centre

**1 Mr Stephen Chua**  
Centre Manager,  
Whampoa Centre

**2 Mr Sedfrey Atienza**  
Senior Physiotherapist,  
Hougang Centre

**3 Mr Lee Wee Song**  
Centre Manager,  
Serangoon Centre

**4 Ms Decky Kwok**  
Assistant Centre Manager,  
Kebun Baru Centre

**5 Ms Lui Yook Cing**  
Senior Principal Physiotherapist  
and Assistant Director,  
Rehab Services

**6 Mr Jeffrey Ha**  
Team Lead,  
Golden Years Centre and  
Hougang Centre

**7 Ms Teh Choon Ling**  
Assistant Centre Manager,  
Nee Soon East Centre

**8 Ms Katherin Yeo**  
Senior Nurse Manager,  
Home-based Services

**9 Mr Tey Lian Piew**  
Team Lead,  
Nee Soon Central Centre

**10 Mr Foo Chang Yuh**  
Assistant Centre Manager,  
Bishan Active Ageing Hub

**11 Mr Wu Jun Jie**  
Team Lead,  
Ang Mo Kio Polyclinic Centre



# East Cluster Teams



**1 Ms Shipra Shalini**

Senior Physiotherapist,  
Telok Blangah Centre

**2 Mr Gabriel Chua**

Centre Manager,  
Telok Blangah Centre

**3 Mr Bernard Wan**

Team Lead,  
Centre-based Services  
and Senior Manager,  
Community-based Services

**4 Mr Jeremy Neo**

Centre Manager,  
Rivervale Centre

**5 Ms Jennifer Goh**

Assistant Director,  
Centre-based Services

**6 Ms Molly Ng**

Team Lead,  
Sumang Centre

**7 Mr Leonard Chan**

Team Lead,  
Changkat Centre

**8 Ms Lui Yook Cing**

Senior Principal Physiotherapist  
and Assistant Director,  
Rehab Services

**9 Ms Fong Sin Dee**

Manager,  
Home-based Services

**1 Ms Anna Molina**

Senior Occupational  
Therapist,  
Clementi Centre

**2 Ms Yvonne Ding**

Centre Manager,  
Tampines Centre

**3 Ms Kelly Hee**

Principal Physiotherapist,  
Rehab Services

**4 Ms Katherin Yeo**

Senior Nurse Manager,  
Home-based Services

**5 Adj Assoc Prof (Dr) Lester Leong**

Senior Director,  
Cluster Lead

**6 Ms Anna Teo**

Senior Physiotherapist,  
Anchorvale Centre

**7 Ms Jenny Koh**

Centre Manager,  
Marine Parade Centre

**8 Mr Alvin Teo**

Centre Manager,  
Northshore Active  
Ageing Hub

**9 Mr Paul Agpas**

Senior Physiotherapist,  
Home-based Services

**10 Ms Caroline Chen**

Assistant Centre Manager,  
One Punggol Centre

NOT IN PHOTO

**Ms Chew Sook Fun**

Physiotherapist,  
Rivervale Centre

**Ms Sonya Selvinder Kaur Gill**

Principal Physiotherapist,  
Rehab Services



# West Cluster Teams

# SLEC Residence @Ang Mo Kio



- 1 Mr Ong Kah Thye**  
Centre Manager,  
Jurong East Centre
- 2 Ms Vivi Yuli Sintya Lolowang**  
Centre Manager,  
Bukit Batok Centre
- 3 Mr Simon Tan**  
Centre Manager,  
Bukit Timah Centre
- 4 Ms Arlene Jiang**  
Centre Manager,  
Keat Hong Centre
- 5 Ms Fong Sin Dee**  
Manager,  
Home-based Services
- 6 Mr Tony Ng**  
Team Lead,  
Ayer Rajah Centre
- 7 Ms Kelly Hee**  
Principal Physiotherapist,  
Rehab Services
- 8 Ms Katherin Yeo**  
Senior Nurse Manager,  
Home-based Services
- 9 Ms Agnes Hew**  
Senior Director,  
Cluster Lead
- 10 Ms Michelle Yong**  
Physiotherapist,  
Ayer Rajah Centre
- 11 Ms Lui Yook Cing**  
Senior Principal  
Physiotherapist and  
Assistant Director,  
Rehab Services
- 12 Mr Jacob Chong**  
Assistant Centre Manager,  
Clementi Centre
- 13 Ms Anna Molina**  
Senior Occupational  
Therapist,  
Clementi Centre
- 14 Mr Jet Apelado**  
Senior Physiotherapist,  
Keat Hong Centre

**NOT IN PHOTO**  
**Ms Jennifer Goh**  
Assistant Director,  
Centre-based Services

- 1 Assoc Prof (Dr) Edward Poon**  
Chief Nurse and  
Academic Director
- 2 Assoc Prof (Dr) Kenny Tan**  
Chief Executive Officer  
and Acting Head of  
Ang Mo Kio Residence\*
- 3 Mr Allan Chew**  
Nurse Manager
- 4 Ms Jenny Ang**  
Manager
- 5 Ms Dona Lim**  
Nurse Manager
- 6 Mr Karyadi Kang**  
Manager, Operations

**NOT IN PHOTO**  
**Ms Susie Goh**  
Director of Nursing

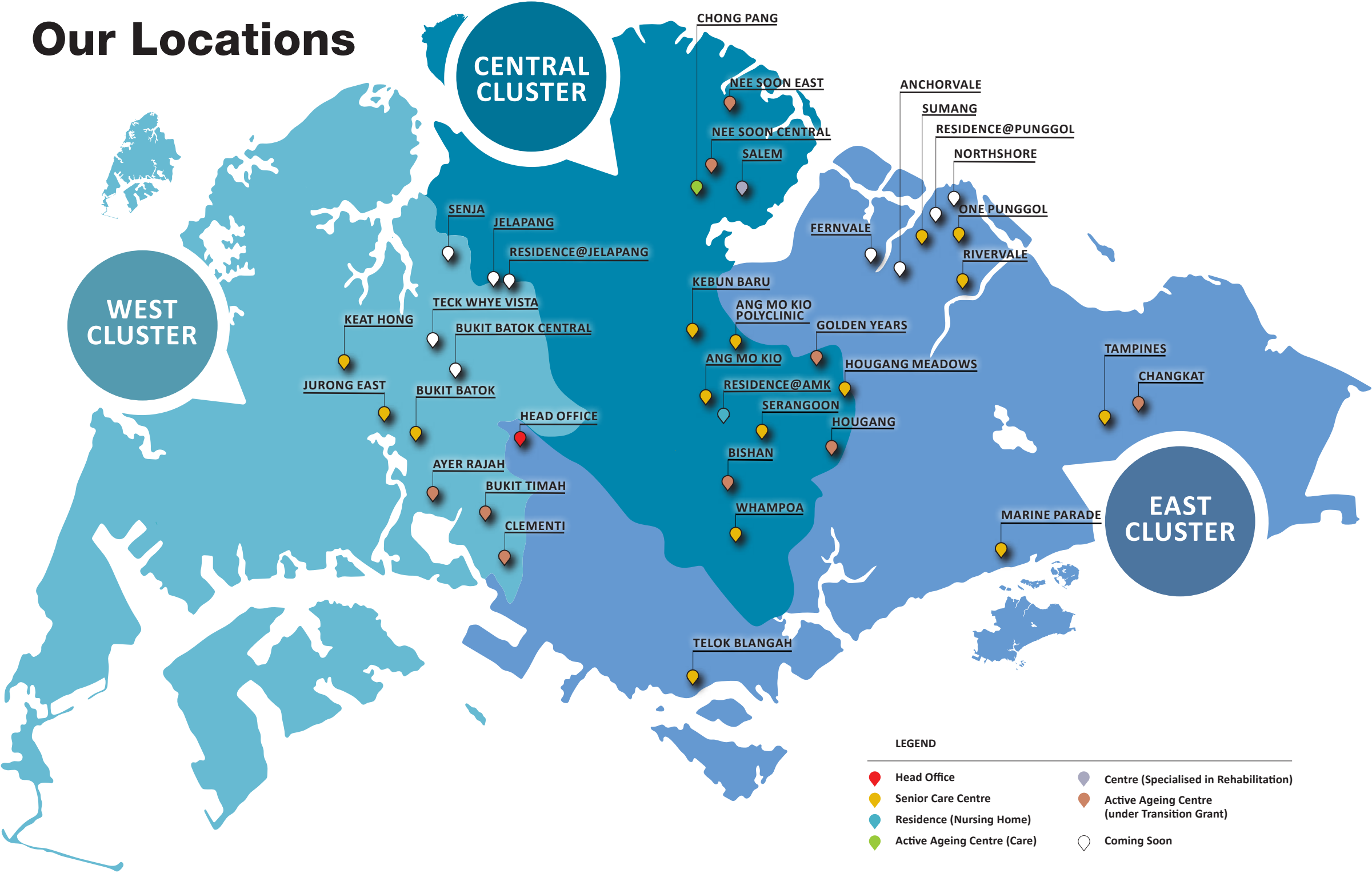
**Ms Ng Lay Ling**  
Director, Head  
(until 3 November 2022)

**Ms Elizabeth Tan**  
Nurse Manager

\*Assoc Prof (Dr) Kenny Tan covered the role as interim Head of SLEC Residence@Ang Mo Kio since November 2022.



