

ANNUAL REPORT FY2023/2024

Envisioning CARE

in the Community
Innovation, Collaboration, Education

Envisioning Care in the Community

ST LUKE'S ELDERCARE

ANNUAL REPORT FY2023/2024

ST LUKE'S ELDERCARE LTD

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

6717 2777

www.slec.org.sg

@StLukesElderCare

St Luke's ElderCare



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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 covering 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 needs of those that require daily living and nursing care.

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

Our Vision

Transforming
Community Care

Our Mission

To be a Christian
healthcare provider
enriching lives in the
communities

Core Values

- Compassion
- Holistic Excellence
- Respect
- Integrity
- Stewardship
- Teamwork

GRACE Philosophy of Care

Graceful Living

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

Autonomy

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

GRACE

Respect

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

Choice

Promoting active involvement among our elders to provide them with opportunities and freedom to explore, choose between options and consider possibilities

Empowerment

Creating an environment that enables our elders to stay actively engaged and maintain their independence as much as possible

Organisational Chart



Adj Assoc Prof
(Dr) Kenny Tan
Chief Executive
Officer



Dr Alan Wong
Chief Operating
Officer



Ms Agnes Hew
Senior Director,
Health & Social
Care Services
(Community) and
Corporate Strategy



Ms Susie Goh
Director,
Nursing Services



Mr Koh Lip Wee
Director,
Finance



Mr Gregory Lee
Director,
Pastoral Care,
Counselling &
Partnerships



Mr Jared Tay
Deputy Director,
Human Resource



Ms Hazel Chua
Assistant Director,
Communications &
Fundraising



Ms Jennifer Goh
Assistant Director,
Centre-based
Services



Mr Richard Koh
Assistant Director
(Operations),
Health & Social Care
Services (Residential)



Ms Winnie Koh
Assistant Director
(Training &
Development),
CommCare Academy



Ms Jocelyn Ng
Assistant Director
(Training &
Education),
Nursing Services



Mr Daniel Soh
Assistant Director,
Corporate Strategy



Mr Bernard Wan
Assistant Director,
Community-based
Services



Ms Tracy Wang
Assistant Director
(Clinical),
Nursing Services

Chairman's Message

This past year has been a testament to our unwavering resilience and commitment to continuous improvements in the face of rising challenges. As we navigate the evolving landscape of community care, our dedication to transforming the lives of our elders and strengthening our community has never been stronger.

In tandem with the expanded scope and coverage of our service, our organisation has grown significantly in recent years. With a dedicated team of over 800 staff members, we now serve more than 15,000 elders through 18 senior care and rehabilitation centres, 12 active ageing centres, and one residence (nursing home). As Singapore's population continues to age rapidly, we stand steadfast in our vision of "Transforming Community Care," covering both elders and their caregivers, young seniors, and all our partners.

As stewards entrusted with the organisation's mission to be a Christian healthcare provider enriching lives in the communities, we work closely with our management team to ensure the sustainability and resilience of our organisation. This includes bolstering our capacity to meet growing resource demands and funding needs while

continually advancing our care standards to support the elders with the healthcare they need.

We are committed to exploring innovative solutions to prepare our organisation for the future. This includes inspiring the next generation to become effective caregivers and mobilising more volunteers to contribute their talents and time.

Embracing digital transformation is another essential step forward, enabling us to streamline operations and empower our staff to deliver personalised and holistic care more effectively.

To our dedicated team of staff and members of the Board, I extend my deepest gratitude. Your unwavering dedication and tireless efforts, seen and unseen, embody CHRIST. May you find strength and joy in the knowledge that your work enriches the lives of countless elders and strengthens our communities.

Together, let us journey forward with faith and resilience, embracing new opportunities ahead as we continue to serve with compassion and integrity.

Professor Ho Yew Kee

Chairman, Board of Directors
St Luke's ElderCare

Unless the LORD
builds the house,
the builders
labour in vain.

Psalms 127:1



CEO's Message

Anchored in our aspirations to innovate, collaborate, and educate, the past year has been both eventful and purposeful for us at SLEC. We celebrated the official openings of two new centres: a senior care centre in Punggol and our first active ageing centre (care) in Bishan.

These milestones highlight our growth and dedication to serving the community. We have also introduced advanced robotics rehabilitation at three of our day rehabilitation centres in Yishun, Punggol, and Bukit Batok, making engaging and effective rehabilitation therapy accessible to the elders in their familiar neighbourhoods.

Additionally, we successfully implemented new digital systems to optimise our transport team's efficiency while being environmentally responsible by reducing waste and carbon dioxide emissions.

Looking ahead, the coming year promises exciting developments for SLEC. We are expanding our footprint


with the launch of a senior care centre in Fernvale and a nursing home in Punggol. The 201-bed facility marks a significant milestone, enabling us to offer a full spectrum of care in the Punggol region, from active ageing to supporting frail elders who require long-term care.

Education is at the heart of our mission at SLEC. In the upcoming year, we will introduce new programmes and training to enhance the skills of our staff, empowering them to thrive and excel in their roles.

We are also committed to fostering dialogue on the future of community care through our flagship SLEC CommCare Symposium.

I invite you to join us on this journey. Together, we can create a meaningful impact on the lives of our elders and our community.

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



At SLEC, we believe it takes a community to care for a community. Through strong collaboration and strategic partnerships, we are committed to providing holistic, seamless care services for the elders entrusted to us, closer to home.

Board of Directors



Professor Ho Yew Kee
Chairman
1 April 2021

Director
1 August 2017

Deputy Dean
School of Graduate Studies,
City University of Hong Kong



Mr Foong Daw Ching
Vice-Chairman
29 May 2024

Director
1 September 2018



Professor Neo Boon Siong
Treasurer
1 September 2021

Director
23 August 2021

Director
Wealth Management Institute
and Resources Exchange
International (Singapore) Ltd



Mr Choo Eng Beng
Director
1 October 2016

**Engagement Partner and
Head of Assurance**
PricewaterhouseCoopers
LLP, Singapore



Mr Chua Song Khim
Director
22 August 2022

Deputy Chief Executive
National University
Health System



Ms Ginger Hsiao
Director
1 February 2017

**Director &
Chief Investment Officer**
Gold Nest Capital

Co-founder
Ginward London & Asia



Professor Lee Chien Earn
Director
1 October 2021

Deputy Group CEO
(Regional Health System)
SingHealth Group



Ms Lim Ai Ling
Director
1 May 2017



Mr Alfred Wong
Director
1 February 2017

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



Mr Wong King Yoong
Director
1 February 2017



Mr Yeong Zee Kin
Director
1 October 2016

Chief Executive
Singapore Academy of Law



Management Team

01. Ms Winnie Koh
Assistant Director
(Training & Development),
CommCare Academy

02. Ms Jennifer Goh
Assistant Director,
Centre-based Services

03. Mr Koh Lip Wee
Director,
Finance

04. Mr Bernard Wan
Assistant Director,
Community-based Services

05. Mr Richard Koh
Assistant Director
(Operations),
Health & Social Care Services
(Residential)

06. Ms Agnes Hew
Senior Director,
Health & Social Care Services
(Community) and Corporate
Strategy

07. Mr Jared Tay
Deputy Director,
Human Resource

08. Ms Tracy Wang
Assistant Director (Clinical),
Nursing Services

09. Adj Assoc Prof (Dr) Kenny Tan
Chief Executive Officer

10. Dr Alan Wong
Chief Operating Officer

11. Mr Daniel Soh
Assistant Director,
Corporate Strategy

12. Mr Gregory Lee
Director,
Pastoral Care,
Counselling & Partnerships

13. Ms Susie Goh
Director,
Nursing Services

14. Ms Hazel Chua
Assistant Director,
Communications &
Fundraising

NOT IN PHOTO

Ms Jocelyn Ng
Assistant Director
(Training & Education),
Nursing Services



Central Cluster Team

01. Ms Serene Ang
Senior Staff Nurse,
Home-based Services

02. Ms Jennifer Goh
Assistant Director,
Centre-based Services

03. Ms Yvonne Yap
Centre Manager
& Senior Physiotherapist,
Salem Centre

04. Mr Stephen Chua
Centre Manager,
Whampoa Centre

05. Mr Tey Lien Piew
Centre Manager,
Nee Soon Central Active
Ageing Centre (Care)

06. Ms Fong Sin Dee
Senior Manager,
Home-based Services

07. Mr Caleb Low
Senior Physiotherapist,
Acting Head of
Physiotherapy Services

08. Mr Joshua Lim
Centre Manager,
Bishan Active Ageing Centre
(Care)

09. Mr Jeffrey Ha
Centre Manager,
Serangoon Centre

10. Mr Eng Tze Hao
Senior Speech Therapist,
Acting Head of Speech
Therapy Services

11. Mr Chen Ching Hong
Centre Manager,
Hougang Active Ageing
Centre (Care)

12. Ms Esther Sim
Assistant Community
Engagement Manager,
Community-based Services

13. Ms Cheryl Tong
Assistant Centre Manager,
Golden Years Active Ageing
Centre (Care)

14. Dr Lim Peng Peng
Head Medical & Programme
Development Unit

15. Ms Ryzelle Llorente
Assistant Centre Manager,
Ang Mo Kio Centre

16. Ms Anita Koh
Centre Manager,
Chong Pang Active Ageing
Centre (Care)

17. Mr Clement Hong
Senior Occupational
Therapist, Acting Head
of Occupational Therapy
Services

18. Mr Alvin Lim
Assistant Community
Engagement Manager,
Community-based Services

19. Mr Bernard Wan
Assistant Director,
Community-based Services

20. Mr Samuel Su,
Senior Manager,
Centre-based Services

21. Mr Kelvin Leong
Centre Manager,
Ang Mo Kio Polyclinic Centre

22. Mr Kevin Chiam
Centre Manager,
Hougang Meadow Centre

23. Mr Foo Chang Yuh
Centre Manager,
Bishan Active Ageing
Centre (Care)
*Seconded to Human
Resource on 2 May 2024*

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Ms Decky Kwok
Assistant Centre Manager,
Kebun Baru Centre

