

ANNUAL REPORT FY2024/2025

Enriching Care

in the
Community

Innovation, Collaboration, Education



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05 January 2001

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CONSTITUTION
Public Company Limited
by Guarantee

AUDITOR
Moore Stephens LLP

St Luke's ElderCare is in compliance with the Code of Governance for Charities and IPCs. Its Governance Evaluation Checklist can be viewed at the Charity Portal.

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About St Luke's ElderCare

St Luke's ElderCare (SLEC) is a Christian healthcare provider dedicated to enriching the lives of seniors in Singapore, regardless of race, language and religion.

Guided by our GRACE philosophy of care, we are committed to providing compassionate and holistic care that fosters autonomy and choice. To empower seniors of varying needs, from the fit to the frail, we offer a comprehensive suite of services islandwide. These include community-based programmes that promote active ageing; centre-based offerings such as day care, rehabilitation and nursing; residential (nursing home) services for long-term care; and home-based services covering medical, nursing and therapy needs.

Leveraging our legacy of over 25 years, we are on an unstoppable mission to transform the care challenges of Singapore's ageing population. Through innovation, collaboration and education, we seek to elevate the community care sector, where seniors thrive in their golden years and age with dignity, independence and joy.

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

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

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

GRACE

Organisational Structure



Chairman's Message

The year 2024 marked a significant milestone in St Luke's ElderCare's journey as we celebrated 25 years of serving and enriching lives in Singapore. This silver jubilee gave us opportunity to reflect on how good God has been to us.

SLEC has undergone significant changes over the years but what has remained constant is our unwavering commitment to meet the evolving needs of our ageing population.

Since our founding in 1999, we have seen *unexpected provisions* and *unprecedented blessings*. From a handful of staff running four pioneering centres, we now have about 1,000 staff serving across more than 30 facilities.

We are deeply grateful to God and board members, staff, partners, volunteers, donors, beneficiaries, and their families who have been part of this journey. We trust that you have been enriched through the stewardship of your time, talent and treasure.

Looking ahead, the opportunities are plenty. By 2030, one in four Singaporeans will be 65 years or older, and an estimated 122,000 seniors will live alone. These numbers call for an *unstoppable mission* – we need radical transformations in how we deliver care, build partnerships, and empower elders to age well with dignity and joy.

To rise to this challenge and to make a greater impact, we launched the SLEC Community Transformation Fund at our 25th Anniversary Gala Dinner on 7 November 2024, with a goal of raising \$30 million over the next five years. It will power strategic initiatives under six key pillars – Innovate, Mentor, Programme, Advocate, Connect and Train – forming the acronym I.M.P.A.C.T.

Through this Community Transformation Fund, we hope to more than double the number of elders we serve, from 22,000 today to 45,000 in five years.

We are committed to innovate and prepare for the future. To achieve this, we will be designating our reserve to upgrade our centres and to invest in technology, infrastructure and our people. We will collaborate for greater collective impact and for better community care.

Our shared vision of "Transforming Community Care" extends internationally as we host foreign delegates and take part in international forums to share our experiences.

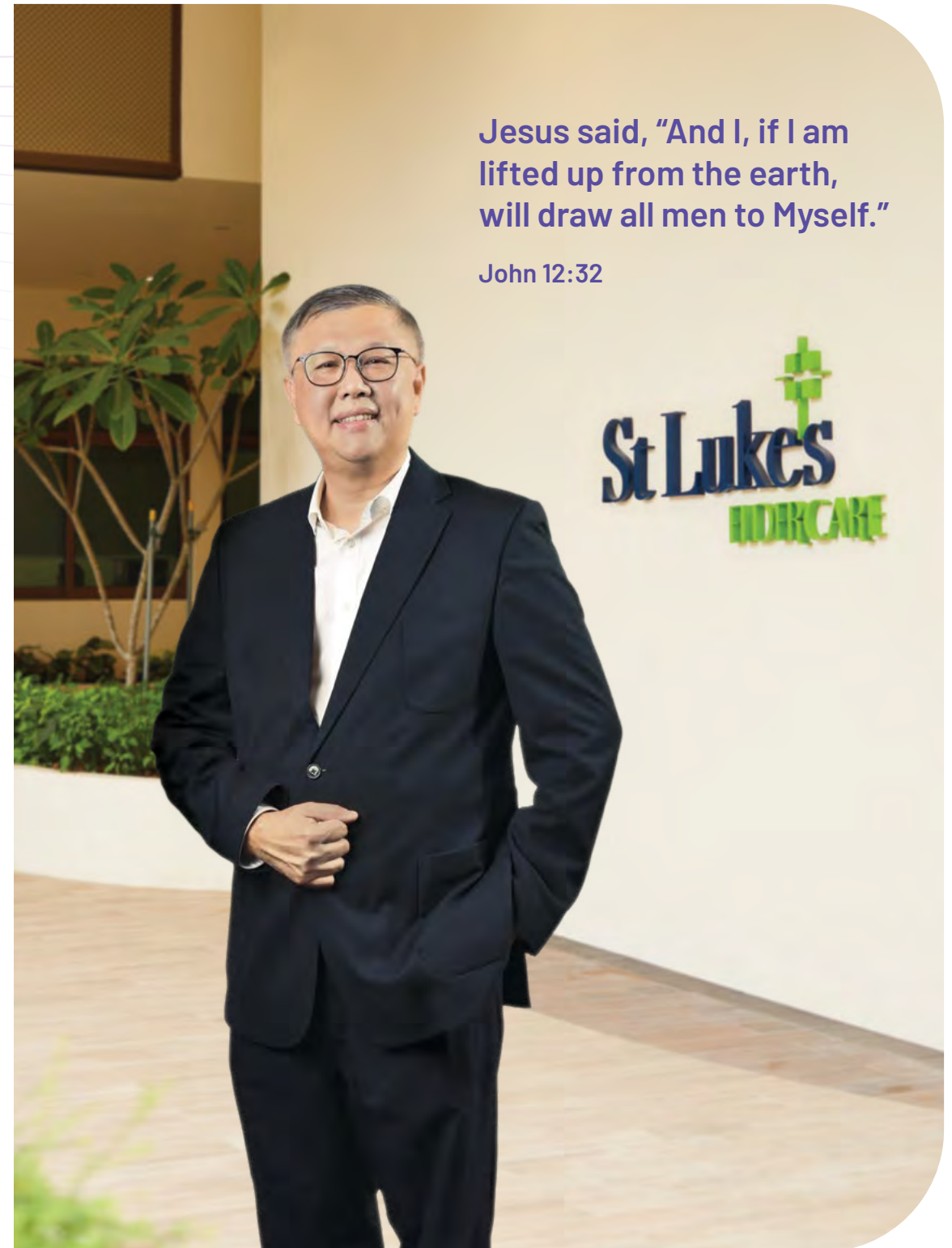
As we step into the next chapter of SLEC's HIS-story, we invite you to journey with us and share God's blessings.

Professor Ho Yew Kee

Chairman, Board of Directors
St Luke's ElderCare

Jesus said, "And I, if I am lifted up from the earth, will draw all men to Myself."

John 12:32



CEO's Message

Singapore is one of the fastest-ageing countries in the world. By 2026, Singapore is expected to become a “super-aged” society, when more than one in five Singaporeans will be aged 65 and above.

We have been keeping pace to serve more elders.

In FY2024, we celebrated the official openings of four centres – in Anchorvale, Bukit Batok Central, Northshore and Teck Whye Vista – expanding our footprint and bringing care closer to where elders live. On 1 April 2025, we also launched our second residence (nursing home) in Punggol, enabling us to offer a continuum of care for the fit and frail in that region.

Our mission of enriching lives in the communities extends beyond elders to society at large. Innovation, collaboration and education continue to be central to these efforts.

Our *Connecting Generations* book, which won at the 13th Asia Pacific Eldercare Innovation Awards, featured elders’ recipes and stories curated by students, enriching the legacies of elders and lives of a younger generation through this innovative initiative.

We also collaborated widely – within and beyond the community care sector, across domains and age groups. Our partnership with REACH Community Services led to the opening of the REACH-SLEC Active Ageing Centre (Care) @ Teck Whye Vista – a sector-first model where both organisations leverage

each other’s expertise and integrate day care, rehabilitation and active ageing programmes under one roof.

Education has also been vital for us in enabling better care. We continued to upskill sector professionals through training, knowledge sharing and thought leadership at various engagements. Our SLEC CommCare Symposium, for example, drew over 500 attendees.

Looking ahead, exciting developments are underway. We will open a centre within Temasek Polytechnic to reimagine our care model and engage the next generation. In late 2025, we will also launch an inaugural arts conference with the Nanyang Academy of Fine Arts to share best practices in empowering elders through the arts. Our SLEC CommCare Academy is also growing and will soon expand into a new space at the Devan Nair Institute for Employment and Employability.