# Our Locations



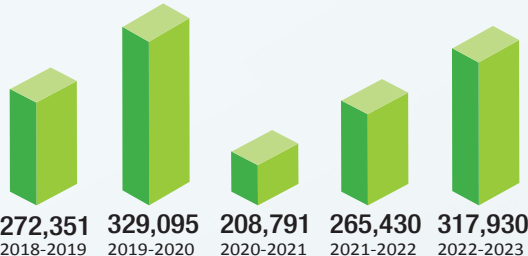


# Our Impact

## DAY CARE

2,617 elders served\*  
 51% of elders served with dementia  
 25 centres islandwide

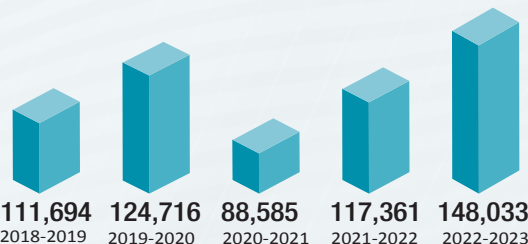
## DAY CARE CLIENT DAYS



## REHABILITATION CARE

3,746 elders served\*  
 80.6% of active rehabilitation clients improved\*\* after three months

## REHABILITATION SESSIONS



## HOME CARE

1,206 elders served\*  
 95% of elders above 60 years old  
 7,438 home visits conducted

## RESIDENTIAL CARE

215 elders served\*  
 42% of residents with dementia

## ACTIVE AGEING

1,480 active agers  
 4,571 active ageing activities conducted across our centres

## CARE AND COUNSELLING

573 referrals received  
 1,281 counselling sessions conducted



## VOLUNTEERS

281 volunteer partners activated  
 2,354 volunteers mobilised

## COMMCARE ACADEMY

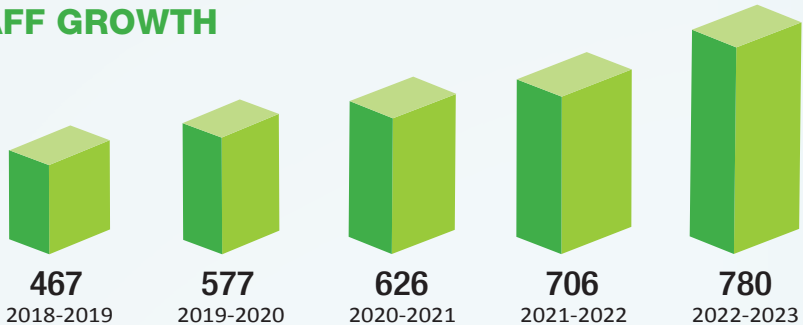
91 courses offered  
 1,317 professionals trained

## STAFF STRENGTH

780 staff  
 194 new staff underwent the New Hires' Orientation Programme

473 staff equipped with training  
 5 staff supported with scholarships

## STAFF GROWTH



\*The number of elders served in FY2022/2023 includes both active and discharged elders  
 \*\*Clients met two or more outcome measures after three months



# Delivering Care *with a* Holistic Approach

Building a robust care ecosystem that supports a seamless care journey for elders and their family members involves an integrated approach across our services, staffing and operations. Guided by compassion for those whom we serve, we strive for excellence through our people, programmes, and capability-building projects.





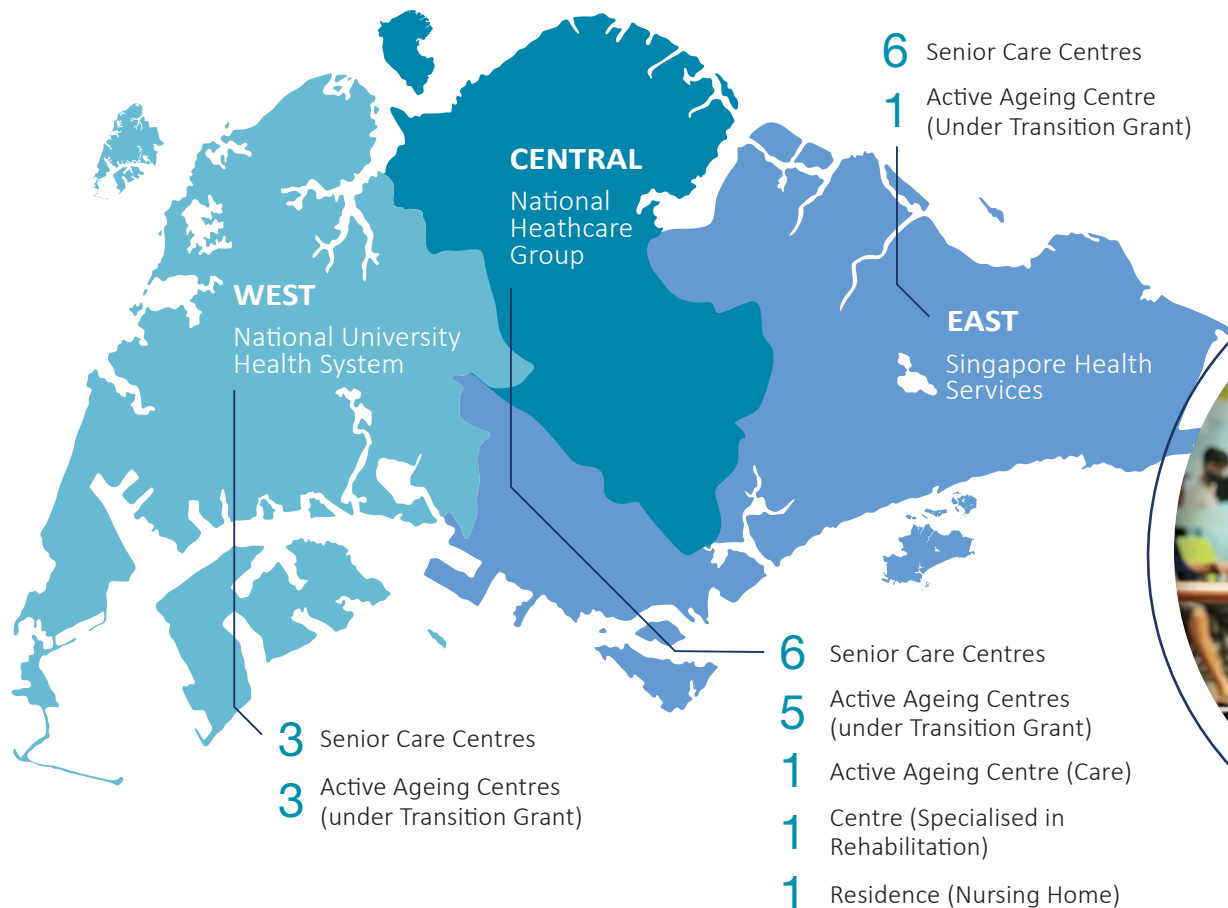
## Optimising Care through Cluster Management

In September 2022, we reorganised SLEC into three regional clusters namely West Cluster, Central Cluster, and East Cluster, in close alignment with Singapore's three Regional Health Systems (RHS). This allows each cluster to collaborate closely with the respective RHS and to form cluster-based partnerships with other organisations, ensuring seamless

care journeys for elders transitioning from acute/hospital settings to the community or home.

The new structure has enabled SLEC to respond swiftly to shifts within the respective clusters, to deploy resources more efficiently and develop unique capabilities with the respective RHS.

## Providing Islandwide Care in Alignment with the Regional Health Systems



## Transitioning to Active Ageing Centres

Active Ageing Centres (AACs) serve as go-to points for elders to foster meaningful social bonds, engage in recreational pursuits, and contribute actively to their community.

With the support of Ministry of Health's AAC Transition Grant, the conversion of Senior Care Centres (SCCs) to AACs will have a wider outreach to a predominantly younger healthy audience. As of 31 March 2023, SLEC has 10 SLEC centres namely Ayer Rajah, Bishan, Bukit Timah, Changkat, Chong Pang, Clementi, Golden Years, Hougang, Nee Soon Central and Nee Soon East Centres on the Transition Grant.

These centres will eventually become AACs (Care), providing day care and community rehabilitation services

alongside a comprehensive 'ABC+2S' suite of services. This encompasses active ageing, befriending & buddying services, information & referral to care services, social connectors and community screening. SLEC has rolled out active ageing programmes like the Workout Empowerment! (WE!) programme and smart wellness kiosk to support ageing in place. The WE! programme is a 12-week incentive-based fitness programme that encourages seniors to exercise and understand the benefits of healthy eating and active living. Participants are introduced to circuit training guided by a fitness coach. At the end of each 30-minute workout session, participants are rewarded with a complimentary healthy meal.