Ms Lim Zhi Yi
Senior Physiotherapist

Mr Paul Agpas
Senior Physiotherapist,
Home-based Services

Ms Teh Choon Ling
Assistant Centre Manager,
Nee Soon East Active Ageing
Centre (Care)



East Cluster Team

01. Dr Lim Peng Peng
Head Medical & Programme
Development Unit

02. Mr Paul Agpas
Senior Physiotherapist,
Home-based Services

03. Ms Jennifer Goh
Assistant Director,
Centre-based Services

04. Ms Serene Ang
Senior Staff Nurse,
Home-based Services

05. Ms Fong Sin Dee
Senior Manager,
Home-based Services

06. Mr Bernard Wan
Assistant Director,
Community-based
Services

07. Mr Clement Hong
Senior Occupational
Therapist, Acting Head
of Occupational Therapy
Services

08. Mr Leonard Chan
Centre Manager,
Marine Parade Centre

09. Mr Eng Tze Hao
Senior Speech Therapist,
Acting Head of Speech
Therapy Services

10. Mr Caleb Low
Senior Physiotherapist,
Acting Head of
Physiotherapy Services



11. Ms Andrea Tan
Centre Manager,
Northshore Active Ageing
Centre (Care)

12. Ms Molly Ng
Centre Manager,
Sumang Centre

13. Ms Caroline Chen
Centre Manager,
One Punggol Centre

14. Mr Cai Yin Zhou
Centre Manager,
Anchorvale Active Ageing
Centre (Care)

15. Ms Yvonne Ding
Centre Manager,
Tampines Centre

16. Mr Joel Ng
Assistant Community
Engagement Manager,
Community-based Services

17. Mr Jeremy Neo
Centre Manager,
Rivervale Centre

18. Mr Samuel Su
Senior Manager,
Centre-based Services

19. Mr Gabriel Chua
Centre Manager,
Telok Blangah Centre

NOT IN PHOTO

Ms Anna Teo
Senior Physiotherapist



West Cluster Team

01. Ms Felicia Lee
Centre Manager & Senior
Occupational Therapist,
Bukit Batok Central Centre

02. Ms Serene Ang
Senior Staff Nurse,
Home-based Services

03. Ms Shipra Shalini
Senior Physiotherapist

04. Dr Lim Peng Peng
Head Medical & Programme
Development Unit

05. Mr Eng Tze Hao
Senior Speech Therapist,
Acting Head of Speech
Therapy Services

06. Mr Bernard Wan
Assistant Director,
Community-based Services

07. Mr Caleb Low
Senior Physiotherapist,
Acting Head of
Physiotherapy Services

08. Mr Jacob Chong
Assistant Centre Manager,
Teck Whye Vista Active
Ageing Centre (Care)

09. Mr Samuel Su,
Senior Manager,
Centre-based Services

10. Ms Anna Molina
Senior Occupational
Therapist,
Rehab Team Lead

11. Ms Fong Sin Dee
Senior Manager,
Home-based Services

12. Ms Arlene Jiang
Centre Manager,
Keat Hong Centre

13. Ms Jennifer Goh
Assistant Director,
Centre-based Services

14. Mr Clement Hong
Senior Occupational
Therapist, Acting Head
of Occupational Therapy
Services

15. Mr Simon Tan
Centre Manager,
Bukit Timah Active Ageing
Centre (Care) and Clementi
Active Ageing Centre (Care)

16. Mr Ong Kah Thye
Centre Manager,
Jurong East Centre

17. Mr Damien Chan Tsin,
Assistant Community
Engagement Manager,
Community-based Services

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Mr Paul Agpas
Senior Physiotherapist,
Home-based Services

Mr Tony Ng
Centre Manager,
Ayer Rajah Active Ageing
Centre (Care)

Ms Vivi Lolowang
Centre Manager,
Bukit Batok Centre

Ms Natalie Ng
Senior Occupational
Therapist



Residential Team

- | | | |
|--|---|---|
| <p>01. Ms Susie Goh
Director,
Nursing Services</p> <p>02. Ms Jocelyn Ng
Assistant Director
(Training & Education),
Nursing Services</p> <p>03. Ms Tracy Wang
Assistant Director
(Clinical),
Nursing Services</p> <p>04. Ms Dona Lim
Acting Head of Nursing</p> | <p>05. Ms Hafidah Binte Saipollah
Nurse Clinician
(Wound Care),
Nursing Services</p> <p>06. Mr Wu Jun Jie
Community Care Manager</p> <p>07. Mr Richard Koh
Assistant Director,
Operations</p> <p>08. Mr Winston Tan
Nurse Clinician
(Infection Control),
Nursing Services</p> | <p>09. Adj A/Prof (Dr) Kenny Tan
Chief Executive Officer,
Covering Head of
Ang Mo Kio Residence</p> <p>NOT IN PHOTO</p> <p>Mr Allan Chew
Nurse Manager</p> <p>Ms Jacqueline Chye
Nurse Manager</p> |
|--|---|---|

Strategic Thrusts

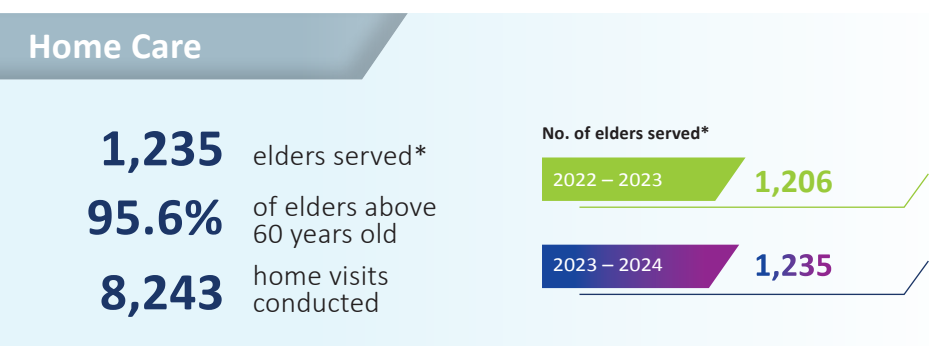
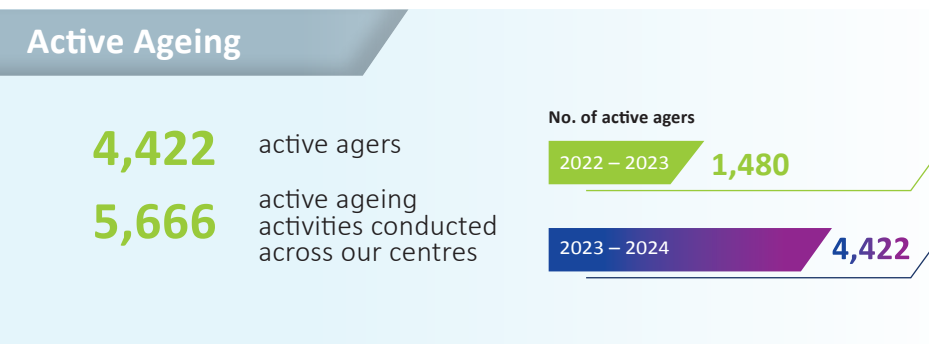
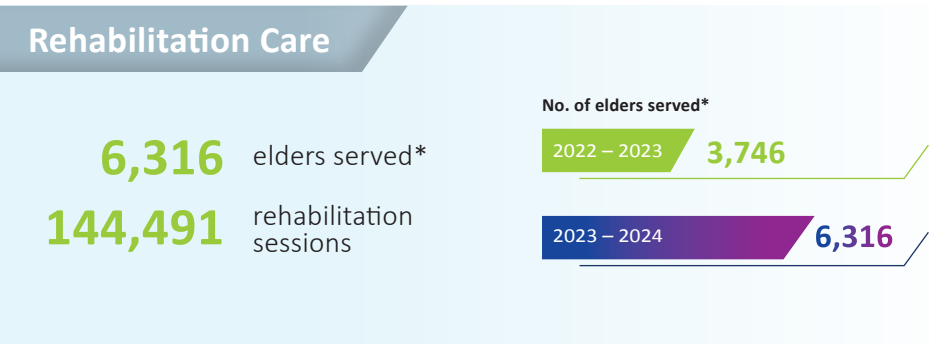
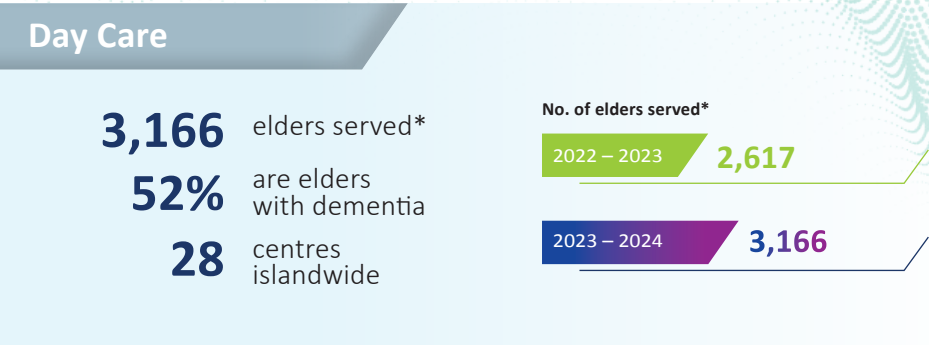
With a growing emphasis on preventive care and active ageing through the nationwide HealthierSG initiative, SLEC launched three strategic thrusts to foster a seamless ecosystem of care.