Much has been achieved and there is much more work ahead as major changes are expected with the ageing of our society. I thank my colleagues for their dedication in serving; their labour will not be in vain.

To all our partners, volunteers and donors – thank you for your generosity of talent, time and treasure. I invite more people to join us in *Serving, Loving and Empowering Communities*.

Adj Assoc Prof (Dr) Kenny Tan

Chief Executive Officer
St Luke’s ElderCare

“To all our partners, volunteers and donors – thank you for your generosity of talent, time and treasure. I invite more people to join us in *Serving, Loving and Empowering Communities*.”



Our Board of Directors



Professor Ho Yew Kee
Chairman

Deputy Dean
Chow Yei Ching
School of Graduate Studies

**Professor of Practice
(Accounting)**
College of Business,
City University of Hong Kong

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

**Independent Director and
Chairman of Audit and
Nomination Committees**
Singapore Reinsurance
Corporation Ltd



Mr Foong Daw Ching
Vice-Chairman

Director
St Luke's Hospital

President
Tung Ling Community Care
Services

Director
Crestar Education Group
Pte Ltd

Director
Kinderland International
Education Pte Ltd



Dr Neo Boon Siong
Treasurer

Chairman
Wealth Management Institute
International Ltd

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



Ms Ginger Hsiao
Director

Director
Gold Nest Capital
Gold Nest Investment
Management Pte Ltd

Founder
Ginward (Asia) Pte Ltd



Professor Lee Chien Earn
Director

Deputy Group CEO
Regional Health System
SingHealth Group

Director
Changi General Hospital
Sengkang General Hospital



Ms Lim Ai Ling
Director

Director
The Helping Hand



Mr Choo Eng Beng
Director

Assurance Leader
PwC Singapore

Vice Chairman
St Luke's Hospital

Director
Shared Services for
Charities Limited



Mr Chua Song Khim
Director

Deputy Chief Executive
National University
Health System

Director
CrossMedia Pte Ltd



Mr Ho Kuen Loon
Director

**Executive Director and
Group CEO**
Fullerton Health
Corporation Limited

**Director and Chairman of
Audit Committee**
St Luke's Hospital



Mr Wong King Yoong
Director



Mr Alfred Wong Siu Hong
Director

Founder and Managing Director
Noel Gifts International Pte Ltd



Mr Yeong Zee Kin
Director

Chief Executive
Singapore Academy of Law

Director
Singapore Network Information
Centre Pte Ltd
Asian Business Law Institute
LawNet Technology Services
Singapore Mediation Centre



Our Management Team

01 | Ms Tracy Wang
Assistant Director (Clinical)
Nursing Services

02 | Ms Winnie Koh
Assistant Director
CommCare Academy

03 | Mr Marcus Lee
Deputy Head
SLEC Residence @ Punggol

04 | Ms Hazel Chua
Deputy Director
Communications &
Fundraising

05 | Mr Bernard Wan
Assistant Director
Community-based Services
& Centre-based Services
(Senior Care)

06 | Ms Susie Goh
Director
Nursing Services

**07 | Adj Assoc Prof (Dr)
Kenny Tan**
Chief Executive Officer

08 | Ms Frances Hew
Deputy Director
Allied Health

09 | Mr Koh Lip Wee
Director
Finance

10 | Dr Lim Peng Peng
Deputy Head
SLEC Residence @
Ang Mo Kio & Head,
Medical Services

11 | Mr Daniel Soh
Assistant Director
Corporate Strategy

12 | Ms Jennifer Goh
Assistant Director
(Partnerships)
Pastoral Care,
Counselling & Partnerships

13 | Mr Jared Tay
Deputy Director
Human Resource

14 | Mr Gregory Lee
Director
Pastoral Care,
Counselling & Partnerships

15 | Dr Alan Wong
Chief Operating Officer

16 | Mr Samuel Su
Assistant Director
Centre-based Services
(Senior Care)

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

Our People

Close to 700 staff across all teams in our “Super Loving, Extra Caring” SLEC family gathered for our annual SLEC Townhall on 2 November 2024 to reaffirm our commitment to enriching lives in the community. We welcome the new members who’ve joined us since then!



Our Locations: Serving Communities Islandwide



Information is correct as at 1 April 2025.

Strategic Thrusts

In step with Singapore's growing emphasis on preventive care and active ageing as reflected in the nationwide Healthier SG initiative, we have established three strategic thrusts to foster a seamless ecosystem of care.



Transformational I.M.P.A.C.T.

The coming five years will be transformational for SLEC, as we seek to actualise our three strategic thrusts to create far-reaching I.M.P.A.C.T. across our organisation.

At SLEC's 25th Anniversary Gala Dinner in 2024, the SLEC Community Transformation Fund was launched with the goal of delivering greater I.M.P.A.C.T. that will benefit over 45,000 elders and transform community care across Singapore. Under the initiative, over the next five years, we will raise \$30 million to drive six pillars under I.M.P.A.C.T.:

I NNOVATE

We will adopt innovative and advanced technology to improve accessibility and quality of care for elders, and boost operational efficiency.

M ENTOR

We will build the leadership capabilities of our staff, so they effectively lead teams to deliver better care outcomes for our elders. We will also work with experts to mentor and drive research.

P ROGRAMME

We will develop new programmes while scaling up existing ones for our elders. These will incorporate visual and performing arts, music, thematic dining experiences and intergenerational activities, among others.

A DVOCATE

We will advocate for integrated community care through thought leadership and knowledge sharing.

C ONNECT

We will continue to establish and cultivate connections with partners, to create a more integrated and supportive community for our elders.

T RAIN

We will continually train and upskill professionals in the sector and within SLEC, as well as volunteers and caregivers, through our SLEC CommCare Academy.

Our Work in Numbers

Active Ageing

10,329 active agers

10,461 active ageing activities conducted

No. of active agers

2023 - 2024 4,422

2024 - 2025 10,329

Day Care

3,316 elders served*

53% are elders living with dementia

28 centres islandwide

No. of elders served*

2023 - 2024 3,166

2024 - 2025 3,316

Rehabilitation Care

7,021 elders served*

137,217 rehabilitation sessions

No. of elders served*

2023 - 2024 6,316

2024 - 2025 7,021

Home Care

1,034 elders served*

94.5% of elders above 60 years old

7,045 home visits conducted

No. of elders served*

2023 - 2024 1,235

2024 - 2025 1,034



Residential Care

215 elders served*

33% are elders living with dementia

No. of elders served*

2023 - 2024 229

2024 - 2025 215

Volunteers

352 volunteer partners activated

>9,100 volunteers mobilised

CommCare Academy

99 courses offered

1,931 staff, sector professionals, volunteers and caregivers trained

Staff Strength

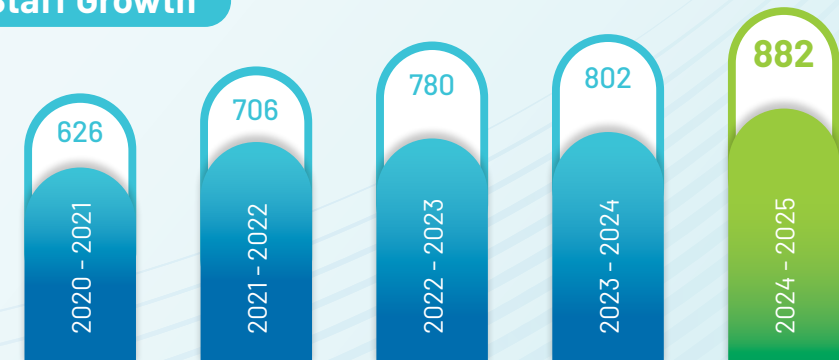
882 staff

25% of staff below 35 years old

270 new staff who underwent the New Hires' Orientation Programme

18% of staff above 60 years old

Staff Growth



*The number of elders served in FY2024/2025 includes both active and discharged elders.



OUR 25TH ANNIVERSARY

"We are now on an unstoppable mission to transform Singapore's ageing population from an inevitable challenge to a world of immense opportunities."

Professor Ho Yew Kee
Chairman of SLEC,
at SLEC's 25th Anniversary Gala Dinner

25 YEARS OF Enriching Lives in the Community



1999

SLEC was set up with the vision of offering an expanded range of eldercare services in the community. Its first office was in Armenian Street.



2002

To enhance its services, SLEC began providing a Maintenance Rehabilitation Programme as part of its day care offerings.



2005

SLEC began offering wellness programmes for elders at selected centres. This move established SLEC as a frontrunner in promoting active ageing.

2007

SLEC introduced an active rehabilitation programme to provide tailored physiotherapy treatment for elders.