## Maximising Transport Efficiency

To optimise our transport services of 37 vehicles, we established the Transport Office with an emphasis on efficient route-planning, scheduling and safety. Collectively, our team of four senior transport captains and 39 skilled drivers ensure a secure and seamless transit experience for the more than 1,600 seniors who depended on our team and fleet of 37 well-maintained vehicles last year.





## Leveraging One-Rehab IT System to Enhance Rehabilitation Care

We participated in the National One-Rehab Framework, a nationwide initiative to enhance rehabilitation journeys and outcomes of clients. The One-Rehab IT system allowed for our elder's rehabilitation care journey to be tracked end-to-end, across all care settings at a national level. This was implemented across our services, enabling us to effectively prepare and track the progress of our elders' care plans.

## Launch of SLEC CommCare Academy

SLEC CommCare Academy was launched on 28 October 2022 to provide thought leadership and training in eldercare issues. The inaugural SLEC CommCare Seminar was held on the same day. It attracted over 300 participants in two seminar tracks, the first on wound and palliative care, and the second on dementia and spirituality.

The Academy aims to bolster the sector's capacity and competence through knowledge sharing and skills training in our key areas of excellence, palliative care, rehabilitation care, wound care and dementia care. We aim to empower caregivers, partners, sector workers, volunteers and elders with the necessary skillsets to navigate the diverse demands of the sector, and to deliver effective care.

In FY2022/2023, 1,392 care professionals from over 130 organisations attended our training.

## Improving Care Quality with Signature Programmes

Signature programmes such as visual arts and music, dining culture and intergenerational programmes were developed to enhance our care quality and experience.

Living Artfully focused on introducing arts modalities such as Nagomi art, painting and drawing to our elders. Through activities centred around the theme "My Life Story", elders shared and re-created colourful tales of their past through their artworks.

MELO-D, our flagship music intervention programme, engaged elders with dementia using music and music-related activities infused with reminiscence components.



Dining culture aimed at addressing the nutritional and psycho-social needs of our elders through thematic dining experiences. Last year, over 900 elders enjoyed the dining experiences.

The intergenerational programmes enriched lives by bridging generations within the community. This fostered positive relationships between the young and old through the exchange of knowledge, skills and life experiences as they spent time together.



# Transforming Care Delivery *with* Excellence

Through our years of experience serving elder communities, our teams have gained a deep understanding of the elders' healthcare needs and deepened their expertise in dementia, palliative, rehabilitative, and wound care. Anchored on our commitment to holistic excellence, we deliver effective care with a keen focus on service excellence and professionalism.





## Deepening Palliative Care Expertise at SLEC Residence@Ang Mo Kio

At SLEC Residence@Ang Mo Kio, a palliative care referral workflow was implemented to ensure that elders receive optimal care at the right time and setting. This included systematic symptom screening and psychosocial support within the comforts of their households.

Over the past year, we collaborated with Tan Tock Seng Hospital's Advance Care Planning team and embarked on Project RESPECT (Respecting Preferences, Empowering Conversations Together).

We created a safe environment for elders and their families to engage in end-of-life conversations with our care and counselling teams.

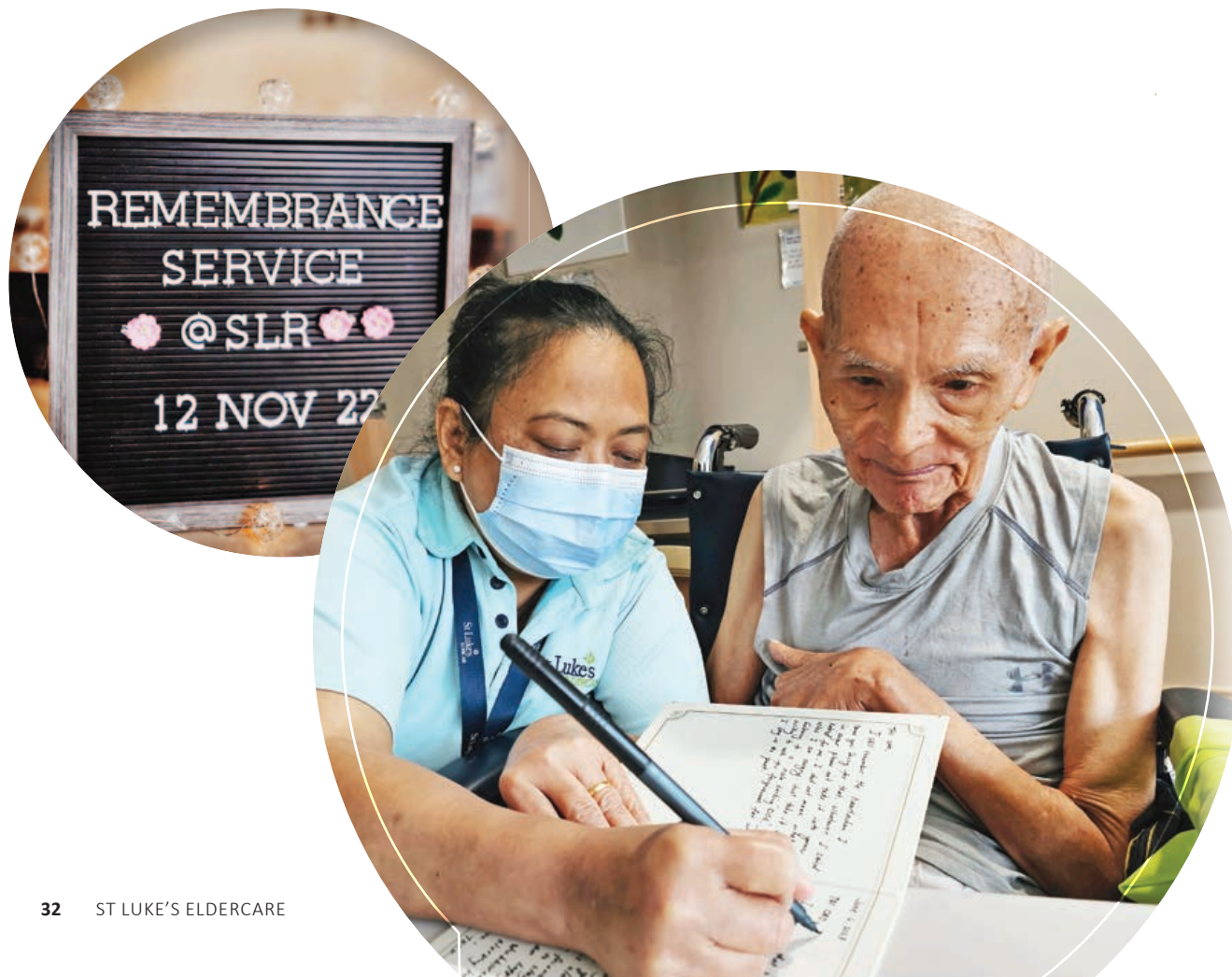
On 12 November 2022, we held the inaugural Remembrance Service for elders who recently departed. The service started with "Voice from the Heart", a letter-writing session for bereaved families, featured a tribute montage, and concluded with a poem dedication and sharing session from family and staff.



## Strengthening Wound Care Capabilities in the Sector

Through the SLEC CommCare Academy, we rolled out a comprehensive wound care training programme for participating healthcare professionals from the acute, community and private hospitals, community care providers, and nursing homes. We also extended wound care consultancy services to three nursing homes, empowering their nurses and staff with effective wound care management techniques.

Our collaboration with partners like the Agency for Integrated Care has enabled us to address the specific needs of nursing homes within the sector. Notably, we have offered specialised training focused on preventing pressure injuries, contributing to the overall improvement of care provided in these facilities.





## Changing Perceptions on ‘Dementia and Spirituality’ and ‘Wound and Palliative Care’ at the Inaugural SLEC CommCare Seminar 2022

The first-ever SLEC CommCare Seminar was held on 28 October 2022 at SLEC HQ. It comprised two concurrent tracks, ‘Dementia and Spirituality’ and ‘Wound and Palliative Care’. The 300 participants in attendance gained valuable insights from our panel of expert speakers.

In the Dementia and Spirituality track, the speakers recounted their personal struggles in caregiving for their loved ones suffering from dementia, prompting significant resonance from the audience. They also led the audience in exploring how issues of filial piety, personal faith and hope are intertwined in the caregiving journey.

Expert clinicians in the Wound and Palliative Care track discussed the different types of wound care management, with an in-depth discussion of case studies on fungating and exuding wounds.



## Transforming the Future of Care with Robotics and Advanced Technology

Preparations for SLEC’s three specialised Day Rehabilitation Centres began in FY2022/2023. These centres are equipped with robotics and advanced technology to provide a suite of specialty services for complex conditions.