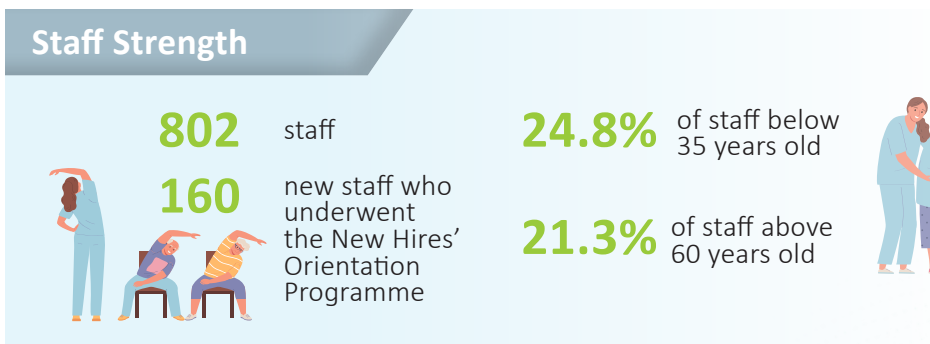
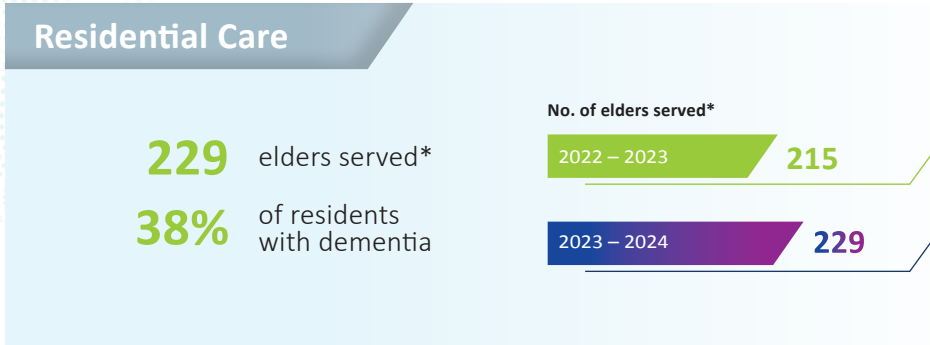
Our Locations



Our Impact



*The number of elders served in FY2023/2024 includes both active and discharged elders.



Engaging the Next Generation on Ageing

“With a rapidly ageing population, bridging the generational gap is vital. Understanding and supporting our elders begins with younger generations learning the realities of ageing, fostering empathy within society, and creating a more inclusive community.”

Elijah Sia
Manager,
St Luke's ElderCare CommCare Academy

DISCOVER
the grace of ageing

Within this space lies an experience of your future
—a journey into the process of ageing
Step into their shoes, for this is your tomorrow

Engaging the Next Generation on Ageing

Opening of the LifeLab™@SLEC



The LifeLab™@SLEC, situated within the SIM Global Education building, aims to raise awareness about ageing among students.
Credit to ID21 Pte Ltd

Being at the forefront of the Community Care Sector, SLEC is venturing into experiential learning. The LifeLab™@SLEC is a pioneering effort to engage the younger generation on the experience of ageing. At the LifeLab™@SLEC, participants take a unique journey through different care settings and immersive experiences to discover what ageing well entails.

Centred on the theme "Discover the Grace of Ageing", the learning experience is structured across five distinct zones. These address both the physical and psychosocial facets of ageing, enabling participants to gain firsthand insights into the challenges and opportunities inherent in the ageing process.

At the heart of the LifeLab™@SLEC lies the aim of cultivating cognitive empathy. By donning geriatric simulation suits and engaging in activities of daily living, participants are provided with tangible experiences of ageing. Virtual reality components are also incorporated into the experiential journey to offer nuanced perspectives on the concept of ageing gracefully.



Visitors gain an understanding of the psychosocial effects of ageing, such as loneliness and boredom, by engaging their senses and emotions in an environment of complete darkness.

Delving deeper, participants are sensitised to the psychosocial aspects of ageing, including feelings of loneliness, helplessness and boredom, prompting reflection on the significance of relationships and purpose for elders in this stage of life. Participants also learn about the importance of preparing for the role of caregiving through hands-on activities that help to cultivate empathy and equip them with the skills needed to provide effective care for elders.



Visitors gain insight into the technologies available to support graceful ageing, such as virtual reality goggles which enable Singapore's elders to "travel" the world.
Credit to ID21 Pte Ltd



At the Lifelab™@SLEC, simulation technology is used to support nursing education for better care of Singapore's elders.
Credit to ID21 Pte Ltd

Since the LifeLab™@SLEC opened in September 2023, it has welcomed not just the youth but community partners, representatives of academic institutions, SLEC's own staff, and the general public, including caregivers and elders. This broad interest and participation underscore the LifeLab™@SLEC's pivotal role in fostering awareness, understanding and empathy towards the ageing population in Singapore.

Incorporating Advanced Rehabilitation Solutions

“At SLEC, we believe that the future of community care lies in the combination of innovation and compassion. Our commitment to pioneering advancements ensures that every elder receives the highest quality of care, empowering them to age with grace and dignity.”

Ms Agnes Hew
Senior Director,
Health & Social Care Services
(Community) and Corporate Strategy

Incorporating Advanced Rehabilitation Solutions

Robotics Therapy in the Community

SLEC is dedicated to pioneering innovations that enhance the quality of life for our elders. One of our exciting initiatives this year was the introduction of robotics rehabilitation therapy. We brought this cutting-edge approach, largely available in hospitals and institutions, directly to the communities of our elders to ensure they receive the best possible care.

Mirroring the organisation of the nation's public healthcare system into the three key clusters of West, Central and East, we established specialised robotics day rehabilitation centres in Bukit Batok, Yishun and Punggol. These centres are strategically located to provide convenient access to advanced rehabilitation services for our elders.

To make rehabilitation both effective and enjoyable, we have incorporated virtual reality and gamification elements into our robotics. This innovative approach transforms rehabilitation exercises into engaging activities, motivating our elders to participate actively in their recovery.



Robotic assisted devices are used to help with upper limb neurological rehabilitation.



The use of gamification and robotics makes therapy both effective and engaging for our elders.

We also proudly introduced the SLEC I-Shall™ Programme, which focuses on restoring functional abilities and revitalising life in the face of physical challenges. Developed by our multidisciplinary team including physiotherapists, occupational therapists and speech therapists, this comprehensive rehabilitation programme addresses five essential areas of rehabilitation needs through a combination of robotic devices and tailored interventions with customisable modifications.

I-Walk helps elders regain or improve walking capability; I-Hold focuses on restoring upper limb and hand function; I-Speak aims to improve speech clarity and volume for individuals with tracheotomy tubes or Parkinson's disease; I-Play encourages elders to return to or explore new leisure activities such as sports, fitness routines and hobbies; and I-Work

fosters the possibility of returning to employment or finding vocations through volunteering by enabling our elders to adjust to tasks or factors in the environment.

The essence of successful rehabilitation therapy lies in the synergy of high-tech solutions and personalised treatment plans. Through advanced robotics technology, we are not only enhancing the physical capabilities of our elders but also enriching their lives with the potential for renewed independence and joy.

Delivered by highly trained therapists with specialised clinical and technical expertise, and integrated into our holistic and collaborative approach with nearby hospitals and community partners, our Robotics Rehabilitation initiative is helping to ensure that each elder receives continuous, comprehensive support throughout their rehabilitation process.



Advanced robotics enables our therapists to handle complex cases in the community with precision and quality care.

Tapping on Technology for Growth

“Undertaking a digital transformation journey is a pivotal step in today’s rapidly evolving landscape. The benefits of SLEC’s digital transformation are clear. It will help us to streamline our processes, unlock new efficiencies and stay ahead of the curve.”

Dr Alan Wong
Chief Operating Officer,
St Luke’s ElderCare



Tapping on Technology for Growth

SLEC's Digital Transformation Journey



Digitalisation and integrated systems enable our staff to dedicate more time and attention to providing exceptional care for the elders they serve.

As the world becomes increasingly digitised, organisations must proactively adapt and innovate to optimise operations and deliver excellent service. This drive led SLEC to embark on our digital transformation journey in 2021.

We are already seeing benefits from our digital transformation. For example, we are saving manpower costs and uncovering incremental revenues from the centralisation of our transport office with our award-winning Computerised Asset Management System and Transport Management System. These systems also have the ability to capture carbon from the Environmental, Social and Governance elements that make up part of SLEC's CO² footprint.

Our digital transformation presents challenges but also creates clear opportunities for innovation and growth. For example, while we are navigating the task of reconciling disparate systems to ensure uninterrupted data insights and operations, digital transformation will empower us to deliver exceptional work enablement regimes. This includes leveraging technology to better understand our staff needs, streamline our processes, provide seamless IT to meet data requirements, and posture ourselves to integrate our platforms.