2020

- SLEC officially opened a centre at Hougang Meadow, bringing the total number of centres to 22.
- In compliance with national COVID-19 pandemic guidelines, SLEC shut down almost all its Senior Care Centres for the first time in its history.
- That year saw the opening of SLEC Residence @ Ang Mo Kio (top). It was the only nursing home launched in Singapore during the pandemic, and marked the start of SLEC offering residential-based services.



2024

- The REACH-SLEC Active Ageing Centre (Care) at Teck Whye Vista was established (top). This is the first consortium project in the community care sector in Singapore where two organisations collaborated to jointly run a centre offering active ageing, senior care and rehabilitation services.
- The SLEC Community Transformation Fund was launched at its 25th Anniversary Gala Dinner to make a greater impact and benefit over 45,000 elders over the next five years. At this juncture, SLEC was running 30 centres and one residence.

2001

SLEC opened its first centres in Clementi, Hougang, Whampoa and Yishun. All four centres offer day care services for elders.



2004

In collaboration with Bendemeer Secondary School, SLEC held its first Intergenerational Games centred around senior participants.

2011

SLEC had grown to 11 centres in total, with three new SLEC centres in Ayer Rajah, Jurong East and Telok Blangah that year.

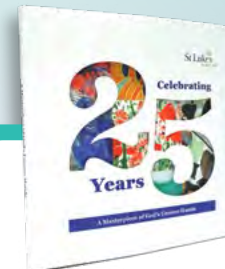
2015

- SLEC introduced arts programmes by offering elders a range of classes in comic book illustration, batik painting and ceramics (bottom).
- SLEC expanded its service offerings by offering centre-based nursing and home care services.



2022

SLEC established the SLEC CommCare Academy and organised the first SLEC CommCare Symposium for healthcare professionals and members of the public to promote knowledge sharing and professional development in the sector.



In celebration of SLEC's 25th anniversary, we published the commemorative book, *A Masterpiece of God's Unseen Hands*. You can read the book here:



Celebrating A Priceless 25-Year Journey



Pearls are priceless, and transforming community care requires a collective effort. To mark the launch of the SLEC Community Transformation Fund, all the guests were invited to light up their “pearls” – small balls of light.

On 7 November 2024, over 500 partners, donors, volunteers, elders and members of SLEC’s past and present teams gathered at a gala dinner graced by guest-of-honour President Tharman Shanmugaratnam to celebrate SLEC’s 25-year journey.

At the dinner, SLEC Chairman, Professor Ho Yew Kee, thanked SLEC’s founding members and past management for laying a strong foundation. Looking ahead, he shared that SLEC is on an unstoppable mission to transform Singapore’s ageing population from an inevitable challenge to a world of immense opportunities.



President Tharman with SLEC’s Board of Directors, Council of Advisors and CEO.



SLEC Chairman, Professor Ho Yew Kee, giving his opening address.



“St Luke’s ElderCare shows the way in community care, which is an essential pillar in how we support Singaporeans as they live longer and healthier lives. It is a model of how community organisations can collaborate with government, healthcare providers, corporations and academic institutions to provide quality care, near the home.”

President Tharman
Shanmugaratnam



By 2030, one in four Singaporeans — or one million — will be aged 65 and above. To meet the needs of this super-aged society, Professor Ho announced the launch of the SLEC Community Transformation Fund. We aim to raise \$30 million to support initiatives in six “I.M.P.A.C.T.” areas to benefit over 45,000 elders in the next five years, triple the number SLEC served in FY2023/2024. As at 31 March 2025, \$1.27 million has been raised for the fund.

These ceramic chopstick holders were lovingly crafted by more than 250 elders and given to guests at the Gala Dinner as a token of appreciation. The chopstick holders were part of our Priceless Crafts project, a finalist at the 13th Asia Pacific Eldercare Innovation Awards 2025.

**We Can Do So
Much More
Because of You**

Our deepest gratitude and appreciation to the following top donors to the SLEC Community Transformation Fund.

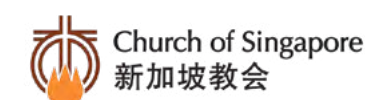
PLATINUM PARTNER



GOLD PARTNER

Mr Lee Woon Shiu

PEARL PARTNER



INNOVATION

We recognise that present-day solutions are no longer enough to address the complex issues facing Singapore's super-aged society. To achieve better outcomes, we will have to be creative and go off the beaten path. Hence, we are exploring new technologies and strategies to better serve seniors in Singapore.

From creating virtual worlds for our elders to designing eldercare centres that seamlessly blend technology, nature and wellness, we are boldly reimagining what is possible to create new possibilities and enrich the lives of our seniors.



Binding Generations Through the Universal Language of Food

Family recipes are a powerful way to preserve legacies. They are a tangible link to family histories, offering a sense of belonging and a means to pass down memories and values.

To promote intergenerational bonding, SLEC launched *Connecting Generations* in 2024. The 25 timeless recipes by over 20 seniors in the book were curated by tertiary students who interviewed elders at SLEC to collect the recipes.

In the book, the elders shared how their favourite dishes not only hold deep significance, but are also portals to vital memories they have of their family, friends and younger years.



The book is part of SLEC's fundraising efforts and has raised close to \$66,000. It also bagged an award for Programme (Social Engagement – Intergenerational) at the 13th Asia Pacific Eldercare Innovation Awards 2025.

"I am particularly moved by the seniors' eagerness to share their recipes and personal stories. Despite facing challenges in translating dialect terms, I am committed to preserving the authenticity of the seniors' voices."

Lim En Jie

A student who interviewed elders for the recipe book



Creating a Big, Big Virtual World for Seniors

With its Virtual World programme, SLEC showed what is possible when innovation meets compassion.

In 2023, SLEC partnered SilVR Adventures to create a programme that would bring joy, spark conversation and reconnect the seniors with the world around them. The SLEC Virtual World programme uses VR technology to bring immersive travel and social experiences to elders, particularly those facing physical disabilities and isolation. The programme aims to tackle the issues of loneliness, social isolation and cognitive decline.



Rollled out across SLEC's various facilities, the programme saw elders donning VR headsets to experience travel destinations like Beijing and Angkor Wat and share memories in a social setting. Since March 2025, 2,043 VR sessions have been conducted for 403 elders. Participants became more active and engaged as they interacted with the VR world and with one another during and after sessions.

The programme landed SLEC two awards: the 13th Asia Pacific Eldercare Innovation Award 2025 (Technology – Social Engagement) and OpenGov Asia Recognition of Excellence Award 2025.





Capturing a Lifetime of Experiences Through AI

In senior years, memories become one's most cherished possession. They represent a lifetime of experiences and relationships and bring comfort and meaning to one's late years.

In April 2024, SLEC launched the Golden Memories programme at our Active Ageing Centre (Care) @ Northshore in Punggol to help elders preserve and bring to life these precious memories. This first-of-its-kind programme uses a generative AI app to help the elders document their life stories and transform the stories into beautifully bound books and evocative videos. This programme functions as a powerful reminiscence therapy tool. By helping elders to recollect their past, it reinforces their

sense of identity and self-worth and helps them to look beyond current challenges and celebrate their life journey. In June 2024, each elder presented his legacy to the group to share his life experiences.

All 15 elders in the pilot were delighted to view their life stories in their personalised books and videos. The project allowed elders to create a lasting personal legacy for loved ones, and strengthened social connections through the sharing of life stories. The project was a finalist at the 13th Asia Pacific Eldercare Innovation Awards 2025.

"We view technology as an enabler, but it must be paired with heartfelt execution to ensure that every elder is supported with warmth and effectiveness."

Adj A/Prof (Dr) Kenny Tan,
at the official opening of SLEC
Active Ageing Centre (Care)
@ Northshore

Building Centres of the Future: Empathy Blended with Immersive Experiences

SLEC Senior Care Centre @ Whampoa embodies the empathetic approach in centre design by thoughtfully creating spaces that meet the physical, psychosocial and cognitive needs of elders.

The centre's renovation in 2024 is inspired by the Whampoa estate and reflects the rich history of the Chinese community in Whampoa.

At the centre, care blends with community and heritage. For example, the centre features Chinese design elements such as circular arches and Chinese artwork that



SLEC Senior Care Centre @ Whampoa

weave a rich tapestry of local history into every aspect of the centre.

Biophilic design principles are also applied throughout the décor. The dark wood lattice panels, large windows that flood the interior with natural light and soothing wallpapers create a cosy environment for elders, which is important as daycare elders spend most of the day in the centre. The centre design also facilitates both large and small group activities to better cater to elders' different needs and preferences.

For seamlessly blending health, wellness and rehabilitation, the centre was a finalist at the 13th Asia Pacific Eldercare Innovation Awards 2025.

Meanwhile the SLEC Day Rehabilitation Centre @ Bukit Batok Central, which officially opened in July 2024, offers advanced robotics therapy that enhances rehabilitation for elders.