Serving as resource centres, these facilities are designed to offer a series of specialised treatments, including

neurological rehabilitation, enabled by robotic gait training and upper limb functional recovery techniques.

Innovative approaches such as VR-augmented treadmill training will be employed to enhance agility and balance, while community musculoskeletal physiotherapy programmes will be introduced to address pain management needs.



## Opening of SLEC’s First Community Musculoskeletal Rehabilitation Centre

We launched our first Community Musculoskeletal Rehabilitation Clinic, situated inside the newly opened SLEC’s One Punggol Centre in March 2023.

Offering a comprehensive range of services to individuals of all ages, this clinic is equipped with technology for acute neck and back pain management, and advanced shockwave therapy, alongside moist heat, ultrasound and interferential therapy for rehabilitation.



## Educating Participants on Chronic Disease Management through Fit Agers Programme

To support ageing in place, our team of physiotherapists, dietitians and health wellness coaches co-developed the Fit Agers Programme - a comprehensive 12-week plan tailored for older adults.

This programme prioritises optimising diet and exercise for chronic disease management, and empowering participants with knowledge and routines for proactive health management. The pilot was successfully launched in March 2023.



# Synergising Care *through* Collaborations and Strategic Alliances

Building strategic alliances with multi-sectoral partners ensure resource sustainability and further deepen the impact on the elders in our communities. Aligned with the national health and social care strategy, we seek to transform community care with our partners.





## Delivering Transformative Intergenerational Programme

At the new SLEC One Punggol Centre, we partnered with Skool4kidz to develop a purposeful intergenerational programme for the elders and children attending our respective centres.

Our collaborative efforts culminated in a 30-week curriculum incorporated into the preschool and senior care centre's weekly activity timetable. Riding on the "Discovering Our World" theme, participants journeyed through child and elder-friendly activities as they explored their community

and the environment, building connections between the generations and cultivating mutual appreciation through exchanging perspectives, skills, and knowledge.

Prior to the programme's commencement, staff from SLEC and Skool4Kidz attended three cross-training sessions in March 2023 to learn and exchange insights. The training equipped them with the necessary skills to create a nurturing and impactful experience for the elders and children.



## Developing Future Professionals for the Community Care Sector

Developing a competent and compassionate workforce is central to sustaining the growing needs of our ageing society.

We worked closely with several Institutes of Higher Learning (Universities, Polytechnics, Junior Colleges and the Institute of Technical Education) to provide learning, training and research opportunities for students to gain practical insights about community care. We also engaged students in innovation and design projects aimed at improving the present and future care of elders.

We continued to serve as a trusted sector trainer, providing clinical supervision for the growing pool of students keen to engage in nursing, therapy, social work, counselling, human resources, operations, and essential community care roles. On-site attachment resumed in early 2022 with a significant increase in interest. In FY2022/2023, we completed 546 student placements.

Alongside other community training providers, such as NTUC Learning Hub and Hua Mei Training Academy, we provided training opportunities for students enrolled in the WSQ eldercare course through attachments and practicums at our Senior Care Centres and Active Ageing Hub across the island. These attachments were also extended to pre-employment training students enrolled in Temasek Polytechnic's gerontology programme, where existing professionals who are new entrants to the community care and healthcare sectors are equipped with relevant sector knowledge and skills. 26 trainees have since joined SLEC after their training attachment.

On the graduate education front, students who enrolled in the Master of Gerontology Programme at the Nanyang Technological University and the Singapore University of Social Sciences have participated in applied research projects with SLEC.



## Providing a Holistic Management of Care Needs for Elders

With an ageing population, chronic disease prevalence and complex care needs will be on the rise. To address this, we collaborated with AcuMed's Medical Group's Assurance Primary Care Network (PCN) to set up a PCN station at SLEC Ayer Rajah Centre (ARC). ARC was a choice partner for this pilot due to its strategic location in the community.

This initiative has strengthened community partnerships with family doctors under the Healthier SG "One Family Doctor and One Health Plan" strategy. The establishment of the PCN station at ARC has enabled us to offer a range of essential services, including diabetic retinal photography, diabetic foot screening, nurse counselling, and educational programmes.



For the continued well-being of our elders, we plan to expand on such partnerships, and to prioritise elders with diabetes, ensuring that they go for their regular check-ups at PCN Station on our premises. These arrangements will add more convenience to caregivers and reduce the need to make separate trips for the elders' annual scans.

## Strengthening Collaborations with Churches and Bible Schools

Our church partners are important collaborators in delivering holistic and person-centred care. Throughout the year, teams of dedicated volunteers contributed to different aspects of the physical, cognitive, emotional, and spiritual care that SLEC programmes provide for our elders.

Volunteers served in various activities ranging, from befriending and supporting our elders and staff to organising arts and cooking activities. For elders who are keen, our volunteers also conducted sharing sessions, Bible devotions, and prayers.

SLEC also provided training to refresh and equip our existing and newly onboarded church volunteers with the skills to engage our elders meaningfully, focusing on areas of growing needs such as dementia care.

With the growth of SLEC's locations, the number of church partners has also grown exponentially to 48. We are grateful that each SLEC centre is supported by at least one church partner.

In addition, we collaborated with Bible Schools to provide internships at SLEC's facilities for their counselling, pastoral care, and seniors' ministry training. Eight students completed their attachments at SLEC in FY2022/2023.

## Partnering with Regional Health Systems in Care Delivery

SLEC worked closely with the respective acute and community hospitals in the three Regional Health Systems to ensure a comprehensive care ecosystem for our elders.

Our Rehabilitation Team collaborated with Tan Tock Seng Hospital to introduce Pulmonary Rehabilitation at four of our Day Rehabilitation Centres in the Central Region. For elders experiencing breathlessness due to heart-lung impairments, a comprehensive plan was curated in collaboration with physicians and allied health professionals to enable them to live a fuller life with knowledge and coping strategies. We also co-developed care plans and resources to enable active agers to stay robust and to delay and reverse the frailty of residents ageing in the community.

Together with the National Healthcare Group and National University Health System, SLEC participated in the National One-Rehab initiative, to cross-train physiotherapists and standardise practices in Musculoskeletal (MSK) rehabilitation care. Our MSK physiotherapists underwent internal upskilling to keep abreast of the latest technology, ensuring that we continue to provide exceptional MSK support for the elders in our care.

Alongside SingHealth's Sengkang General Hospital, SLEC introduced the Ageing Successfully in Place – Independent, Rewarding Lives (ASPIRE) programme at three of our Day Rehabilitation Centres in the North-East. Elders enrolled in the programme received a comprehensive assessment and a clear management plan advised by a multi-disciplinary team of healthcare professionals.







# Building Organisational *Excellence*

Constantly evolving and staying relevant to the fast-changing landscape, we stay committed to excellence in our service and operations. We actively engage our employees and recognise them for their outstanding contributions, and their passion in making a positive difference in the lives of our elders.



# Awards and Recognition

## 14<sup>th</sup> Ageing Asia Innovation Forum and the 11<sup>th</sup> Asia Pacific Eldercare Innovation Awards 2023

The 14<sup>th</sup> Ageing Asia Innovation Forum and Exhibition was a platform to share SLEC's thought leadership in the eldercare sector, as well as to exchange knowledge with other community care operators from Singapore and the region.

Serving as one of the forum's speakers, Assoc Prof (Dr) Kenny Tan, CEO, addressed participants on the topic of fostering intergenerational bonding in Singapore and shared how that can be achieved within the unique circumstances of Singapore's housing and infrastructure.

A/Prof Tan also took the opportunity to interact on a topic closely intertwined with SLEC's decades-long service in the community. He shared about the challenges faced by elders in maintaining



their relational and faith connections through the decline brought about by ageing and dementia.

Six teams from SLEC emerged as finalists in the 11<sup>th</sup> Asia Pacific Eldercare Innovation Awards, with Circles Life Juggling Club and SLEC CommCare Academy clinching top honours in their respective categories.

- **CIRCLES LIFE JUGGLING CLUB**  
Best Active Ageing Programme – Community (Winner)
- **SLEC COMM CARE ACADEMY**  
Innovation of the Year – Caregiver Model (Winner)
- **ST LUKE'S ELDERCARE**  
Operator of the Year – Dementia Day Centre (Finalist)
- **HOUGANG CENTRE**  
Facility of the Year – Day Care Centre (Finalist)
- **MELO-D @ SLEC**  
Innovation of the Year – Best Dementia Care Programme (Finalist)
- **DINING CULTURE @ SLEC**  
Innovation of the Year – Social Engagement Programme (Finalist)

## Partners' Appreciation Day 2023

On 11 March 2023, we celebrated with our corporate and community partners, school groups, church volunteers, and donors at the Partners' Appreciation Day 2023, held at Paradox Singapore Merchant Court. Over 450 individuals and 86 organisations were recognised for their support and dedication to enriching the lives of our elders.