Although digitalisation requires financial investment and the decision to retire non-agile systems, by automating repetitive tasks, integrating disparate systems, and optimising our workflows, we will increase productivity, reduce errors, and enhance the overall efficiency of our operations and service delivery. It will also enable us to explore new business models and services that leverage emerging technologies to create value for our elders and drive sustainable growth for our organisation.



A centralised transport system keeps our transport captains fully informed about their routes and enables them to manage changes efficiently.

Three years into our digital transformation journey, as of 2024, SLEC is advancing to Digitalisation 2.0. This next milestone involves exploring generative AI and other technologies, leveraging our extensive 25-year knowledge base in community care.

Fostering the Sharing of Knowledge

“The SLEC CommCare Symposium exemplifies thought leadership and the importance of a holistic approach to care. By integrating faith insights and clinical expertise, we aim to build compassionate and equipped communities dedicated to enhancing the quality of life for those affected by dementia and chronic wounds.”

Adj A/Prof (Dr) Kenny Tan
Chief Executive Officer,
St Luke's ElderCare

Fostering the Sharing of Knowledge

SLEC CommCare Symposium 2023

As part of SLEC's efforts to lead conversations about holistic care in the community, we held the second instalment of the SLEC CommCare Symposium on 29 September 2023. The event focused on two of SLEC's areas of expertise – wound care, and dementia and spirituality. Two distinct tracks were featured – “Building a Dementia-Friendly Faith Community” and “Healing & Beyond: A Holistic Approach to Managing Wounds”. We were delighted that close to 400 healthcare professionals and members of the public attended the event.

Healing conversations flowed in the dementia and spirituality track, with faith-based insights interwoven into actionable forms of compassion. Speaker Venerable Wong Tak Meng anchored on the word “re-member” while sharing a succinct snapshot of the dementia spectrum that will become increasingly commonplace across ageing congregations in Singapore.

Sharing their lived experiences, Patricia and John Wong intimately recounted the challenges and joyful moments in caring for their respective husband and father, Arthur, who is living with mild cognitive impairment. Reverend Dr Jimmy Tan shared his personal journey of caring for his late



The plenary speakers gathered on stage for in-depth discussions about dementia and the significance of community involvement in caring for our elders.



Prof Ho Yew Kee, Chairman of SLEC, presented a token of appreciation to the Wong family.

mother who lived with dementia, demonstrating that even such difficult periods can bring cherished moments of joy.

The wound track offered informative presentations by expert clinicians and wound care professionals. Highlights included Dr Joseph Lo, a Vascular Surgeon at Woodlands Health, who spoke about managing diabetic foot ulcers (DFU), and Adj A/Prof Dr Prabha Sampath, Senior Principal Investigator at A*STAR Skin Research Labs, who discussed the use of RNA therapeutics to aid the efficacy of healing DFU conditions. Ms Chong Hui Ru, a Nurse Clinician of Specialty Care at the Singapore General Hospital, gave an interesting presentation on a specific treatment method for wounds involving the use of medicinal maggots.

The symposium buzzed with activity around numerous booths that showcased a variety of wound-related products. The booths served as focal points for healthcare professionals, offering a hands-on experience and in-depth insights into the latest innovations in wound management. Attendees were able to engage directly with vendors, exploring cutting-edge technologies and solutions aimed at improving patient outcomes and advancing wound care practices.

The SLEC CommCare Symposium 2023 not only fostered the sharing of knowledge and professional development, it underscored the importance of a holistic care approach in wound care as well as dementia and spirituality. This event marked a significant step forward in building an ecosystem of care in the community.



Participants in the wound care track gained valuable insights into the latest products and innovations available in the market.

Strengthening Community Care in Bukit Panjang

“This inclusive partnership highlights our commitment and desire as community care organisations to co-own, co-create and prioritise the healthcare and social needs of senior residents in Bukit Panjang. By sharing available resources, we supplement each other’s areas of strength, tapping into our collective expertise to provide coordinated, convenient and quality services for the seniors under our care.”

Joint statement by representatives of the five MOU parties



Strengthening Community Care in Bukit Panjang

Collaboration Through a Five-Party Memorandum of Understanding



The MOU was signed by (from left to right): Chief Executive of Fei Yue Community Services Mr Arthur Ling, Executive Director of New Life Community Services Mr Steve Kon, Chief Executive of REACH Community Services Society Mr Michael Lai, Chief Executive Officer of St Luke's ElderCare A/Prof (Dr) Kenny Tan and Chief Executive Officer of St Luke's Hospital A/Prof (Dr) Tan Boon Yeow.

On 26 October 2023, SLEC joined Fei Yue Community Services, New Life Community Services, REACH Community Services Society and St Luke's Hospital in signing a five-party Memorandum of Understanding (MOU) to deliver collaborative and seamless care services in the Bukit Panjang community.

This five-party collaboration is not only a first for the community care sector but is also groundbreaking in that it takes a geography-specific approach.

It also aligns with Singapore's Healthier SG strategy to build a future-ready and integrated care system.

Under the MOU, each organisation brings expertise, resources and existing infrastructure to the table. Fei Yue Community Services provides a network of active ageing centres, caregiver support and respite services, while REACH Community Services Society brings expertise in mental health, counselling and intergenerational initiatives as well as an extensive network of volunteers. New Life Community Services offers enhanced active ageing experiences for seniors.

St Luke's Hospital gives support as a community hospital, offering outpatient clinic and community services such as consultancy, training, and clinical reinforcement of health and social care providers. SLEC provides dementia day care, maintenance day care and nursing home services. We also bring clinical and community nursing expertise, care management, and access to caregiver training.

By working together, our five organisations will offer a continuum of care in Bukit Panjang – from active ageing, to senior care and nursing home services. Our combined effort will also create synergy that will bring benefits to each of our organisations as well as the larger community. This will come in part from shared training opportunities and resources to develop and strengthen senior services within the precinct. Through this MOU, we look forward to many opportunities to jointly serve the community holistically.



Representatives and staff from the five organisations share their enthusiasm for the future of collaborative care in Bukit Panjang.



Mr and Mdm Foo receive individualised support from REACH and SLEC at the Active Ageing Centre (Care) @ Teck Whye Vista.

One example of the type of seamless support that we can offer the community through a combined effort comes from the REACH-SLEC Active Ageing Centre (Care) @ Teck Whye Vista.

Every Wednesday, husband and wife, Mr and Mdm Foo, attend the centre for individualised services. In the morning, Mdm Foo drops her husband off at the day care centre managed by SLEC, then heads to REACH where she attends resistance band exercises and spends the majority of her day. Her husband joins her after his day care ends at 3 pm. Together, they play games and interact with other elders before going home.

This collaborative care approach is made possible by the two organisations' commitment to serving the community holistically. Together, REACH and SLEC provide complementary active ageing programmes, day care and rehabilitation services to elderly caregivers and spouses of the elders under our care.

Making Meaningful Impact in the Community



Highlights

Supporting Active Ageing in Bishan

Our first Active Ageing Hub @ Bishan was officially opened on 26 May 2023. It has since transitioned into an active ageing centre (care), offering maintenance and dementia day care, as well as community rehabilitation services for nearby residents.

With the shift in healthcare towards preventive care, we are also championing several programmes at SLEC Active Ageing Centre (Care) @ Bishan to help elders stay engaged, active and healthy.

The SLEC Fit Agers programme is one example. Run over 12 weeks, it focuses on diet and exercise to enable our active agers to take control of their health and well-being. Other activities are also curated with empowerment in mind, including fitness and nutrition classes, as well as workshops on digital inclusion.

SLEC collaborates with community partners to ensure a multi-faceted



Guest-of-Honour, Mr Chong Kee Hiong, Member of Parliament and Adviser to Bishan-Toa Payoh GRC GROs, tried out the health kiosk in the centre.

approach to enrich the lives of our elders. For instance, we work with Regional Health System partners to recommend preventive programmes and activities for elders. Tan Tock Seng Hospital curates care plans and enhances our active ageing programmes, and the Infocomm Media Development Authority enables active agers to use essential communication tools and access government digital services.

Empowering Active Agers to Lead Fulfilling Lives

Our ethos of "Discover New Adventures, Ignite New Passions" has driven our efforts to redefine ageing as a time of opportunity and growth.

In the last financial year, we saw a growth of our active ageing membership by almost 200%. This shows an increasing demand for our programmes. Furthermore, all elders surveyed reported satisfaction with our services, affirming the

effectiveness of our active ageing and home befriending initiatives.

Thinking outside the box, our team continuously plans new and relevant activities for active agers to meaningfully engage in. We have introduced a variety of programmes such as brisk walking, cycling, line dancing, and billiards. These activities not only promote physical health but also foster social interaction and mental well-being among our members.

Embracing technological advancements, we introduced smart fitness mirrors at SLEC Active Ageing Centre (Care) @ Northshore, enabling guided workouts with real-time feedback. This innovation empowers active agers to take control of their fitness journey while fostering a sense of independence.

We also rolled out our Active Ageing Management System as a comprehensive tool to enhance participation and holistically engage our elders' involvement across various domains, leading to impactful outcomes.



The horse interaction programme was a hit with our active agers, offering many their first up-close experience with the animal.

Integrating Community Care in Punggol



SLEC's intergenerational programme incorporates activities for preschoolers and elders to enjoy together.