It also employs a range of robotic devices to train lost body functions and help seniors regain strength, mobility and independence.



SLEC Day Rehabilitation Centre @
Bukit Batok Central



COLLABORATION

Every partnership matters. To care for the seniors in Singapore, a whole ecosystem of community care partners is needed, from industry groups and community organisations to corporates, academic institutions and individuals.

To ensure that we are greater than the sum of our parts, we are connecting the dots in this ecosystem so that we leverage on our partners' strengths for greater impact.



Our Many Volunteers

In 2024, we received help from 9,100 volunteers from interest groups, corporates, schools, government agencies, community groups, individuals and churches. All of them have played a central role in engaging seniors, fostering intergenerational connections and bringing joy to the lives of seniors. Featured here are just some of the many volunteers who contributed generously in the year.



Interest Groups

1 Happy Haircut Group

Something as simple as a haircut can be a significant hurdle for seniors. That's why the monthly visits by Jessie and her team of dedicated volunteers from Happy Haircut Group bring great comfort, dignity and smiles to our elders.

2 Kym & Singers

For months, elders and staff of SLEC Senior Care Centre @ Hougang Meadow have enjoyed evergreen hits performed by Kym, Gordon, Terrence and Man Tse in toe-tapping sessions that take the elders back to their younger days.

Corporates

3 Prudential Assurance Company Singapore

Each year, Prudential brings its DigiKakis programme to SLEC's Senior Care Centres where elders acquire tech skills. Prudential also conducted financial literacy talks at SLEC's Active Ageing Centre to help seniors manage their finances.

4 Johnson & Johnson International (Singapore)

Johnson & Johnson International (Singapore) has been making a difference in the lives of our elders by offering our elders on-site eye screenings. Their volunteers also participate in game sessions at our centres and special outings with our elders.

Schools

5 Republic Polytechnic

In 2024, students from Republic Polytechnic's diploma in hospitality and tourism management escorted elders from SLEC's Senior Care Centre @ Jurong East on a joyful visit to Bird Paradise. Through this, the students became more informed advocates for eldercare.

Individuals

We are also grateful for the many individuals who volunteered their time on their own. Their personal commitment and quiet dedication have made a difference in our elders' lives!

Government Agencies & Community Groups

6 Health Promotion Board

Exercise coaches from the Health Promotion Board have regularly been leading elders at four of our centres in tailored exercise programmes. As part of HPB's CSR initiatives, its staff have volunteered to celebrate Lunar New Year with our elders, make popiah with them, and take them to Gardens by the Bay.

7 Youth Corps Singapore

Guided by Youth Corps Singapore volunteers, our elders acquired new skills and stayed current with the latest technologies over 10 hands-on workshops, exploring topics like Artificial Intelligence (AI) and 3D technology, and trying their hand at 3D printing and designing.

Churches

8 Adam Road Presbyterian Church

In 2024, volunteers from Adam Road Presbyterian Church captured family portraits for elders at SLEC's day care centres and nursing home. For the elders, the framed photos are a comforting reminder of their family members.

9 Watoto Children's Choir

And let us not forget the amazing performance by the Watoto Children's Choir, a ministry of a church from Uganda! They captivated us with a vibrant, high-energy performance at SLEC Senior Care Centre @ Whampoa in March 2025.



Deputy Prime Minister Gan Kim Yong and SLEC staff looking on as elders take part in a game involving visual image projections. Mr Gan was the guest-of-honour at the official opening of the REACH-SLEC Active Ageing Centre at Teck Whye Vista.

First-in-Sector Collaboration between SLEC and REACH Community Services

In October 2024, SLEC and REACH Community Services joined forces to officially open REACH-SLEC Active Ageing Centre (Care) @ Teck Whye Vista. The venture to jointly run such a centre is the first of its kind for the eldercare sector.

The centre offers three services under one roof: daycare and day rehabilitation services run by SLEC, and active ageing activities run by REACH Community Services. At full capacity, it can serve more than 1,200 seniors.

Elders can visit the centre at any stage of their recovery journey for the support they need. This is important as elders often require multiple services as they become frailer and less mobile with age. The centre leverages REACH's expertise in

active ageing, and SLEC's experience in a range of senior care services including dementia day care, maintenance day care and rehabilitation services.

Both organisations also jointly run a Senior Care Centre at Senja Valley, which officially opened in July 2024. The centre offers both day care and community rehabilitation services.

In a similar collaborative spirit, the sector's first five-party Memorandum of Understanding (MoU) was earlier signed in October 2023 between SLEC, REACH Community Services, Fei Yue Community Services (Singapore) and St Luke's Hospital, to enhance services for seniors in the Bukit Panjang community.



Appreciating Our Partners for a Journey of a Lifetime

Our many partners, both corporates and individuals, have been pivotal to our success. They support us with funding, volunteering and access to their networks and expertise, allowing us to achieve greater collective impact.

We therefore took great pleasure in celebrating all our incredible partners who have walked the care journey with us at our annual Partners' Appreciation Lunch.

Over 500 people joined us at the event held on 8 March 2025. To express our deep gratitude, we presented awards to 135 partners, including 75 new ones who partnered us in the past year, and 39 partners who received the Long Service Star Award.

There's more to come on this journey. We hope to continue growing and strengthening our partnerships across the island, so that together, we can fulfil our shared mission. Thank you to everyone who have contributed to enriching lives in the community!



All guests received a thank-you card featuring a poem written by our CEO and a crochet gift handcrafted by elders from our Active Ageing Centre (Care) @ Nee Soon East and the Heart for Yarn group comprising students from Catholic Junior College, Cedar Girls' Secondary School and National Junior College.

EDUCATION

In the domain of community care, where compassion meets professionalism, the importance of education cannot be overstated. Our ability to provide quality care to our elders hinges on having people equipped with the right knowledge, expertise and values.

We upskill and reskill healthcare professionals through the SLEC CommCare Academy, mentor youths, and train volunteers and caregivers to enrich the quality of care provided to our elders.





Upskilling Professionals in the Sector

Singapore is expected to reach super-aged status in 2026, with more than one in five citizens aged 65 or older. This means that the number of seniors and caregivers in need will skyrocket. It is therefore a matter of urgency for SLEC to expand its training efforts through the SLEC CommCare Academy.

Beyond meeting the needs of SLEC, we are also building a skilled community for the long-term needs of the community care sector. Appointed by the Agency

for Integrated Care as a Learning Institute since July 2018, we develop, deliver and administer training courses for the sector. In FY2024/2025, we provided 891 training slots for 58 organisations in the sector.

In 2024, SLEC was also accredited as a public Approved Training Organisation by SkillsFuture Singapore to conduct the Workforce Skills Qualifications (WSQ) Advanced Certificate in Healthcare (Community Care) for senior community care associates. This marks a significant step towards professionalising the community care sector. The inaugural run took place from 24 February to 4 April 2025 and the course will be conducted twice a year from here on.



As a member of the Workforce Competencies Taskforce, SLEC also contributes to national accreditation efforts and the development of career pathways and training roadmaps for the newly created Community Care Track.



Sharing Knowledge

Deep Immersive Learning at LifeLab™ @ SLEC

Sited within the SIM Global Education campus, LifeLab™ is SLEC's first experiential space within an institute of higher learning designed to immerse participants in the ageing journey.

By combining interactive activities, the donning of geriatric simulation suits, and VR technology, LifeLab™ allows visitors to experience the physical and psychosocial facets of ageing, giving them firsthand understanding of the challenges faced by elders. In particular, younger persons have the opportunity to better understand the realities of ageing, and how best to support the elders they interact with.

In FY2024, LifeLab™ hosted 28 tours by 548 visitors, including corporates, churches, community care organisations, tertiary students and delegates from Taiwan and Hong Kong who were keen to learn about Singapore's experience in eldercare.

Knowledge Sharing at Tertiary Institutions

As part of our commitment to share knowledge, we regularly deliver lectures and training modules at tertiary institutions.

Each year, Adj A/Prof (Dr) Dr Kenny Tan, our CEO, presents a series of lectures on "Leadership and Management" as part of the Nanyang Technological University's Master of Science in Applied Gerontology programme.



At the Singapore University of Social Sciences, we completed the second run of the "Management in Eldercare Services" module. Led by Dr Tan with other members of SLEC's leadership team, the module covers the operational challenges and strategic approaches in delivering eldercare services and dives into deeper existential questions around life and care.

SLEC staff are also involved in teaching two modules as part of the Diploma in Social Sciences in Gerontology programme at Temasek Polytechnic.

Advocating for Better Community Care

We believe it is our responsibility as one of Singapore's largest community care providers to advocate for better community care. We do it through thought leadership, by participating in the sector's fora, and by engaging with policymakers and stakeholders in the healthcare and community care sectors.