Partners were honoured across three categories namely,

- **New Partners Awards**  
(For partners committed to embarking on a journey of care)
- **Long Service Awards**  
(For partners who have journeyed with SLEC over the years)
- **Commendation Awards**  
(For partners who supported SLEC through the difficult COVID-19 pandemic)

Recipients included organisations and community groups representing various industries and sectors, including the Church of Singapore, Evangel Baptist Church, Johnson & Johnson, National University of Singapore, Sembcorp Marine, Singtel, Youth Corps Singapore, 42nd Battalion (Singapore Armoured Regiment) and Yishun Health.

In-person volunteerism resumed in May 2022. In our centres and residence, we experienced the joy of being supported by an expanded community of some 1,400 volunteers. The friendship of our volunteers and partners, and their commitment to this journey of care are precious to us, as we broaden our services and serve more elders across Singapore.

## SingHealth Quality Awards 2023

Held on 13 February 2023 at the University Cultural Centre, SLEC was recognised with three Star Awardees, 74 Gold Awardees and 98 Silver Awardees. Recipients were recognised for their exemplary contribution to service excellence and dedication to the healthcare and eldercare sectors.

## Community Care Manpower Development Awards

On 5 September 2022, the lifelong education aspirations and commitment to continuous training of five staff members were recognised.

Jenny Ang, Eileen Chew, Gabriel Chua, Stella Chuah and Joshua Lim received the Community Care Manpower Development Award (CCMDA) from the Agency for Integrated Care. The Award supported applicants in skills training in a range of clinical and non-clinical areas.





# Staff Engagement and Development

People are at the core of our operations. Through active engagement and recognition of their contributions, we endeavour to provide growth and training opportunities for our staff.

## Employee Engagement

**24** CEO Roundtables   **20** Kopi Chat sessions with CEO   **35** Individual Recognition Awards (Internal)



**4** Team Recognition Awards (Internal)   **17** Employee Well-being Activities   **\$45,000** allocated for staff to join teambuilding activities



## Encouraging Wellness and Staff Volunteerism - Healthy Eating Active Living (HEAL)

Through the HEAL programme, 17 employee wellness activities were organised across SLEC. The “For a Good Cause” series was created to encourage staff to take ownership of their health and wellness, through activities such as Pilates and nature walks.

Staff volunteerism was active in support of Dining Culture, an SLEC signature programme involving an immersive

dining experience for our elders at the centres, complete with themed cuisine, decorations, and activities. Using their lunch hour, more than 40 HQ staff members volunteered across 10 centres to assist in serving lunch to the elders and preparing their post-meal activities. One group even prepared a full travel experience to Italy, inclusive of video montages of Venice, faux passports and boarding passes!



## Developing Leaders - New Managers Programme

First-time managers underwent a one-year programme that equipped them with leadership and influencing skills to motivate their teams to achieve desired outcomes. Regular dialogue sessions with the management team provided a platform for the exchange of views. An experiential leadership journey was curated to SLEC’s residence, senior care centres and day rehabilitation centres to encourage cross-learning and on-site interactions. 34 staff completed the programme in 2022.

## Welcoming Team Mates - New Hires’ Onboarding Programme

Each month, new staff members participate in the comprehensive New Hires’ Onboarding Programme led by our energetic team of trainers.

Through essential modules that covered our core values and the Grace Philosophy of Care, new staff are imbued with our DNA of being “Super Loving, Extra Caring”. They are also trained in infection prevention and control, care of older persons, and foundation in dementia care.

These modules equip our team with the necessary knowledge and skills to perform their respective functional roles within the organisation.



# Fundraising Initiatives

## Chinese New Year Hong Bao Project 2023 – Joshua & Mama Come to the Rescue

Hong Bao Project 2023 is an annual fundraising collaboration between SLEC and St Luke’s Hospital. The project involved 36 kindergartens, three primary schools, and seven churches, which collectively contributed \$132,083 to SLEC.

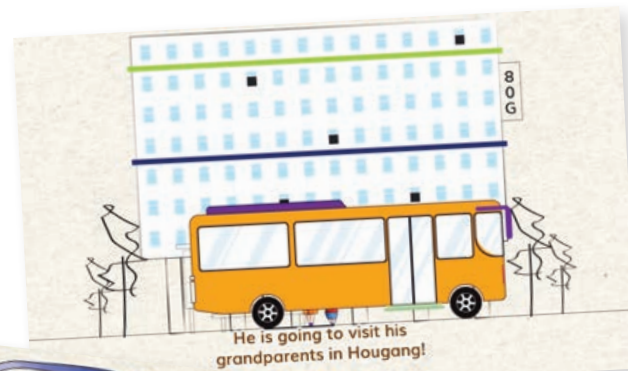
To introduce the issue of dementia care through this campaign, we created a three-minute animated story involving

the heartwarming moment where Joshua and his mother helped an elder suffering from dementia find his way back home for the Chinese New Year celebrations. The video increased awareness on the rising number of elders with dementia in Singapore, and funds raised went towards supporting elders in our dementia care programmes.



Scan the QR code to watch Joshua & Mama come to the rescue:

<https://www.youtube.com/watch?v=orDnvv10KHk>



Scan the QR code or visit our website to find out more: <https://woundedhealer.slec.org.sg/>



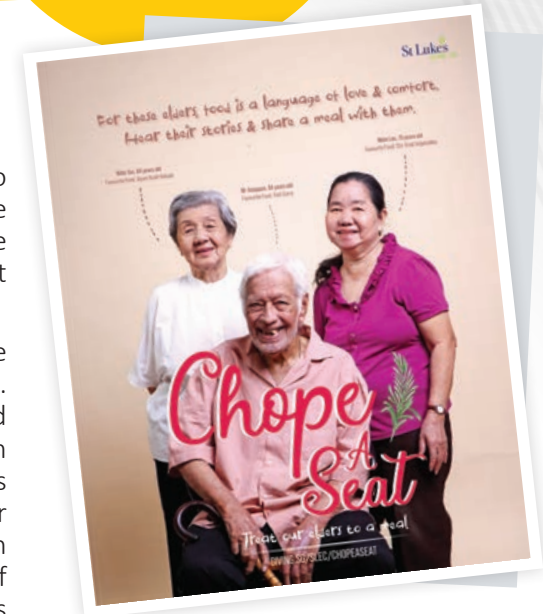
Scan the QR code to watch #ChopeASeat campaign video:

[https://www.youtube.com/watch?v=Xcpl4o\\_qHFU](https://www.youtube.com/watch?v=Xcpl4o_qHFU)

## #ChopeASeat Fundraising Campaign – Treat an Elder To A Meal

The #ChopeASeat campaign aimed to raise funds for SLEC’s Dining Culture Programme which ensured that the elders under our care have sufficient nutritional intake.

This campaign comprised YouTube interviews with three cheerful elders. Octogenarians Mr Asiappan and Mdm Tan, and 75-year-old Mdm Lim shared about their favourite dishes and memories associated with their individual choices. The online campaign raised \$58,726 for the provision of thematic nutritional meal opportunities and assistive feeding devices for elders in our centres and residence.



## “Healing Gets a Helping Hand” Wound Care Fund

“Wounded Healer: Inspirations for Lent”, was produced as a special collection of poems by Dr Kenny Tan, to support the fundraising efforts of the “Healing Gets A Helping Hand” Wound Care Fund. This fund will support our wound care team in providing essential wound treatment services for elders with financial difficulties, enhance staff training on wound care techniques, and support research work in wound care.

To date, over \$125,000 has been raised. To help us reach our fundraising goal of \$250,000, donate \$150 and receive a copy of the poetry collection.



# The Year Ahead

By 2030, almost one million Singaporeans will be aged 65 and above. As they age, it is predicted that Singaporeans will seek more personalised care depending on their desired lifestyles. This will result in a corresponding demand for differentiated aged care in terms of care ratio, curated programmes, cost, amenities, and services.

SLEC is committed to innovating and developing our suite of services to meet the demands and challenges ahead.

## Expansion of Services and Innovation

SLEC looks to add more built infrastructure capabilities to its portfolio in the next few years, with six new centres and two nursing home by 2026, bringing our total to 31 centres and three nursing homes. This includes new locations such as Salem Centre at Yishun and Active Ageing Hubs at Anchorvale and Northshore. Many of these new centres will leverage on technology such as robotics-assisted rehabilitation, and increase the community's access to a well-rounded rehabilitation process.

## Ageing Well in the Community – Active Ageing and Assisted Living

Charting the path for ageing well in the community, SLEC will support residents to age in place with Assisted Living and Active Ageing. Our Active Ageing Centres will provide social engagement for residents and encourage them to take ownership of their own health. The Assisted Living component will include living and clinical support services that directly addresses potential

health challenges of our residents or assistance with activities of daily living. We are working closely with Tan Tock Seng Hospital and the Agency for Integrated Care to pilot assisted living through our Active Ageing Hub@ Bishan, serving residents in the Golden Jasmine Block, Singapore's first studio apartment project for seniors.