On 10 January 2024, we celebrated the official opening of the SLEC Senior Care Centre @ One Punggol.

Extending day care services to frail elders and those with dementia, the centre also offers rehabilitation programmes that address a variety of conditions, especially musculoskeletal issues, for individuals of all ages.

With the opening of SLEC Senior Care Centre @ One Punggol, we are able to provide seamless care for

elders and their caregivers by being a single point of contact to meet multiple care needs. Residents living in the north-east region will have access to a suite of services at five SLEC locations – One Punggol, Anchorvale, Northshore, Rivervale and Sumang.

The centre is one of nine co-locations where partners provide community, cultural, civic and lifestyle facilities within the One Punggol integrated lifestyle hub. SLEC is collaborating with these partners to provide a multi-faceted approach to enriching the lives of elders in the community.

For instance, SLEC has launched an intergenerational programme together with Skool4Kidz Campus @ One Punggol. The aim is to facilitate bonding between preschoolers and elders through a buddy system, shared activities, and joint excursions.

Collaborating to Offer Seamless Community Care



The newly signed MOU between Allkin and SLEC reinforced our dedication to delivering a seamless and comprehensive journey of care.

On 8 January 2024, SLEC signed a three-year Memorandum of Understanding (MOU) with Allkin Singapore to support elders in the north-east and Ang Mo Kio-Bishan areas. Our plans include expansion to other precincts in the future.

The MOU comes at a time when our nation grapples with a rapidly ageing population, and quality community care services are becoming more crucial than ever. By 2030, one in four Singaporeans will be over 65, posing a challenge for both caregivers and the younger generation.

Our collaboration enables individuals who are supported by either SLEC or Allkin to experience seamless care by accessing a combined suite of services from both agencies. For instance, a client of Allkin's can now smoothly transition to receive SLEC's services when necessary, including day care, rehabilitation and home-based services.

This MOU highlights the dedication of both SLEC and Allkin to share training opportunities and resources to further develop our services. Together, we look forward to creating meaningful impact within the community.

Teaming Up to Integrate Home Health Care

In collaboration with the Agency for Integrated Care in 2023, SLEC embarked on a three-year pilot programme focusing on Integrated Home Health Care. Our aim is to bridge the current gap in providing continuous, holistic palliative care for home health clients

who are nearing the end of life by integrating palliative care components into their existing services.

By building palliative care capabilities within our current Home Health (Home Medical & Home Nursing)

team, and formalising partnerships with palliative care experts, we are better equipped to support clients by reducing unnecessary transitions between care settings. This enables improved care continuity and higher quality in end-of-life care.

Through this pilot programme, expanded care and service is offered through a holistic team approach covering physical, psychosocial and spiritual needs; management of moderate end-of-life symptoms such as pain; advanced care planning; bereavement support; and 24/7 tele-support.

So far, we have completed upskilling training for two doctors, two nurses and two medical social workers. By the end of the three-year pilot duration, our aim is to have enrolled 100 clients.



Integrated Home Health Care provides continuous, holistic palliative care.

Joining Forces to Address Knee Osteoarthritis

SLEC has teamed up with the National Healthcare Group (NHG) on a programme to enhance care for elders with knee osteoarthritis. While symptoms of this progressive condition can present early before the need for surgery, surgical intervention is common. Furthermore, although surgical sites generally recover without complication, surgery does not address underlying risk factors that lead to knee osteoarthritis in the first place.

Through the Collaborative Model of Care between Orthopaedics and Allied Healthcare Professionals (CONNECT Plus), SLEC and NHG work with individuals in the community who are affected by knee osteoarthritis.

Over a 12-week period, the aim is to slow down its progress by focusing on weight management, appropriate physical activity, dietary counselling and physical therapy.

CONNECT Plus is a first in Singapore in that it maximises rehabilitation outcomes and optimises nonsurgical treatment for affected individuals.

Since its implementation, more than 90 patients have benefitted from the CONNECT Plus programme, showing improved clinical outcomes such as reduced pain and increased physical activity levels. Other outcomes include a reduction in hospital visits and improvements in productivity among patients.

Remembering Our Elders' Life Stories

The "My Life Story. My Legacy." programme was curated to honour the lives and experiences of our elders through the creation of personalised scrapbooks over a six-week period. Programmes such as this one are vital in acknowledging and affirming the inherent value of our elders beyond their current health conditions. This initiative embraces a person-centred approach to care, focusing on our



The scrapbooks serve as cherished keepsakes, reminding our elders that they are precious and valued.

elders' interests, important events, significant moments and achievements in life.

This initiative is run as a groupwork programme involving newly admitted elders at St Luke's ElderCare Residence @ Ang Mo Kio. The objective is to create meaningful connections among residents, staff and volunteers, to listen to the stories of our residents, and to ensure dignified care. Through this interaction, we aim to foster a sense of belonging and purpose within our community.

This programme is part of our broader psychosocial interventions that support and enhance the mental and emotional well-being of our elders. It is jointly run by our medical social workers, rehabilitation team and pastoral team, demonstrating our commitment to holistic care. We have successfully conducted two runs of the programme, with 20 elders creating their very own scrapbook in the process.

Engendering Positivity Through Creativity

Over the past year, SLEC worked closely with artists to run programmes across four centres, which enriched the lives of over 190 elders.

One example is Decasilver, a 16-week contemporary dance programme by Decadence Co that used a blend of dance, music, tactile props, rhythm and breathing exercises to

heighten kinetic and cognitive well-being in elders. This culminated in a dance film involving the elders, with choreography tailored to their personal stories through creative movement and dance imagery.

The participants shared that the experience elevated their mood, making them feel excited about

their day. It also challenged how they perceived themselves, encouraging them to explore and affirm their identity. The programme also promoted positive social interaction among the participants.

In another programme, elders were taught to play the ukelele over a 16-week period in which the participants were impacted on a personal and social level. It instilled a sense of identity, achievement and satisfaction, while also fostering a sense of social acceptance, and ability to collaborate and communicate effectively with others.



Art sparks creativity in our elders, fostering expression and inspiration.

The programme culminated in a social documentary involving the elders sharing their insights about learning, growth, nostalgia and friendship.

Promoting Intergenerational Bonding



Guest-of-Honour Mr Eric Chua, Senior Parliamentary Secretary, Ministry of Culture, Community and Youth & Ministry of Social and Family Development, welcomed our students and elders at the walkathon.

The Youth.Advocates.Seniors! (Y.A.S!) walkathon was held on 1 July 2023, and it turned out to be the largest get-together to foster bonding and friendships between our youths and elders at SLEC.

Y.A.S! is a movement that focuses on the exchange of knowledge, skills and life experiences to build bridges between generations and appreciation of ageing well. This is in light of

research studies that have indicated there is a need to promote inclusion for elders and mutual understanding between generations in society.

Four difficulty levels were offered for walkers, with routes passing through scenic places such as the Rail Corridor, MacRitchie Reservoir and the Henderson Waves. The walkathon was a wonderful opportunity for all to stay active while creating memories with friends new and old.

Elevating Volunteerism



Corporate volunteers befriend and spend quality time with our elders through engaging arts and crafts activities.

We mobilised close to 3,000 volunteers from churches, schools, interest groups, corporations, and community groups. Volunteers are essential for providing social support

and companionship to our elders. Our goal is for volunteers to journey with us for a lifetime, so we have implemented several initiatives to enhance their experiences and skills.

We conduct monthly volunteer training sessions to ensure they are well-prepared and equipped. Additionally, our new volunteer portal streamlines and elevates the volunteer experience at SLEC, allowing volunteers to track hours, sign up for sessions, and access training resources to upskill on the go.

Volunteers contribute in numerous ways. For example, student volunteers support elders with daily exercises, and corporate volunteers help spruce up our residences. Their diverse contributions significantly impact the lives of our elders, and we deeply appreciate their dedication and commitment.

Fostering the Development of Future Community Care Employees

SLEC is committed to nurturing the next generation of employees for the community care sector.

We offer opportunities for ITE, polytechnic and university students to learn about aged care and participate in research development projects to benefit our elders.

In addition, we offer supervised clinical attachments in nursing, rehabilitation, social work, counselling, gerontology, and active ageing.

SLEC also provides learning opportunities through attachment and practicum to trainees undertaking Workforce Skills Qualifications (WSQ)

eldercare courses through the HMI Institute, NTUC Learning Hub and Hua Mei Training Academy. We also offer pre-employment training to students from Temasek Polytechnic's gerontology programme at our senior care centres and active ageing centres, providing them with insight into the sector and potential career opportunities.

During the year in review, we offered a total of 552 student placements.



Students from Singapore University of Social Sciences on a LifeLab™@SLEC tour as part of their Impact Startup Challenge Programme.

Improving the Sector Through Job Redesign and Training

As a pilot organisation in the sectoral job redesign initiative, SLEC is helping to create higher value-adding roles that combine different care skills and functions, and encourage cross-deployment and multi-skilling of staff in the sector.

Through the job redesign initiative, which has been scaled out across our centre-based and residential-based services, we have upskilled 40 support care staff to the roles of Community Care Associate (CCA) and Senior Community Care Associates (SCCA).

SLEC has also been invited to join the CCA and SCCA Training Advisory Committee. In this capacity, we are working towards national accreditation of our CCA and SCCA programmes at the WSQ level.

This builds on our earlier development of CCA and SCCA training roadmaps in collaboration with the AIC and the workgroup, which led to our organisational accreditation from SkillsFuture Singapore.