In 2024, we hosted the NHG Health's Population Health Campus Team as well as visiting professors from Aalto University in Finland and the University of the Arts Singapore.

A delegation of Japanese eldercare leaders also toured two SLEC Active Ageing Centres and the SLEC Residence @ Ang Mo Kio. They included the Founder and CEO of Japan's top



home medical company, Yushoukai Medical Corporation; Founder of AOl Care, one of Japan's most renowned intergenerational care organisations; and the Chairperson and Director of the Research Association for Community Health in Japan.

Our CEO, Adj A/Prof (Dr) Kenny Tan, also spoke at various fora such as the SingHealth Community Forum, the 8th Singapore Rehabilitation Conference, and the Geragogy & the Arts Conference by Nanyang Academy of Fine Arts.

On the global stage, Dr Tan spoke to 25 C-suite healthcare leaders from Russia as part of a programme by SMU Academy and the SKOLKOVO School of Management in Russia in April 2025. That same month, our Chief Operating Officer, Dr Alan Wong, spoke at the Aged Care IT Summit 2025 in Sydney.



Presenting Thought Leadership at the SLEC CommCare Symposium

The annual SLEC CommCare Symposium, first launched in 2022, is a key platform we use to achieve our goal of building a community of care that is ready to meet the evolving needs of seniors.

The third SLEC CommCare Symposium held on 20 and 21 September 2024 drew over 500 participants and featured two tracks: Dementia and Spirituality, and Wound Care. In both tracks, over 70% of the participants "strongly agreed" that their learning was enhanced by the speakers' knowledge and experience. All said they would recommend the symposium to their colleagues and friends.

The first track explored the multi-faceted experiences of people with dementia, and how dementia can affect faith and lived experiences. The second track closely examined wound care, including wound management, wound hygiene, and innovations in vascular health, among other topics.

Moving forward, we will continue to scale up this event to help healthcare professionals stay abreast of advancements in community care and help the public gain practical caregiving knowledge to support people with dementia.



FROM FIT
TO FRAIL:
**A COMPLETE
ECOSYSTEM
OF CARE**



Active Ageing

Our Active Ageing Centres (AACs) create opportunities for meaningful connections through exciting programmes, empowering seniors to live a fulfilling life. And it has been a transformative year for our 12 AACs! Membership more than doubled and the number of active ageing sessions increased by 85%. More seniors are living out our ethos to “Discover New Adventures, Ignite New Passions”!

Programme Highlights



The Sound of Joy

What you hear when Silver Voices sings is the lovely sound of inclusion. Made up of 443 elders from seven of our AACs, the choir welcomes all seniors – outgoing or reserved. Silver Voices brought joy to many with its inspiring performances at CHIJMES, Capitol SingaPore's Singing Christmas Tree and more.

A Food Court that Welcomes Gamers!

In partnership with Koufu, we held weekly Rummikub sessions in a Koufu food court in Changkat. Kampungku @Koufu offers exciting gameplay, socialisation, and discounted meals in a familiar, accessible setting. The sessions attract over 80 elders each week.



Fathers Get Competitive

The Father's Day Inter-Centre Pool Competition saw 50 active agers from our AACs at Anchorvale, Northshore and Bishan face off in a spirited eight-ball pool tournament. Held on 21 June 2024 at AAC (Care) @ Northshore, the event featured fringe games and coffee by graduates from our Love-A-Latte barista training programme for a wonderful day celebrating fathers.

Watch that Floor Curl!

Floor Curling has become a breakout hit among our elders since it was introduced at our AAC (Care) @ Golden Years in May 2024. Trained by certified staff, our elders took so well to the sport, Team SLEC placed among the top six at the international 2024 Singapore-Hong Kong FloorCurling Twin Lion Cup. Over 80 elders across our AACs now participate in weekly floor curling sessions.



Sailing Into New Waters

Forty intrepid elders from the AACs in Northshore and Anchorvale went kayaking for the very first time in September 2024. Safely guided along Punggol Waterway by the Fever.sg team, it was a day full of smiles and splashes.

"At this centre, I have met kindred spirits and reconnected with myself. Who knew that even in my 80s, I could still live such a vibrant and fulfilling life?"

- Mdm Quek Ee Tin

Hear in her own words Mdm Quek Ee Tin describing her experience at an SLEC active ageing centre.



Day Care

With age, getting out of the house and participating in group activities becomes increasingly important. Aimed at improving both mental and physical well-being, our day care centres offer elders supervised exercises and community participation to keep them engaged and active.

A Snapshot of Our Programmes



Dining: Around the World in a Meal

Each year, the *Around the World in a Meal* programme introduces our day care elders to a meal featuring the cuisine of a selected country, such as Japan and Italy. These dining experiences were held over two days in May and October 2024 across about 30 centres.

Music: Bringing Contemporary Dance to Seniors

The 16-week movement programme *Decasilver* brought the benefits of contemporary dance to our elders. Through dance, music, tactile props, rhythm and breathing exercises, the seniors learned to express themselves. The programme has benefitted over 120 elders in three centres at Ang Mo Kio Polyclinic, Whampoa and Chong Pang.



"I feel my body feeling very good and stretched after the activity. The activity gives us space, peace and a place to try our ideas too. It leaves us feeling fresher and more relaxed after the entire activity."

A participant of the *Decasilver* programme that teaches seniors contemporary dance

Art: An Art Exhibition for Foodies

Food tells a powerful story about our cultural traditions and familial love. In *Hello, what are your food stories?* 48 elders from three centres (Bukit Batok, Ayer Rajah and Sumang) shared their food stories through an exhibition of their ceramic artworks of cutlery and eating wares. Displayed in various libraries from November 2024 to March 2025, the exhibition now resides at our SLEC Residence @ Punggol.



An Assisted Living Communities Pilot in Bishan

In April 2024, in collaboration with the Agency for Integrated Care, SLEC rolled out an Assisted Living Communities pilot at SLEC Active Ageing Centre (Care) @ Bishan. The pilot aims to enable earlier detection and targeted intervention so that at-risk seniors are able to age in community. At-risk seniors are assessed across multiple dimensions before receiving a personalised health plan that is supported by regular follow-ups. The programme featured strategic partnerships with key stakeholders, including the NHG Population Health Campus. The model will be further refined for scalability and sustainability.

The three new centres are:

- SLEC AAC (Care) @ Anchorvale
- SLEC AAC (Care) @ Northshore
- REACH-SLEC AAC (Care) @ Teck Whye Vista

And we are opening three more soon! They are:

- SLEC Senior Care Centre @ Fernvale
- SLEC-New Life AAC (Care) @ Jelapang
- SLEC Senior Care Centre @ Temasek Polytechnic

Expanding to Support More Elders

In FY2024, we officially opened three new centres offering day care services so that more seniors can enjoy support and socialisation within their community.



Rehabilitation and Clinical Services

Our rehabilitation and clinical services provide a tailored approach to enhance recovery for elders facing health challenges. The services include medical, nursing, physiotherapy, occupational therapy, speech therapy, dietetic support and social work services. By combining deep medical expertise with innovative interventions, we strive to improve outcomes for our elders.

Training Dysphagia Champions

As we age, the chances of developing dysphagia – or difficulty in swallowing – increase. To improve dining safety in our Senior Care Centres, we have begun training centre champions to have the competence to assess the safety of food served to elders with dysphagia in their centres.

In FY2024/2025, our speech therapy team trained 18 dysphagia champions in nine centres on understanding different food textures, how to make sure meals prepared meet the standard of the International Dysphagia Diet Standardisation Initiative, and how to review meals regularly at their centres to ensure they are safe for those with dysphagia. This training will eventually be provided to the rest of SLEC's centres.

A New Holistic Way to Treat Breathlessness

We are one of three partners running Tan Tock Seng Hospital's Air Master service, a new holistic cardiopulmonary

rehabilitation service with an early palliative care approach to support and empower patients with chronic lung conditions and heart failure. Up to 90% of people in Singapore with chronic heart and lung disease suffer from dyspnoea, or breathlessness. Symptoms of dyspnoea include shortness of breath, tightness in the chest, and a feeling of suffocation.

Under Air Master, a new network of care services will be developed to treat breathlessness in elders with chronic lung and heart conditions here. Air Master was developed in partnership with Lien Foundation and community care partners AWWA, Ren Ci Hospital and SLEC.

One component of Air Master features the community care partners teaching elders with chronic lung and heart conditions how to manage their breathlessness. The 10-week programme includes cardiopulmonary rehabilitation sessions to build physical strength and endurance, patient education on managing the symptoms and anxiety reduction. This service was rolled out in October 2024, with the hope that it will help 800 elders over five years.