We hope to support residents to be:

- Active and engaged in a variety of social interests and personal pursuits
- Volunteers in facilitating programmes for their fellow residents
- Confident in managing their personal health
- Secure in knowing there is support for managing their frailty status
- Supported to age in the community, with less need for institutionalised options like residential-based care



## Enhancing Safety – Robotics for Safer Toileting

Providing regular toileting assistance can be a demanding daily task for our care partners, especially when supporting wheelchair-bound and mobility-limited elders. Often, multiple care partners are required for this task, temporarily reducing the manpower available to care for other elders and increasing the risk of physical injuries with repeated liftings.

Prioritising the well-being of our staff and enhancing workplace safety, SLEC will introduce robotic standing patient lifters across our locations. These innovative systems will minimise the risk of falls during toileting assistance, reduce the manpower needed, and enable care partners to transfer elders safely with less physical strain.



## Continuous Innovation - LifeLab@SLEC

The LifeLab@SLEC showcases our commitment to improving the lived experience of elders, families, and staff in the community care sector by exploring and delivering meaningful and innovative solutions.

Designed for on-site learning through experiential and virtual technologies, visitors will be brought into different care settings and ageing phases, as they embark on a unique journey to explore, learn, and experience what ageing well entails.

LifeLab@SLEC aspires to be a future-looking and practical space to meet the learning needs of our participants through these elements:

### SEE

- Learn in an environment with various care settings (home, residence, centre and community).
- Enhance scenario-based training with the use of virtual reality devices.

### FEEL

- Experience the emotions related to the ageing and frailty process.
- Gain empathy on the end-of-life considerations and conversations of elders and their family.

### TOUCH

Engage in interactive elements, such as the ageing simulation suits, and experience the challenges of ageing.



# The St Luke's Family - St Luke's Hospital

The St Luke's ecosystem includes St Luke's Hospital (SLH), which is the first hospital in Singapore dedicated to the elderly sick since 1996. SLH cares for 2,500 inpatients and 4,500 outpatients each year through its inpatient, outpatient and home care services, with its core areas of care in Rehabilitation, Wound, Dementia and Palliative Care.

Holding steadfast to our vision to transform community care, SLH is dedicated to continually improving its expertise to meet the evolving needs of patients with complex conditions. One area of focus has been dementia, acknowledging the significant impact it brings to our ageing population.

In 2022, SLH created an interactive film called "Always, Mother", allowing viewers to navigate various decision points and care options in the caregiving journey for those with recent discovery of having dementia. Building on the success of its inaugural #GoSilverSG social media campaign to celebrate positive ageing and raise funds for patients at SLH, the second iteration takes a step further by encouraging participants to engage or reconnect with seniors in their lives. Using SLH's #GoSilverSG silver hair filter, the public was encouraged to post a selfie on social media to support the campaign.

SLH's commitment to excellence has earned prestigious accolades, including the National Healthcare Innovation and Productivity Medal, which SLH has received for the third time. This is in recognition of its Community Response Team (CRT) who reaches out to seniors with behavioural and psychological symptoms of dementia. SLH's Western Silvercare (WSC) Team also won the Best Team Award at the Singapore Health Quality Service Awards (SHQSA) through the community screening and active ageing programme, done in partnership with active ageing centres.

In the coming years, SLH hopes to continue enhancing its Clinical, Social, Pastoral (CSP) model of care to meet the evolving needs and expectations of patients and help individuals reach their desired level of activity and social engagement before illness.

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



To watch the film, 'Always, Mother', visit [bit.ly/alwaysmother\\_eng](https://bit.ly/alwaysmother_eng) or scan the QR code.

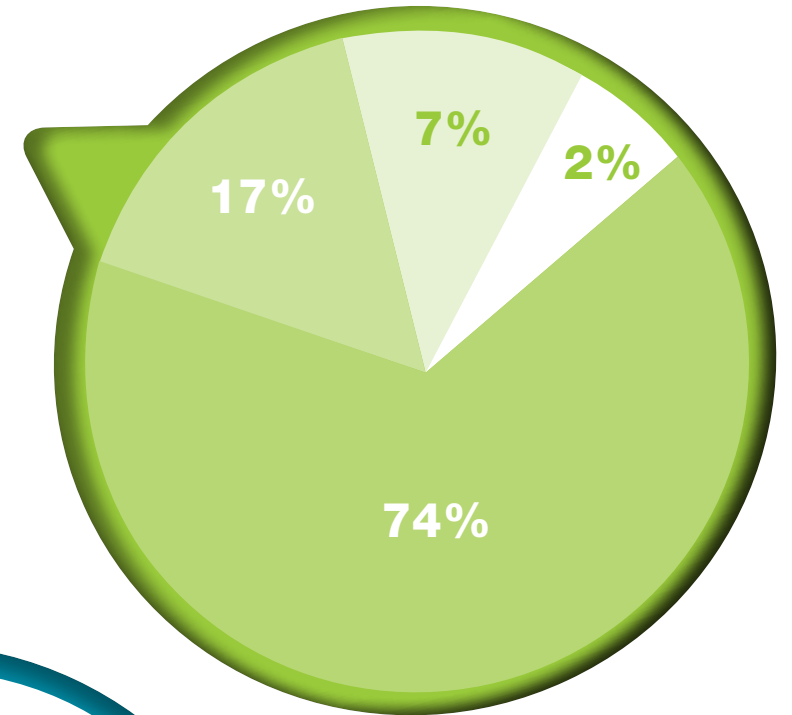


To read SLH Annual Report 2022/23, visit [bit.ly/slh\\_ar](https://bit.ly/slh_ar) or scan the QR code.

# Income and Expenses

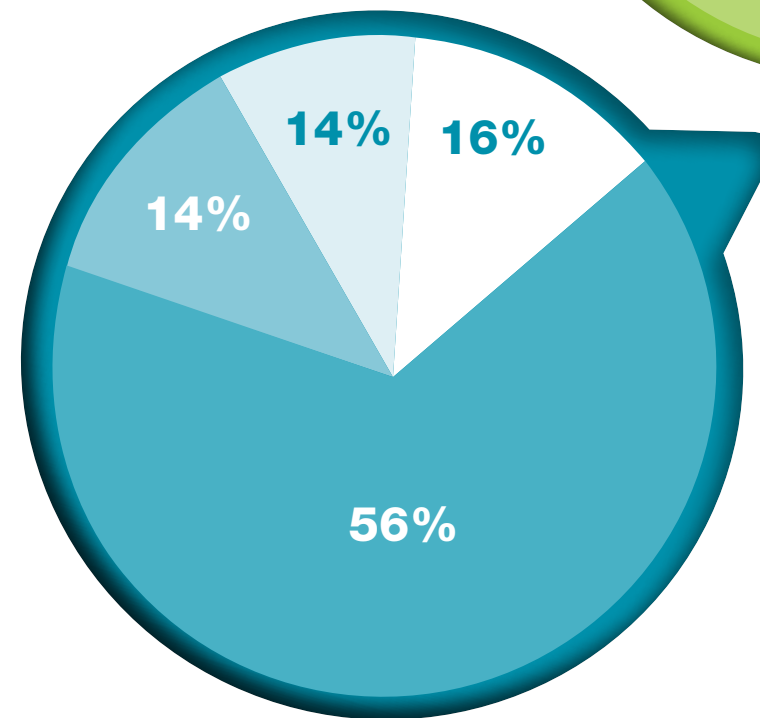
## Income in FY2022/2023

- Subvention and Funding from Government
- Clients' Fees
- Donations
- Other Income



## Expenses in FY2022/2023

- Manpower Cost (Direct)
- Manpower Cost (Indirect)
- Operational Cost (Direct)
- Operational Cost (Indirect)




View our latest Financial Statement: <https://www.slec.org.sg/newsroom/financial-statement/>



# Corporate Governance

SLEC is fully committed to living its core values in all its activities. Our core values are captured as CHRIST which stands for Compassion, Holistic Excellence, Respect, Integrity, Stewardship and Teamwork.

The SLEC Board of Directors 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 also circulates memoranda and brief Directors to stay abreast of changes.

The Directors 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.

Appointment of new Directors serve a three-year term unless specified. The tenure limit of each director is 10 years, except for the Treasurer. 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 and 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 judgment in relation to accounting are made by the management as well as issues from the previous year's audit (where relevant). The audit covers an 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 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 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

The Committee met once to review project tenders, the annual budget and investment matters. It was subsequently separated to form the Finance Committee and the Investment Committee on 1 September 2022.

## Finance Committee

The Finance Committee comprises Professor Neo Boon Siong (Chairman), Mr Ho Kuen Loon, and Mr Yeong Zee Kin. All Committee Members have recent and relevant finance expertise and experience.

The Committee provides advice to the Board and reviews SLEC's financial performance, annual budget, and expenditure with the aim of:

- Overseeing annual budget preparation
- Reviewing, recommending, and submitting tenders with Management to the Board for approval
- Reviewing periodic financial reports as produced by Management for Board Meetings and receiving explanations on variances from budget

## Fundraising Committee

The Fundraising Committee comprises Mr Alfred Wong (Chairman), Mr Foong Daw Ching and Professor Ho Yew Kee. All Committee Members have recent and relevant fundraising expertise and 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 practiced.