SLEC is part of the AIC Job Redesign Training Advisory Panel Committee.



Sustaining Organisational Excellence

Staff Engagement & Development

People are at the heart of our operations. By actively engaging with them and recognising their contributions, we strive to offer growth and training opportunities for our team.

Employee Engagement

2

Townhalls

30

Kopi Chat Sessions with CEO

52

Individual Recognition Awards (Internal)

12

Team Recognition Awards (Internal)

15

Employee Wellness Activities

\$128,320

allocated for staff to join teambuilding activities

Celebrating Our Achievements at the SLEC Family Celebration 2023

Our annual SLEC Family Celebration honours our staff's unwavering dedication and hard work. This year's event, themed "Shine Like Stars", took place on 15 December 2023 at Orchard Hotel. Over 700 colleagues were in attendance, all dressed in dazzling outfits and brimming with good spirits. It was truly a heartwarming moment as we gathered together, both as an organisation and as a family, to reflect on and celebrate the year 2023.

The highlight of the evening was the SLEC's Got Talent Showcase, which drew rousing applause and laughter from the audience and unveiled remarkable hidden talents within our organisation. From singing and dancing to unique performances, our colleagues showcased their incredible abilities, making the night unforgettable.



Fostering Effective People Management in New and Emerging Leaders

Recognising the importance of relational leadership competencies, we launched our inaugural Leadership Development Programme for 14 new and emerging leaders, led by ROHEI, a renowned learning and consulting organisation. This programme aims to equip participants with essential leadership skills, knowledge, and insights to thrive in their roles within SLEC. Through curated workshops, coaching, experiential learning, and peer collaboration, leaders develop a deeper understanding of leadership principles, enhanced communication and interpersonal skills, and mastery of effective strategies for problem-solving and decision-making.

Healthy Eating, Active Living at SLEC

Each year, 14 staff ambassadors are nominated to join the Healthy Eating Active Living (HEAL) committee, dedicated to engaging colleagues in wellness activities that meet our workforce's evolving needs. The HEAL programme promotes healthy lifestyles through balanced diets and regular exercise. The committee organises fun and engaging events to enhance physical and mental well-being, such as an Ulu Tiram Leisure

Hike in Johor, a visit to Bird Paradise, and an art jamming session. These activities offer enjoyable experiences while fostering team bonding and personal wellness, helping staff improve their health and strengthen their sense of community within the organisation.



Embracing Overseas Learning for Enhanced Work at SLEC

At SLEC, we recognise the importance of overseas learning to improve our work and services. In 2023, we conducted a total of five overseas study trips, allowing our staff to gain valuable insights and knowledge from global leaders in various fields.

Participants had the opportunity to visit Kuala Lumpur, Switzerland, Sydney, and Hong Kong. These trips covered a wide range of topics, including facility management, best rehabilitation practices, and different care approaches to support graceful ageing. By observing and learning from international best practices, our staff can implement innovative strategies and improve the quality of care we provide.

These overseas experiences not only broadened our team's perspectives but also equipped them with new skills and ideas to enhance our work at SLEC. We remain committed to continuous learning and excellence in all that we do.

Awards & Recognition

Our organisation has excelled across multiple fronts, earning prestigious awards that reflect our commitment to excellence and innovation, while also acknowledging the outstanding efforts of our dedicated partners.



Charity Transparency Award 2023

On 21 November 2023, SLEC was delighted to receive the Charity Transparency Award 2023. As one of Singapore's leading community care providers, we have always sought to maintain high standards of accountability, staying true to our values that have led and will always guide us along on our journey.

An initiative of the Charity Council, the Award aims to promote transparency and good governance in the charity sector by acknowledging the excellent work of charities, while inspiring others to emulate their best practices.



16th Singapore HR Awards

SLEC was thrilled to be recognised for our outstanding human resources contributions in the workplace and workforce at the Singapore Human Resource Institute's 16th Singapore HR Awards ceremony held on 25 October 2023.

We were extremely proud of our team for clinching the overall excellence award under the not-for-profit and public sector. This is a non-nominated award that gives best-in-class recognition as a people-centric and innovative organisation.

In addition, our team won:

Gold for Workplace Culture & Engagement

Silver for Learning & Development with Coaching & Mentoring

Bronze for Total Rewards (Compensation and Benefits)



Singapore Health Quality Service Awards 2024

For the 7th straight year, SLEC was recognised at the Singapore Health Quality Service Awards.

On 22 January 2024, our dedicated healthcare heroes received 23 Star, 74 Gold and 104 Silver awards for a total of 201 individual awards. Additionally, SLEC secured the Best Team Award in the "Joy at Work" category.

Organised by the SingHealth Duke-NUS Academic Medical Centre since 2011, the Singapore Health Quality Service Awards is Singapore's first dedicated platform to honour outstanding healthcare professionals who have delivered quality care and excellent service to patients.



12th Asia Pacific Eldercare Innovation Awards 2024

On 9 May 2024, SLEC was honoured to win Ageing Asia's "Innovation of the Year – Smart Care Technology (Operational Management Solution)" award for our Computerised Asset Management System and Transport Management System.

We also emerged as finalists in nine other categories:

Operator of the Year – Active Ageing

Design of the Year – Interior Design

Facility of the Year – Day Care Centre

Facility of the Year – Rehab, Health & Wellness

Innovation of the Year – Active Ageing Community Programme

Innovation of the Year – Industry Social Engagement

Innovation of the Year – Employee Well-being

Innovation of the Year – Intergenerational Social Engagement

Innovation of the Year – Rehabilitation Programme

These accolades serve as a testament to our dedication to innovation, quality and compassion in eldercare.



Singapore Recognition of Excellence Award 2024

On 14 May 2024, SLEC was recognised for our Computerised Asset Maintenance System and Transport Management System at the 9th Annual Singapore OpenGov Leadership Forum.

These systems enhance team productivity, and efficiently track and monitor vehicle maintenance schedules to ensure our vehicles are always in optimal condition and ready for use. They also provide real-time updates on the travel journeys of our elders, offering peace of mind for their families and the SLEC team.

The Recognition of Excellence Awards celebrate the accomplishments of public and private sector organisations that excel in leveraging Information and Communications Technology to enhance citizen and customer service.



Partners Appreciation Day 2024

On 27 April 2024, we extended our heartfelt appreciation to our partners and volunteers for their "heart" work at our SLEC Partners Appreciation Event 2024.

Themed "Journey of a Lifetime", we recognised and celebrated all who have been a part of the SLEC journey over the past year.

We were privileged to present over 90 awards across four categories – Long Service Awards, Rising Star Awards, Community Impact Star Awards, and Collaborative Connection Awards.

We hope to continue growing and strengthening our partnerships across the island, making a stronger and deeper impact together.

Fundraising Initiatives

Endowus Giving Machine – Giving Islandwide

For the first time, SLEC partnered with Endowus in their Endowus Giving Machine – a novel corporate social responsibility initiative to provide donors with a convenient and innovative way to support causes close to their hearts.

As part of the initiative, physical and virtual vending machines were placed in 24 locations across the island. From centrally located shopping malls in the heartland to high-traffic MRT



stations and community spaces, people were able to donate to a charity of their choice through these machines.

The donations supported varying causes through a total of 34 beneficiaries – from purchasing meals for seniors, to providing allowances for children in need and covering rehabilitation sessions for the disabled. As one of the 34 beneficiaries, SLEC raised a total of \$9,997 through this initiative.

ChopeASeat – Creating Memories for our Elders



ChopeASeat, an online campaign launched by SLEC, returned for the second year following a successful run in FY2022/2023. In commemoration of Grandparents' Day in November 2023, the year's online campaign ran a series of social media posts featuring our elders and their favourite activities.

The campaign raised a total of \$34,005 in support of programmes that enrich and empower our elders' lives, including those related to food, music and arts. At SLEC, we recognise that our elders are capable of picking up new skills and knowledge, and these programmes are intended to not only uplift their mental well-being, but improve their cognitive, motor and social skills as well.

Chinese New Year Hongbao Project 2024 – A Joint Fundraising Initiative

Since its inception in 1997, the St Luke's Hongbao Project has raised funds annually for both St Luke's Hospital and SLEC, with the aim of instilling compassion and kindness in younger generations as they share their blessings with elders. What had started as a school-centric initiative has now blossomed into a community-wide effort, embracing churches, corporations and dedicated volunteers to make a lasting impact.

The Hongbao Project 2024 involved 31 schools, seven churches, one corporate partner, 27 Senior Care Centres, 12 Active Ageing Centres (Care) and SLEC staff. Altogether, \$123,527 was raised by SLEC.



Accenture supported the St Luke's Hongbao Project for the first time this year. Besides their donation, Accenture's leadership team and staff joined our elders at the SLEC Active Ageing Centre (Care) @ Northshore for *lo hei* and a fun quiz. They also presented SLEC with extra-large hongbaos, symbolising not just a financial contribution but a gesture of immense generosity and care for our elders.

The St Luke's Family – St Luke's Hospital

St Luke's Hospital (SLH), which opened in 1996, is the first hospital in Singapore dedicated to the care of older persons. Over the years, SLH has expanded its services to provide comprehensive care spanning inpatient, outpatient, home and community programmes, with its core areas of care in rehabilitation, dementia, wound and palliative care. In FY2023/2024, SLH served 2,500 inpatients and 5,000 outpatients.

Steadfast in its vision to transform community care, SLH is committed to continually improving its expertise to meet the evolving needs of the community. One area of focus this year has been palliative care, with its growing significance amidst Singapore's rapidly ageing population.