Home Care

Our home-based services help elders who are unable to access our services on site. Under this service, our clinical team brings expert care right into the homes of those who require medical, nursing, therapy as well as personal care.

Since 2023, we have been running a three-year pilot for an integrated home health care programme. Started by the Agency for Integrated Care, the programme bridges the current gap in care for home health clients who are nearing the end of life by integrating palliative care components into the services provided.

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.

Besides managing symptoms, we offer family support services, bereavement care, and assistance with end-of-life planning. This ensures that both our clients and their families experience dignity and support during this critical time.

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



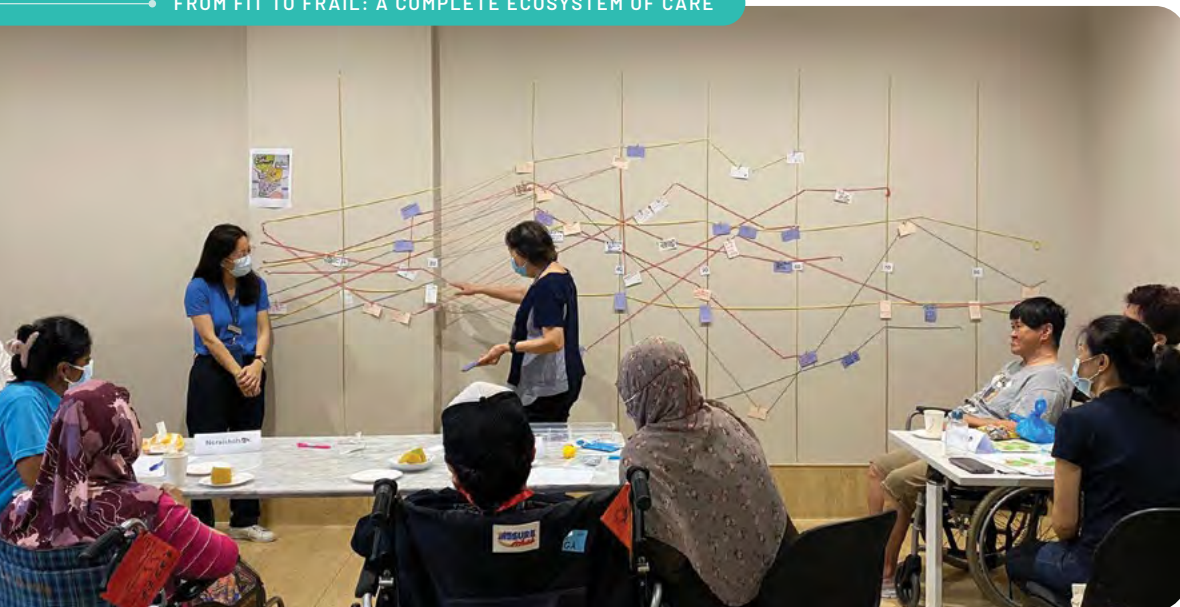
Mdm Tan Piak Khim, her husband Lim Hwee Meng and physiotherapist Rachel Tan

"When my husband stopped attending daycare after being hospitalised, I didn't know if he could recover. But since we began SLEC Home Care Therapy, he started being encouraged to exercise on his own, and his condition improved. I'm so grateful for the peace of mind that the home care service has given me."

Madam Tan Piak Khim,
wife of Mr Lim Hwee Meng, an elder receiving SLEC Home Therapy

care experts, we reduce unnecessary transitions between care settings for care continuity and higher quality end-of-life care.

To date, 52 elders in the programme have received care delivered by our team of a doctor, a nurse, and two medical social workers. Our target is to enroll 100 patients by the end of the pilot in 2026.



Residential Care

When loved ones can no longer be adequately cared for at home, SLEC's Residences offer a safe and nurturing care environment where elders can enjoy personalised spaces and services such as daily living assistance and specialised dementia care. To improve residents' physical, psycho-social, cognitive and spiritual well-being, we curate a variety of programmes that add immeasurably to quality of life at our two residences. SLEC operates a residence in Ang Mo Kio as well as another in Punggol that opened on 1 April 2025.

Normalising End-of-Life Conversations

Because conversations about death are viewed as taboo, end-of-life decisions are often made too late to allow seniors to participate in decision making. KOPI Talk addresses this by encouraging end-of-life conversations. Facilitated by a medical social worker, physiotherapist and chaplains, elders explore their values, motivation, and life goals in a small group setting over a six-week period.

Remembering Those Who Left Us

We hold an annual service for elders who have passed to allow caregivers, next of kin and residents from the same 'household' in a residence to come together to process their grief and heal. Many attendees are brought to tears during these remembrance ceremonies as they celebrate individuals who dearly cared and loved in their lifetime. Our chaplains also journey with the elders, providing support for their spiritual wellbeing.

Joy and Laughter During "Happy Hour"

Afternoon tea at SLEC Residence @ Ang Mo Kio is often a time of joy and laughter, for fun activities like floral bouquet creation are served alongside cups of coffee and tea and snacks to our female elders. First launched in April 2025, the SLEC Ladies' Afternoon Tea features a variety of engaging activities. Meanwhile, male elders enjoy a Happy Hour session with non-alcoholic beer, fried chicken and potato chips while watching football.



We Opened a New Nursing Home in Punggol

On 1 April 2025, we opened our second residence, the 201-bed SLEC Residence @ Punggol. Featuring thoughtfully designed living spaces, therapeutic gardens and dedicated areas for social and recreational activities, SLEC Residence @ Punggol offers a warm, welcoming environment where elders can enjoy high quality of care. With the opening of this home, we now offer a full spectrum of eldercare in Punggol, from active ageing to supporting frail elders who require long-term care.

SUSTAINING ORGANISATIONAL EXCELLENCE



Staff Engagement & Development

People are at the heart of our mission to enrich lives in the communities. We actively engage with our people and recognise their contributions by offering them growth and training opportunities.

Employee Engagement

1 Townhall

13 Kopi Chats Sessions with CEO

80 Individual Recognition Awards (internal)

12 Team Recognition Awards (internal)

13 Employee Wellness Activities

\$141,000 invested in teambuilding activities

Celebrating a Remarkable Year of Service

Our favourite kind of party is when we show our people appreciation for their unwavering dedication and hard work throughout the year. Our SLEC Family Celebration 2024 took place on 13 December at Orchard Hotel. Nearly 700 colleagues came dressed in show-stopping outfits inspired by the theme of the night, "Priceless". The highlight of the evening was the SLEC's Got Talent show, where we discovered some incredible hidden talents among our colleagues! We also held a Best Dressed Table competition, where teams showcased their creativity and style.

A huge thank you to everyone who has contributed to making our 25 years of service to the community possible!



Nearly 700 staff attended our SLEC Family Celebration on 13 December 2024.

Healthy Eating, Active Living at SLEC

Thirteen staff ambassadors were nominated to join the Healthy Eating, Active Living (HEAL) committee, dedicated to engaging colleagues in wellness activities that promote balanced diets and regular exercise.

In 2024, the committee organised a great variety of joyful and engaging events to enhance physical and mental well-being. They included a prawning session, a visit to Pulau Ubin, a relaxing tea session at Tea Chapter, a hike up Bukit Timah Hill, a visit to the Museum of Ice Cream, a tour of Bird Paradise, bowling competitions and financial wellness talks. These exciting activities fostered team bonding and a sense of community, and helped our staff improve their health and personal wellness.



Staff Training and Upskilling

We have structured training plans in place to enhance professionalism in our people and uphold standards of quality, safety and person-centered care. These include a structured two-week onboarding programme for new hires and ongoing skill development for existing staff. In FY2024/2025, we conducted 174 internal training sessions totalling more than 2,150 training hours. We also funded or supported 3,065 training opportunities for our staff that were offered by external training providers.

Awards

In a transformational year, our innovative projects, programmes, processes and dedicated people garnered a string of prestigious awards.

Recognition for Our Projects and Programmes

13th Asia Pacific Eldercare Innovation Awards 2025

Winner
Programme (Social Engagement – Intergenerational), for our *Connecting Generations* recipe book

Winner
Technology (Social Engagement), for our Virtual World Programme

Finalist
Centre-based Facility (Health, Wellness and Rehabilitation), for our Senior Care Centre @ Whampoa

Finalist
Programme (Active Ageing – Health and Wellbeing), for our Golden Memories Programme

Finalist
Programme (Empowerment), for our Priceless Crafts Project

OpenGov Asia Recognition of Excellence Award 2025

Winner
SLEC Virtual World Programme



SLEC scooped up six trophies at the 13th Asia Pacific Eldercare Innovation Awards 2025, including the top prize in two Innovation of the Year categories.