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 Resources Committee

The Human Resource Committee comprises Ms Lim Ai Ling (Chairperson), Mr Choo Eng Beng, Mr Wong King Yoong, and Mr Alfred Wong. All Committee Members have recent and relevant human resource expertise and 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 three times to review the organisation's human resource objectives. Subsequently, the Committee worked closely with Management to ensure the successful implementation of revised objectives.

## Investment Committee

The Investment Committee comprises Ms Ginger Hsiao (Chairperson), Mr Tai Tse Wen and Mr Wan Kum Tho. All Committee Members have recent and relevant investment management expertise and experience.

The Committee provides advice and assists the Board to:

- Review the investment policy statement of SLEC and recommends to the Board for approval
- Oversee investments and other financial matters

## Medifund Committee

The Medifund Committee comprises Mr Wong King Yoong (Chairman), Ms Cheung Siew Li, Ms Chua Ee Cheng, and Dr Wong Loong Mun. All Committee Members have the relevant expertise and 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 four times. It approved disbursements to support the clients' continued care.



## Missional Care Committee

The Missional Care Committee comprises Mr Foong Daw Ching (Chairman), Ms Khor Siew Khim, Mr Steven Loh, Pastor Albert Low, Dr David Yap and Mrs Mona Chia-Lee. All Committee Members have the relevant expertise and 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 the relevance of SLEC's missional strategy in relation to national and regional landscape and demographics, connections, capacity, and capability building to achieve SLEC's missional strategy, leading in the 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, Mr Alfred Wong, and Mr Yeong Zee Kin. All Committee Members have recent and relevant corporate governance expertise and 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 recommendations 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 Charities 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, Ms Ginger Hsiao, Adjunct Assistant Professor Kelvin Koh, Dr Mervyn 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 as well as in identifying, managing, and mitigating care risks arising from the operations in the senior care centres, nursing home, and home care.

The Committee's responsibilities include:

- Providing oversight of programme and service development to ensure that they are in line with the vision, mission, and objectives of SLEC
- Providing oversight on the operational implementation of programme and service delivery mechanisms
- Providing oversight on programme evaluations and service quality
- Monitoring and assessing the 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

In the financial year under review, the Committee met three times to review the programme and services development and to 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

The revised Code of Governance for Charities and Institutions of Public Character 2023 recommends that charities disclose the remuneration of its three highest paid staff, who each receive remuneration exceeding \$100,000 per annum.

As of FY2022, in accordance with the above, the three highest paid staff received \$300,001 and above.



# Board and Functional Committees

Directors and Functional Committee Members attend and actively participate in Board and Functional Committees meetings. In FY2022/2023, the Board and Functional Committees held a total of 32 meetings.

BOARD OF DIRECTORS	DATE APPOINTED	NO OF MEETINGS IN FY2022/2023	
		Held	Attended
<b>Professor Ho Yew Kee</b> Chairman	1 August 2017	5	5
<b>Professor Neo Boon Siong</b> Honorary Treasurer	23 August 2021	5	4
<b>Mr Choo Eng Beng</b> Director	1 October 2016	5	5
<b>Mr Chua Song Khim</b> Director	22 August 2022	5	2*
<b>Mr Foong Daw Ching</b> Director	1 September 2018	5	5
<b>Ms Ginger Hsiao</b> Director	1 February 2017	5	4
<b>Professor Lee Chien Earn</b> Director	1 October 2021	5	4
<b>Ms Lim Ai Ling</b> Director	1 May 2017	5	5
<b>Mr Wong King Yoong</b> Director	1 February 2017	5	5
<b>Mr Alfred Wong</b> Director	1 February 2017	5	3
<b>Mr Yeong Zee Kin</b> Director	1 October 2016	5	2

\*Mr Chua Song Khim attended 2 out of 3 meetings since his appointment in August 2022.  
Note: Ms Jacqueline Poh stepped down from the Board in August 2022.

AUDIT, RISK AND GOVERNANCE COMMITTEE	DATE APPOINTED	NO OF MEETINGS IN FY2022/2023	
		Held	Attended
<b>Mr Choo Eng Beng</b> Chairman	1 January 2019	4	4
<b>Mr Ho Kuen Loon</b>	1 February 2017	4	3
<b>Mr Ho Tuck Chuen</b>	1 April 2018	4	2
<b>Dr Li Haobin</b>	1 October 2020	4	2
<b>Dr Yap Chee Meng</b>	1 April 2018	4	4
<b>Mr Yeo Ek Khuan</b>	1 February 2017	2	2

FINANCE, INVESTMENT & PROCUREMENT COMMITTEE	DATE APPOINTED	NO OF MEETINGS IN FY2022/2023	
		Held	Attended
<b>Professor Neo Boon Siong</b> Chairman	1 September 2021	1	1
<b>Ms Ginger Hsiao</b>	1 October 2017	1	1
<b>Mr Wan Kum Tho</b>	1 February 2019	1	1
<b>Mr Yeong Zee Kin</b>	1 February 2017	1	2

Note: The Finance, Investment & Procurement Committee was restructured on 31 August 2022 to form the Finance and Investment Committees.

FINANCE COMMITTEE	DATE APPOINTED	NO OF MEETINGS IN FY2022/2023	
		Held	Attended
<b>Professor Neo Boon Siong</b> Chairman	1 September 2022	2	2
<b>Mr Ho Kuen Loon</b>	2 January 2023	1	1
<b>Mr Yeong Zee Kin</b>	1 September 2022	2	2

Note: The Finance Committee was formed on 1 September 2022.



FUNDRAISING COMMITTEE	DATE APPOINTED	NO OF MEETINGS IN FY2022/2023	
		Held	Attended
Mr Alfred Wong Chairman	13 November 2018	2	2
Mr Foong Daw Ching	1 November 2022	2	2
Professor Ho Yew Kee	1 October 2021	2	1

HUMAN RESOURCE COMMITTEE	DATE APPOINTED	NO OF MEETINGS IN FY2022/2023	
		Held	Attended
Ms Lim Ai Ling Chairperson	1 May 2017	3	3
Mr Choo Eng Beng	1 October 2021	3	3
Mr Wong King Yoong	1 December 2018	3	3
Mr Alfred Wong	1 October 2021	3	3

INVESTMENT COMMITTEE	DATE APPOINTED	NO OF MEETINGS IN FY2022/2023	
		Held	Attended
Ms Ginger Hsiao Chairperson	1 September 2022	3	3
Mr Tai Tse Wen	1 March 2023	2	2
Mr Wan Kum Tho	1 September 2022	3	3

\*No meeting was held subsequently in FY2022 after the restructuring of Finance, Investment & Procurement Committee meeting on 31 August 2022.

Note: The Investment Committee was formed on 1 September 2022.

MEDIFUND COMMITTEE	DATE APPOINTED	NO OF MEETINGS IN FY2022/2023	
		Held	Attended
Mr Wong King Yoong Chairman	25 March 2022	4	4
Ms Cheung Siew Li	22 January 2022	4	3
Ms Chua Ee Cheng	22 January 2018	4	2
Dr Wong Loong Mun	22 January 2018	4	4

MISSIONAL CARE COMMITTEE	DATE APPOINTED	NO OF MEETINGS IN FY2022/2023	
		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	0
Pastor Albert Low	12 October 2020	2	2
Dr David Yap	12 October 2020	2	2

NOMINATION COMMITTEE	DATE APPOINTED	NO OF MEETINGS IN FY2022/2023	
		Held	Attended
Professor Ho Yew Kee Chairman	21 April 2020	2	2
Mr Choo Eng Beng	1 October 2021	2	2
Mr Alfred Wong	1 April 2021	2	2
Mr Yeong Zee Kin	1 October 2021	2	2

Ms Jacqueline Poh stepped down from the Nomination Committee on 20 May 2022.

PROGRAMME, SERVICES & CARE RISK COMMITTEE	DATE APPOINTED	NO OF MEETINGS IN FY2022/2023	
		Held	Attended
Ms Jacqueline Poh Chairperson	20 March 2020	3	3
Dr Chan Kin Ming	24 April 2020	3	2
Ms Ginger Hsiao	1 October 2021	3	2
Adjunct Assistant Professor Kelvin Koh	23 April 2019	3	3
Dr Mervyn Koh	1 March 2022	3	3
Professor Lee Chien Earn	1 October 2021	3	2
Ms Carol Liew	23 April 2019	3	3



# Enterprise Risk Management

SLEC understands the importance of good risk management in improving corporate governance and strategic planning. We created an Enterprise Risk Management (ERM) framework that allows us to manage risks and opportunities in an organised, integrated, and efficient manner.

We use our ERM framework to identify, assess, prioritise, treat, and monitor our important strategic and operational risks on a continuous basis.