In 2023, SLH expanded its capability and capacity beyond inpatient palliative care through the launch of its Integrated Home Health programme, providing medical and nursing support for end-of-life patients in their homes.

Through the "Circle of Life" charity dinner, SLH raised awareness for holistic palliative care and support in maintaining quality of life for end-of-life patients. At the dinner, SLH also launched Project Heartbeat, an innovative music therapy legacy project for palliative care patients, dedicated posthumously to SLH's patient-turned-volunteer and staff, the late Mr Tan Ann Seng.

SLH will expand its footprint in 2028 by operating the palliative care wards at Alexandra Hospital under the Inpatient Hospice Palliative Care Service framework. Together, they will co-develop the model of care and care transformation that they hope to collectively bring to the community.

To amplify the message of positive ageing in the community, the third run of SLH's signature #GoSilverSG campaign involved collaboration with local artists to create art inspired by positive ageing to spark meaningful conversations and challenge ageing stereotypes.

SLH's commitment to excellence has also been affirmed through various commendations. SLH's Nursing Team received the Best Team Award at the Singapore Health Quality Service Awards for their innovative project to minimise skin tears and improve quality of care for patients.

SLH's Pharmacy Team were awarded the Outstanding Poster Award at the National Quality Improvement Conference. They were recognised for the development of a digital dashboard for data visualisation and risk monitoring to improve medication safety for patients.

Through concerted efforts to build a thriving workplace, SLH received the Great Place To Work® certification that sets a global standard for quantifying and benchmarking the employee experience.

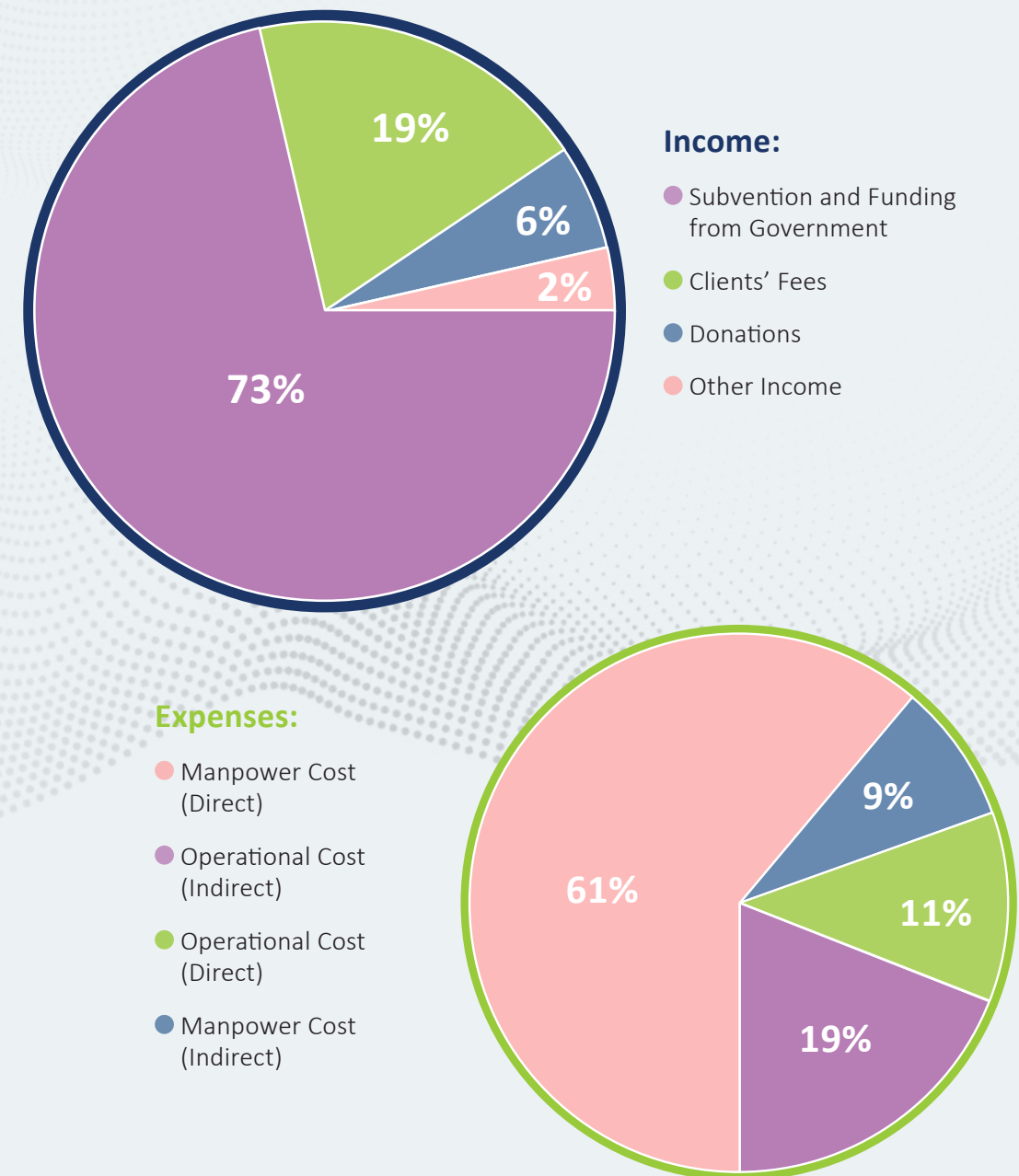
In the coming years, SLH hopes to continue strengthening its Clinical, Social, Pastoral model of care to transform lives beyond physical health, as they strive to restore each patient beyond Wellness to Wholeness.

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.



To read SLH's Annual Report 2023/24, visit bit.ly/slh_ar or scan the QR code

Income and Expenses



View our latest Financial Statement at www.slec.org.sg/newsroom/financial-statement/

SLEC Enterprise Risk Management

SLEC recognises the importance of robust risk management practices for strong corporate governance, strategic planning, and operational resilience.

Using KPMG's framework, SLEC has a comprehensive, systematic approach to identify, assess, manage, and monitor potential risks that could affect our ability to achieve objectives. Enterprise Risk Management (ERM) integrates risk management into our strategic planning and decision-making processes, providing a holistic view of risks across the entire organisation. We have in place a comprehensive ERM framework to systematically identify, assess, prioritise, treat, and monitor critical strategic and operational risks. This ERM approach offers a multitude of benefits, enabling us to better:

Identify Risk – Recognising potential internal and external risks that could impact the organisation

Assess Risk – Analysing the likelihood and impact of identified risks

Respond to Risk – Developing strategies to mitigate, transfer, avoid, or accept risks

Monitor Risk – Continuously tracking risk factors and the effectiveness of risk responses

Report on Risk – Communicating risk information to stakeholders, ensuring transparency and informed decision-making

Our ERM Journey – A Commitment to Continuous Improvement

In recent years, we have established a robust ERM framework, defined clear risk parameters, and built a comprehensive risk inventory. To guide our ERM activities and sustain these efforts, we developed a dedicated ERM Framework Manual.

We understand the importance of fostering a risk-aware culture. To achieve this, we have conducted ERM training sessions for our Senior Management and staff. We have also developed a Business Continuity Management Framework and Business Continuity Plans to ensure operational resilience against potential threats.

Regularly assessing risks is crucial for SLEC. We conduct risk surveys and analyses involving cross-functional teams to identify critical risks. These risks are then presented to Senior Management and relevant Board Committees for informed decision-making.

For each risk, we perform detailed assessments to identify existing controls and mitigating measures. Action plans are established to address any control weaknesses and further enhance our risk management capabilities.

CONDUCT ERM TRAININGS

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

RISK MANAGEMENT REVIEW

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

OUR ERM APPROACH

REVIEW ERM FRAMEWORK AND REPORTING

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

Looking Ahead – Continuous Improvement for Sustainable Success

SLEC remains committed to continuously improving our ERM framework. We will implement identified action plans and monitor key risk indicators for our identified risks. This iterative approach ensures our ERM framework stays robust and effective in managing emerging

risks and supporting SLEC's strategic objectives.

Through our ERM initiatives, we aim to cultivate a risk-aware culture, make well-informed decisions, and ultimately, deliver better outcomes for our beneficiaries and stakeholders.

Sustainability



Embarking on Our Sustainability Journey

In recent years, the concept of Environmental, Social and Governance (ESG) factors for sustainability 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 urgent global challenge of climate change and is dedicated to being a responsible steward of environmental resources. To meet our environmental goals, we monitor our fuel, power, and water consumption, and implement measures to optimise usage and reduce waste.

For fuel consumption, SLEC developed a Computerised Asset Management System and a Transport Management System. These systems track fuel usage and help reduce waste by optimising the daily routes of nearly 40 vehicles. By monitoring fuel consumption and optimising routes, we can significantly decrease fuel wastage and improve overall efficiency.

To reduce water consumption, we are gradually installing water-saving dual flush systems and sensors in our toilets across our centres. A dual flush toilet conserves water by offering two flush options – a full flush for solid waste and a half flush for liquid waste. This system is more efficient than traditional toilets, reducing water usage with each flush.

Regarding power consumption, we monitor electricity usage at our centres and encourage power-saving practices. This includes turning off the air conditioning when not in use or setting it to a higher temperature.

Through these initiatives, SLEC demonstrates its commitment to environmental sustainability by actively reducing resource consumption and minimising waste.