Recognition for Our Processes

At the **13th Asia Pacific Eldercare Innovation Awards 2025**, the St Luke's ElderCare Community App Suite (LUCAS) was a finalist in the **Innovation of the Year: Operational Management Solution by Operator** category. This proprietary platform streamlines access to SLEC information and resources, allowing users to enjoy convenient access to SLEC's community care services and partnership opportunities.

An SLEC team also bagged the **Community Care Excellence Team Award at Community Care Manpower Development and Excellence Awards 2024** for its outstanding work in reducing lead time between referral and the first home rehabilitation visit.

Finally, in 2024, we were conferred the **Charity Transparency Award** by the Charity Council for the second year running. The award is testament to our efforts to be accountable to the public in our stewardship of resources and our transparency in our disclosures.

Recognition for Our People

• Susie Goh, our Director, Nursing Services, received the **Community Care Manpower Development Award 2024**. The award celebrates the achievements of individuals dedicated to the community care sector and provides them with opportunities for growth.

• In 2024, Seno Ruby Ann Ferraren, a Senior Enrolled Nurse, became one of just 12 people to win the prestigious **Tan Chin Tuan Nursing Award for Enrolled Nurses**, the highest accolade for Enrolled Nurses in Singapore.

• We are proud of Senior Community Care Associate Michael Chan and Senior Physiotherapist Ma Cecilia Macayaon Llego who were honoured in **Healthcare Humanity Awards 2024**, for being inspirational role models.

• We are also delighted to celebrate two of our caregivers, Teo Lay Leng and Kamala Devi Hunt, who received the **SingHealth Inspirational Patient & Caregiver Awards 2024** for their remarkable dedication, strength, courage and resilience.

• We won wide recognition at the **Singapore Health Quality Service Awards 2025**. In all, 137 SLEC staff were honoured, with 15 Star Awardees, 46 Gold Awardees and 76 Silver Awardees.

• In 2025, Mdm Triernisah, a caregiver at our SLEC Active Ageing Centre (Care) @ Clementi, was presented the **Merit Caregiver Award** by the Rotary Club of Singapore West, as part of its **Family Caregiver Awards**.



SLEC staff at the the Community Care Manpower Development and Excellence Awards 2024.

Fundraising Initiatives

In 2024 we embarked on a series of fundraising initiatives to fund our transformation journey. As at 31 March 2025, \$1.27 million has been raised for the SLEC Community Transformation Fund (read more on page 24-25) and close to \$66,000 through our *Connecting Generations* recipe book (read more on page 28). Here are our other fundraising initiatives.

A Bountiful Rice Harvest

To mark our 25th anniversary in 2024, Royal Umbrella Rice Singapore supported us in gathering a bountiful harvest through generous gifts of rice! For every \$150 donation to our fundraising campaign, Royal Umbrella donated 25kg of rice to an SLEC centre. In total, it contributed 850kg of Royal Umbrella Rice to SLEC, and added 600 goodie bags on top of this, which brought nourishment and joy to our elders.



Cycling 162 km for Good!

In a ground-up fundraising initiative started by SLEC staff, some of our staff and active agers cycled across 30 SLEC locations on 6 December 2024 to mark SLEC's 25th anniversary.

The motivated cyclists took different routes around the island to collectively ride across all 30 SLEC centres.

Tired but exhilarated, the cyclists finished up at SLEC Active Ageing Centre (Care) @ Northshore, where a fun mini carnival was held for supporters and the cyclists. Both supporters and cyclists had a great time sampling the nostalgic games, snacks and toys at the carnival. The event raised \$4,000 in total.

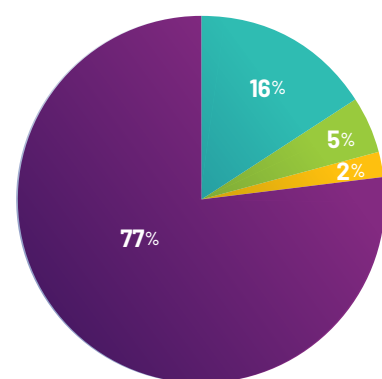
The Gift of a Big Red Packet from a Caring Community



Since its inception in 1997, the St Luke's Hongbao Project has raised funds annually to provide essential support for the elderly community at St Luke's Hospital and SLEC. Beyond raising funds, the campaign also seeks to instil compassion and kindness in younger generations as they share their blessings with elders.

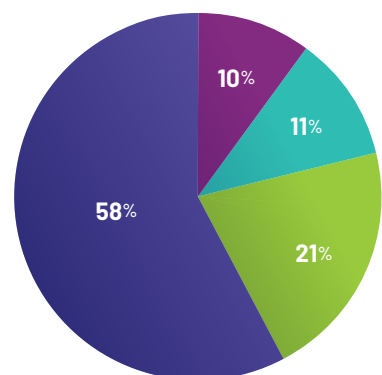
What started out as a school-centric initiative has now blossomed into a community-wide effort, embracing churches, corporations and dedicated volunteers. Hongbao Project 2025 involved 22 kindergartens and primary schools, seven churches and 28 SLEC centres. Over \$98,500 was raised for SLEC.

SLEC's Income and Expenses



Income

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



Expenses

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

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



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

As part of the St Luke's family, St Luke's Hospital (SLH) shares a close and enduring partnership with St Luke's ElderCare (SLEC), united by a common mission, vision, and values. Together, both organisations complement each other's strengths to deliver integrated, person-centred care that transforms the lives of those they serve.

Established in 1996 as Singapore's first hospital dedicated to caring for older persons, SLH continues to play a pivotal role in the nation's evolving healthcare landscape. In FY2024/25, the hospital supported close to 10,000 patients and beneficiaries across inpatient, outpatient, home-based, and community services—underscoring its commitment to accessible, holistic care from prevention to end-of-life.

In response to Singapore's ageing population, SLH remains aligned with national efforts to anchor care in the community and develop new models that bring health beyond hospital walls. This year, SLH strengthened care for individuals with complex and chronic conditions, especially in its areas of excellence such as rehabilitation.

At its charity dinner, SLH unveiled iReX, Singapore's first integrated rehabilitation and exercise programme. By blending traditional therapy with music and art therapy, and ultimately fitness, iReX empowers individuals to regain independence and improve their quality of life.

SLH also launched the Community Inclusive Choir, a music therapy-led initiative supporting individuals with mild cognitive impairment or dementia and their caregivers. The choir fosters emotional well-being and social connection through shared musical expression.

SLH continued to advance robotic-assisted rehabilitation in its use of the EksoGT™ Exoskeleton. This year, one of its physiotherapists became the first in Singapore to achieve Level Three certification, enabling in-house assessments and reinforcing the hospital's leadership in advanced rehab care.

As an AIC-appointed Learning Institute, SLH trained over 2,100 healthcare professionals and staff in rehabilitation, dementia, wound,

and palliative care—contributing to capability building across the sector.

The hospital also made significant progress in operational excellence and innovation. It received the Charity Transparency Award 2024, affirming its commitment to strong governance and ethical stewardship. In addition, its digital asset tracking project was recognised with the AIC Community Care Excellence Award – Team (Gold) for leveraging technology to enhance care delivery across multidisciplinary teams.

SLH's people remain the foundation of its mission. The hospital was once again certified as a Great Place to Work®, a testament to its workplace culture built on trust, unity, and shared purpose.

Looking ahead, SLH is focused on building a more responsive and resilient care ecosystem to meet community needs. This includes enhancing services, upgrading facilities, and advancing digital solutions to better support chronic disease management and enable early interventions. At the same time, SLH continues to invest in its people, strengthen strategic partnerships, and drive process innovation for long-term impact.

Together with partners like SLEC, SLH remains committed to enriching lives and transforming community care.



To view SLH's Annual Report, visit <https://www.slh.org.sg/about/annual-reports-and-financials/>.

Enterprise Risk Management

SLEC recognises that robust risk management is essential for strong corporate governance, strategic planning and operational resilience. Guided by KPMG's framework, we have established a comprehensive and systematic approach to identify, assess, manage and monitor risks that could impact our objectives. Our Enterprise Risk Management (ERM) framework is fully integrated into our strategic planning and decision-making processes, providing a holistic view of risks across the organisation.

Our ERM approach enables us to:

- Identify potential internal and external risks that may affect SLEC;
- Assess the likelihood and impact of these risks;
- Develop and implement strategies to mitigate, transfer, avoid, or accept risks;
- Continuously monitor risk factors and the effectiveness of our responses; and
- Report risk information to stakeholders to ensure transparency and informed decision-making.

Commitment to Continuous Improvement

We are dedicated to maintaining a dynamic and effective ERM framework. Regular cross-functional risk assessments ensure that our Tier 1 risks remain relevant and aligned with our objectives. With strong oversight from Senior Management and the Board, we continuously enhance our risk management practices. Ongoing ERM training and robust Business Continuity Plans reinforce a risk-aware culture and support operational resilience.