## Advantages of ERM Framework

- Improves our decision-making by taking into account all relevant risks, allowing us to limit risk while maximising opportunities
- Reduces expenses and increases operational efficiency by eliminating superfluous processes
- Ensures that regulations and laws are followed, safeguarding us from penalties and legal ramifications
- Improves our reputation by demonstrating our commitment to managing risk and protecting our beneficiaries
- Develops risk monitoring and reporting dashboard
- Summarises and presents outputs to management and board

### OUR ERM APPROACH

#### RISK MANAGEMENT REVIEW

- Stakeholder engagement
- Risk tolerance assessment
- Tier 1 risk profile identification/development

#### CONDUCT ERM TRAININGS

- Validate participating stakeholders and objectives of the ERM training sessions
- Develop ERM training materials
- Deliver ERM training sessions

#### REVIEW ERM FRAMEWORK AND REPORTING

- Develop/review SLEC's ERM framework manual including governance, protocols and guidelines
- Develop risk monitoring and reporting dashboard
- Summarise and present outputs to management and board



# Embarking on Our Sustainability Journey

In recent years, the concept of Environmental, Social, and Governance (ESG) has gained considerable attention and importance across various industries and sectors. ESG has since been included in the latest Code of Governance for Charities and Institutions of a Public Character issued in April 2023 to provide greater clarity on good governance guidelines.

Sustainability has always been an intrinsic component of SLEC’s operations, reflecting our commitment to long-term viability. In recognition of the recommendation by the Code of Governance, SLEC will be articulating and formulating our ESG strategies and policies. Moving forward, the organisation will be implementing robust ESG monitoring mechanisms, and we hope to increasingly demonstrate and promote sustainable practices across the sector.

## Environmental

SLEC recognises the pressing global challenge of climate change and strives to be a good steward of our environmental resources. We aim to create an environmentally-friendly and sustainable workplace by starting to increase ESG awareness in our workforce. We will be actively exploring green practices like recycling, reducing and reusing in our daily operations to improve our resource management and reduce our environmental impact. We have begun tracking our water, electricity and fuel consumption to better understand SLEC’s baseline ESG performance and create an accountability system.

## Social

At SLEC, fair and inclusive recruitment and employment practices are fundamental to our operations, and we have adopted the Tripartite Standards

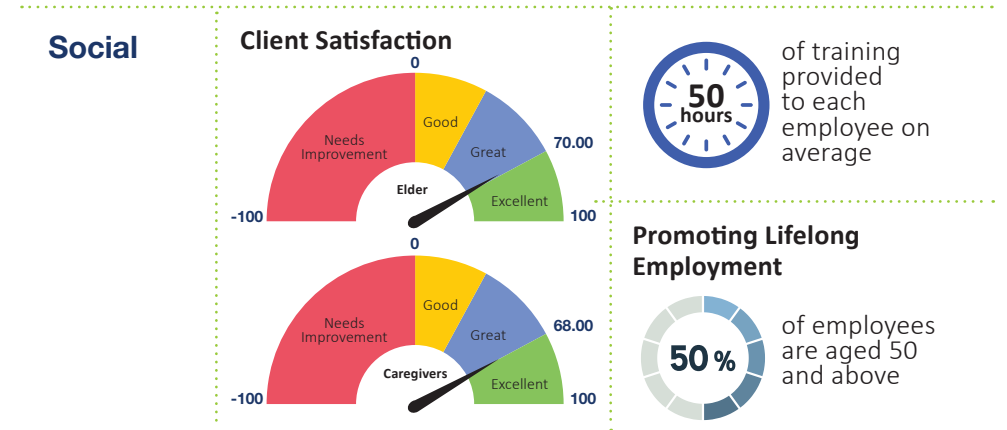
for Fair Employment Practices. We continuously provide learning opportunities to our staff, ensuring their professional growth and development. We are one of the lead agencies in a Job Redesign pilot that enhances upskilling prospects, expands career options, career development, and promotes wage progression for care roles within SLEC and the community care sector.

SLEC values our employees and their well-being. To support holistic wellness, a myriad of employee wellness programmes that encompass the promotion of healthy eating, recreational and volunteering opportunities are regularly held. Employees are also engaged through regular town hall and platform sessions to meet with the Senior Management Team and ensure that their voices are heard.

Above all, SLEC is committed to delivering patient-centric care and adapting to meet the evolving needs of our clients. We take pride in the dedication demonstrated by our team in serving the aged

care sector, which has garnered us numerous prestigious accolades. The enthusiasm and commitment of our staff are evident in our high client and caregiver satisfaction rates, and staff referral rates.

## Social Metrics Tracked in SLEC in FY2022/2023



## Governance

To maintain our commitment to excellence, we consistently adhere to the relevant healthcare accreditation standards. We ensure compliance with the Code of Governance for Charities as well as laws and regulations governing charities and our status as an Institute of Public Character. To further support our operations, we have a dedicated Board of Directors that provides oversight on strategic initiatives and practices.

Our performance and dedication to accountability have also been acknowledged through esteemed awards, such as the Charity Transparency Award. Our focus remains steadfast on delivering excellence and making a positive impact in the communities we serve.

## Governance Metric Tracked in SLEC in FY2022/2023





# Centre Advisory Committees

## CENTRAL CLUSTER

### Chong Pang Centre

#### Yishun Christian Church (Lutheran)

Rev Dr William Chang  
Rev David Ng  
Pastor Chong Fu Kiong  
Ms Diana Ho

### Golden Years Centre

#### Wesley Methodist Church

Mr Sonny Chuah  
Mr Alvin Chua  
Mr Bob Toh

### Hougang Centre

#### Church of Singapore

Mr Foong Daw Ching  
Pastor Joshua Cheng  
Mr Roger Neo Hock Ann

## WEST CLUSTER

### Ayer Rajah Centre

#### Pasir Panjang Hill Brethren Church

Senior Pastor Tang Kok Fai  
Pastor Koh Jy Mei

### Bukit Batok Centre

#### Bukit Batok Presbyterian Church

Rev Graham Ng  
Mr Ong Pak Shoon

#### Providence Presbyterian Church

Rev Dr Chong Soo Fah  
Elder Ong Ah Hian

### Nee Soon East Centre

#### Yishun Christian Church (Lutheran)

Rev Dr William Chang  
Rev David Ng  
Pastor Chong Fu Kiong  
Ms Diana Ho

### Salem Centre

#### Salem Chapel

Pastor Tang Kok Fai  
Mr Koh Weng Kin  
Ms Peggy Wong

### Whampoa Centre

#### Barker Road Methodist Church

Ms Melanie Teo  
Ms Sally Chua  
Mr Robert Loke

### Clementi Centre

#### The Bible Church

Dr Tor Yam Khoo  
Pastor Poh Kian Ge  
Mr Samuel Foong

### Keat Hong Centre

#### Bukit Panjang Gospel Chapel

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

## EAST CLUSTER

### Changkat Centre

#### Living Hope Methodist Church

Mr Sammy Ho  
Ms Audrey Ho  
Ms Veronica Han

#### Sion Presbyterian Church

Rev Poh Siong Hoon  
Pastor Benjamin Yong  
Ms Janice Lim Lay Hong

### Marine Parade Centre

#### Church of Singapore

Mr Foong Daw Ching  
Mr Owyong Kim Tian  
Mr Roger Neo Hock Ann

### Rivervale Centre

#### Gospel Light Christian Church

Pastor Robert Wong  
Mr Trevor Tan  
Mr John Sng  
Mr Thomas Lor

### Sumang Centre

#### Gospel Light Christian Church

Pastor Robert Wong  
Mr Trevor Tan  
Mr John Sng  
Mr Thomas Lor

### Tampines Centre

#### Church of Singapore

Mr Foong Daw Ching  
Ms Eileen Koh  
Mr Roger Neo Hock Ann

#### Sion Presbyterian Church

Rev Poh Siong Hoon  
Pastor Benjamin Yong  
Ms Janice Lim Lay Hong

### Telok Blangah Centre

#### Telok Ayer Chinese Methodist Church

Rev Chua Ooi Suah  
Mr Ho Ann Chuan  
Mr Tan Hua Joo  
Dr Ng Wee Kong  
Mr Edmund Tan  
Mr Lim Hong Khiam



## DONATE TO SUPPORT OUR ELDERS



### DONATE ONLINE

For your convenience, give directly through our online donation page.

[www.slec.org.sg/giving/ways-to-donate/](http://www.slec.org.sg/giving/ways-to-donate/)



### DONATE BY CHEQUE

Please make payable to:

## ST LUKE'S ELDERCARE LTD

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

### MAKE A LEGACY GIFT

To make a legacy gift or CPF nomination to SLEC, please allow us to support your enquiries by writing to [donorsupport@slec.org.sg](mailto:donorsupport@slec.org.sg).

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**IPC NUMBER**  
IPC000155

—  
**IPC STATUS**  
01 February 2023 to 31 January 2026

—  
**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 Ltd

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.





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