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 and 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 encourage healthy eating, recreation, and volunteering are regularly held. We also foster engagement through townhall meetings and one-on-one sessions with the Senior Management Team.

A specially curated employee wellness programme called the Healthy Eating Active Living (HEAL) Programme is in place to provide a wide variety of holistic wellness, recreational, and staff volunteering activities to all our employees regularly throughout the year. Over the course of the year, the HEAL committee conducted 15 employee wellness activities.

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, as well as staff referral rates.

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 Institution of a 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.

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.

Members of the SLEC Board of Directors are encouraged to attend training programmes, seminars and workshops organised by professional institutions to keep apprised of relevant laws, regulations, and changes in the healthcare landscape. SLEC also circulates memoranda and briefs our 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 subject to approval by the Board of Directors and sector salary guidelines.

Newly appointed directors serve a three-year term unless specified. The tenure limit of each director is 10 years, except for the treasurer. Director Competency Mapping is used to identify skillsets and knowledge within the Board of Directors, to ensure that evolving needs of the organisation are met.

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 controls to mitigate operational, financial, and business risks
- Reviewing the robustness of the corporate governance structure
- Reviewing internal and external audit plans and reports

Auditing 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 is made by the management as well as issues from the previous year's audit (where

relevant). The audit covers an analytical 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 consider 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 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 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 the budget

In the financial year under review, the Committee met three times to review annual budget, review and recommend tenders for Board approval, and review periodic financial reports.

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's responsibilities include:

- Providing oversight to Management on fundraising strategies and plans, and ensuring that ethical fundraising is practiced
- Beyond generating ideas and providing oversight, expanding SLEC's access and outreach to potential donors, funders, and sponsors by leveraging the influence of its Members
- Keeping Board Members updated on fundraising activities

For the financial year under review, the Committee met three times to review the organisation's fundraising objectives.

Human Resource 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 paths, 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 on matters related to investments.

The Committee's responsibilities include:

- Reviewing the investment policy statement of SLEC and making recommendations to the Board for approval
- Overseeing investments and other financial matters

For the financial year under review, the Committee met three times to review the organisation's investment policy statement, as well as oversee and recommend investments for Board approval.

Medifund Committee

The Medifund Committee comprises Mr Wong King Yoong (Chairman), Ms Cheung Siew Li, Ms Chua Ee Cheng and Mr 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.

The Committee's responsibilities include:

- Evaluating and approving Medifund and Medifund Silver applications from eligible clients
- Monitoring the administering of payments out of the Medifund account of SLEC
- Assessing applications for assistance with healthcare bills, basing decisions 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 twice. It 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 Khaw Siew Khim, Mr Steven Loh, Pastor Albert Low, Pastor 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.

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 the national and regional landscape and demographics, connections, capacity and capability building. The Committee leads the direction and prescription of policies in the engagement of clients, caregivers, partners and staff in the fulfilment of SLEC's missional strategy.

The Committee's responsibilities include:

- 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
- Considering any other related matters as defined by the Board

In 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 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 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 & Care Risk Committee comprises Professor Lee Chien Earn (Chairman), Dr Chan Kin Ming, Ms Ginger Hsiao, Adjunct Assistant Professor Kelvin Koh, Dr Mervyn Koh and Ms Carol Liew. All Committee Members have recent and relevant expertise and experience in senior activity programmes and operations.

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

- Ensuring that outcomes of programmes are clearly defined, and monitoring and assessing that intended outcomes are met
- Working with Management to identify, monitor and manage clinical, operational, and administrative risks linked to our programmes, services and delivery of care
- Providing updates to the Board on risk registers and mitigating measures

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

Whistle-Blowing Policy

SLEC is committed to lawful and ethical behaviour in all our activities, and requires that our 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, our 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 a Public Character 2017 recommends that charities disclose the remuneration of its three highest paid staff, who each receive remuneration exceeding \$100,000 per annum.

In the financial year under review, in accordance with the above, the three highest paid staff received \$300,001 or above.

Board and Functional Committees

Directors and Functional Committee Members attend and actively participate in Board and Functional Committee meetings. In the financial year under review, the Board and Board Committees held a total of 29 meetings.

BOARD OF DIRECTORS	DATE APPOINTED AS DIRECTOR	NO OF MEETINGS IN FY2023/2024	
		Held	Attended
Professor Ho Yew Kee Chairman	1 August 2017	5	5
Mr Foong Daw Ching Vice Chairman*	1 September 2018	5	4
Professor Neo Boon Siong Treasurer	23 August 2021	5	4
Mr Choo Eng Beng Director	1 October 2016	5	4
Mr Chua Song Khim Director	22 August 2022	5	5
Ms Ginger Hsiao Director	1 February 2017	5	3
Professor Lee Chien Earn Director	1 October 2021	5	4
Ms Lim Ai Ling Director	1 May 2017	5	5
Mr Wong King Yoong Director	1 February 2017	5	4
Mr Alfred Wong Director	1 February 2017	5	3
Mr Yeong Zee Kin Director	1 October 2016	5	3

*Mr Foong was appointed as Vice Chairman on 29 May 2024.

AUDIT, RISK AND GOVERNANCE COMMITTEE	DATE APPOINTED	NO OF MEETINGS IN FY2023/2024	
		Held	Attended
Mr Choo Eng Beng Chairman	1 January 2019	4	4
Mr Ho Kuen Loon	1 February 2017	4	4
Mr Ho Tuck Chuen	1 April 2018	4	1*
Dr Li Haobin	1 October 2020	4	2
Dr Yap Chee Meng	1 April 2018	4	4

*Mr Ho Tuck Chuen stepped down from the committee on 31 December 2023 and three meetings were held during his term as a member (1 April 2023 to 31 December 2023).

FINANCE COMMITTEE	DATE APPOINTED	NO OF MEETINGS IN FY2023/2024	
		Held	Attended
Professor Neo Boon Siong Chairman	1 September 2022	3	3
Mr Ho Kuen Loon	2 January 2023	3	2
Mr Yeong Zee Kin	1 September 2022	3	1

FUNDRAISING COMMITTEE	DATE APPOINTED	NO OF MEETINGS IN FY2023/2024	
		Held	Attended
Mr Alfred Wong Chairman	13 November 2018	3	3
Mr Foong Daw Ching	1 November 2022	3	3
Professor Ho Yew Kee	1 October 2021	3	3

HUMAN RESOURCE COMMITTEE	DATE APPOINTED	NO OF MEETINGS IN FY2023/2024	
		Held	Attended
Ms Lim Ai Ling Chairperson	1 May 2017	3	3
Mr Choo Eng Beng	1 October 2021	3	2
Mr Wong King Yoong	1 December 2018	3	3
Mr Alfred Wong	1 October 2021	3	1*

*Mr Alfred Wong stepped down from the committee on 31 January 2024 and two meetings were held during his term as a member (1 April 2023 to 31 January 2024).

INVESTMENT COMMITTEE	DATE APPOINTED	NO OF MEETINGS IN FY2023/2024	
		Held	Attended
Ms Ginger Hsiao Chairperson	1 September 2022	3	3
Mr Tai Tse Wen	1 March 2023	3	3
Mr Wan Kum Tho	1 September 2022	3	3

MEDIFUND COMMITTEE	DATE APPOINTED	NO OF MEETINGS IN FY2023/2024	
		Held	Attended
Mr Wong King Yoong Chairman	25 March 2022	2	2
Ms Cheung Siew Li	22 January 2022	2	2
Ms Chua Ee Cheng	22 January 2018	2	1
Dr Wong Loong Mun	22 January 2018	2	1

MISSIONAL CARE COMMITTEE	DATE APPOINTED	NO OF MEETINGS IN FY2023/2024	
		Held	Attended
Mr Foong Daw Ching Chairman	22 September 2020	2	2
Mrs Mona Lee-Chia	27 October 2020	2	1
Ms Khor Siew Khim	12 October 2020	2	2
Mr Leow Wen Pin	1 November 2023	2	0*
Mr Steven Loh	12 October 2020	2	1
Pastor Albert Low	12 October 2020	2	2
Pastor David Yap	12 October 2020	2	2

*Mr Leow Wen Pin was appointed to the committee on 1 November 2023.
No meetings were held between 1 November 2023 and 31 March 2024.

NOMINATION COMMITTEE	DATE APPOINTED	NO OF MEETINGS IN FY2023/2024	
		Held	Attended
Professor Ho Yew Kee Chairman	21 April 2020	2	2
Mr Choo Eng Beng	1 October 2021	2	1
Ms Jacqueline Poh	1 April 2023	2	2
Mr Alfred Wong	1 April 2021	2	2
Mr Yeong Zee Kin	1 October 2021	2	1

PROGRAMME, SERVICES & CARE RISK COMMITTEE	DATE APPOINTED	NO OF MEETINGS IN FY2023/2024	
		Held	Attended
Professor Lee Chien Earn Chairman	1 October 2021	2	2
Dr Chan Kin Ming	24 April 2020	2	1
Ms Ginger Hsiao	1 October 2021	2	2
Adjunct Assistant Professor Kelvin Koh	23 April 2019	2	1
Dr Mervyn Koh	1 March 2022	2	2
Ms Carol Liew	23 April 2019	2	1

Make a Donation



www.slec.org.sg/giving/ways-to-donate/

Donate Online

Donations can be made directly through our secured online donation page for ease of use.



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.

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.

**WE LOOK FORWARD TO MANY MORE YEARS
OF TRANSFORMING COMMUNITY CARE!**

St Luke's
ELDERCARE