Our ongoing risk management efforts include:

Cyber Security Risk Management

Deployment of advanced endpoint protection, 24/7 Security Operations Centre (SOC) monitoring, and regular staff cyber awareness exercises reduce our exposure to cyber threats and enhance our incident response readiness. In addition, we have established a Board-approved ransomware playbook that provides minute-by-minute guidance on required actions when facing a ransomware incident, including comprehensive communication protocols to address public concerns and maintain stakeholder confidence.

Volunteer Risk Management

Enhanced recruitment, digital tracking and comprehensive training result in a more engaged and reliable volunteer workforce.

Client Safety Risk Management

Strengthened staff competency training and escalation protocols have resulted in faster response times and a safer environment for our clients.

Looking Ahead

As the health and social care landscape evolves, SLEC remains vigilant in identifying and monitoring emerging risks, such as those related to operational efficiency, data management, workforce development and partnership collaboration. In the coming year, we will continue to review these areas to ensure our risk management strategies remain responsive and relevant to the changing environment.

Sustainability

Sustainability has always been intrinsic to SLEC's operations. Guided by its Code of Governance, SLEC has embarked on articulating and formulating its Environmental, Social and Governance (ESG) strategies and policies. In addition, SLEC will be establishing robust ESG monitoring mechanisms, with the goal of increasingly demonstrating sustainable practices across the sector.

Environmental

We recognise the urgent global threat of climate change and are dedicated to being an environmental steward. To realise this goal, we closely monitor our fuel, power and water consumption, and implement measures to optimise usage and reduce waste.

For fuel consumption, we established a Computerised Asset Management System (CAMS) and Transport Management System. The two systems track fuel usage and help reduce waste by optimising the daily routes of our fleet of nearly 40 vehicles. By monitoring fuel consumption and optimising routes, we significantly reduce fuel wastage and improve overall efficiency.

We are in the process of extending the functionalities of CAMS in our nursing homes to align with guidelines for Scope 1 and 2 emissions. As set out in COP29, Scope 1 covers all emissions from sources that we either own or control.

Scope 2 covers emissions from the energy we purchase and use, such as electricity.

To reduce water consumption, we installed water-saving dual flush systems and sensors in the toilets at all our centres. A dual flush toilet conserves water by offering a full flush for solid waste and a half flush for liquid waste. This reduces water usage, compared with traditional toilets.

To reduce power consumption, we diligently 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.

By actively reducing resource consumption and minimising waste through these initiatives, we uphold our commitment to environmental sustainability.

Social

We are committed to being a fair, supportive and caring employer.

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 to ensure their continual professional growth and development. In addition, we are one of the lead agencies that participated in a job redesign pilot aimed at enhancing upskilling prospects, expanding career options and career development, and promoting wage progression for care roles within SLEC and the wider community care sector.

We value our employees and their well-being. To support holistic wellness, we offer the Healthy Eating, Active Living (HEAL) Programme. This provides a wide variety of holistic wellness, recreational and staff volunteering activities to all our employees regularly throughout the year.

We also foster engagement through townhall meetings and one-on-one sessions with the Senior Management Team.

Above all, SLEC is committed to delivering patient-centric care and adapting to meet the evolving needs of our clients. We take pride in our team's dedication in serving the community care sector, which has garnered us numerous awards. The enthusiasm and commitment of our staff are evident in our high client and caregiver satisfaction rates, as well as staff referral rates.

Governance

At SLEC, we recognise that robust governance is the foundation of sustainable and ethical operations. Our governance framework ensures compliance with regulatory requirements and fosters a culture of transparency, accountability and continuous improvement.

1. Board Oversight and Leadership

SLEC's Board of Directors plays a crucial role in guiding SLEC's strategic direction and upholding its commitment to good governance. Its members have diverse expertise in healthcare, finance, human

resource, legal and community services, ensuring balanced and informed decision making. Regular board meetings are held to review organisational performance and risk management and approve major initiatives and policies.

2. Policies and Internal Controls

We have comprehensive policies and internal controls to ensure ethical conduct and effective risk management. These include a Conflict of Interest Policy to ensure sound and unbiased decision making, an Ethical Disclosure (Whistleblowing) Policy, and Enterprise Risk Management Framework.

3. Compliance and Transparency

We are committed to upholding the highest standards of compliance with all applicable regulations and sector-specific codes such as the Code of Governance for Charities and Institutions of a Public Character.

In summary, SLEC's governance framework is designed to support sustainable, ethical and impactful service delivery. Our dedication to strong compliance has seen us conferred the Charity Transparency Award. Moving forward, we will be embarking on establishing and formalising our ESG Framework and embedding sustainable practices and good governance in every aspect of our operations.



The Corporate Governance section, including information on our board meetings and functional committees, can be found on page 68-73 of the e-copy of our Annual Report. View the e-copy [here](#).

Corporate Governance

SLEC is fully committed to living its core values in all its activities.

SLEC's 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 briefs our directors to stay abreast of changes.

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

Board Meetings and Attendance

Board Director	Date Appointed as Director	Board Meeting Attendance in FY2024
Professor Ho Yew Kee Chairman (since 1 April 2021)	1 August 2017	6/6
Mr Foong Daw Ching Vice-Chairman (since 29 May 2024)	1 September 2018	5/6
Dr Neo Boon Siong Treasurer (since 1 September 2021)	23 August 2021	3/6
Mr Choo Eng Beng Director	1 October 2016	3/6
Mr Chua Song Khim Director	22 August 2022	3/6
Mr Ho Kuen Loon Director	21 August 2024	4/4
Ms Ginger Hsiao Director	1 February 2017	4/6
Professor Lee Chien Earn Director	1 October 2021	5/6
Ms Lim Ai Ling Director	1 May 2017	4/6
Mr Wong King Yoong Director	1 February 2017	5/6
Mr Alfred Wong Siu Hong Director	1 February 2017	6/6
Mr Yeong Zee Kin Director	1 October 2016	2/6

Functional Committees

All Committee Members have recent and relevant experience related to the responsibilities of each Committee.

Audit, Risk and Governance Committee

Chairman

Mr Choo Eng Beng

Members

Mr Ho Kuen Loon

Dr Li Hao Bin

Mr Ronnie Tan Yew Chye

Dr Yap Chee Meng

The Committee met four times in FY2024 to consider recommendations by Moore Stephens LLP. The audit report for this financial year concluded that there were no exceptions to report.

The Audit, Risk and Governance Committee assists the Board in fulfilling its oversight and fiduciary responsibilities to act in the interest of the organisation.

Its 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.

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

Finance Committee

Chairman

Dr Neo Boon Siong

Members

Mr Ho Kuen Loon
Mr Yeong Zee Kin

The committee met thrice in FY2024 to review annual budget, review and recommend tenders for Board approval, as well as review periodic financial reports.

The Finance Committee advises 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

Fundraising Committee

Chairman

Mr Alfred Wong

Members

Professor Ho Yew Kee
Mr Foong Daw Ching

The committee met four times in FY2024 to review SLEC's fundraising objectives.

The Fundraising Committee advises the Board and Management on fundraising matters.

Its responsibilities include:

- Providing oversight to Management on fundraising strategies and plans, and ensuring that ethical fundraising is practised
- 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

Human Resource Committee

Chairman

Ms Lim Ai Ling

Members

Mr Choo Eng Beng
Mr Wong King Yoong

The committee met four times in FY2024 to review SLEC's human resource objectives. It worked closely with Management to ensure the successful implementation of revised objectives.

The Human Resource Committee assists the Board by providing a strategic and principled perspective on the design and implementation of SLEC's human resource policies.

Its 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

Investment Committee

Chairman

Ms Ginger Hsiao

Members

Mr Tai Tse Wen
Mr Wan Kum Tho

The committee met twice in FY2024 to review SLEC's investment policy statement, as well as oversee and recommend investments for Board approval.

The Investment Committee provides advice and assists the Board on matters related to investments.

Its responsibilities include:

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

Medifund Committee

Chairman

Mr Wong King Yoong

Members

Ms Cheung Siew Li
Ms Chua Ee Cheng
Dr Wong Loong Mun

The committee met three times in FY2024. It approved disbursements to ensure that clients' healthcare bills are paid in a timely manner.

The Medifund Committee considers and approves Medifund and Medifund Silver applications from eligible clients, and administers payments out of the SLEC Medifund Account, taking into account various factors such as the client's and immediate family members' socioeconomic circumstances, size of the bill incurred and the outstanding balance. It may delegate straightforward cases as defined by the prevalent ILTC Medifund Manual to SLEC CEO or COO for approval and reviews cases approved by the SLEC CEO or COO subsequently.

Its 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

Missional Care Committee

Chairman

Mr Foong Daw Ching

Members

Mrs Mona Chia-Lee
Ms Khaw Siew Khim
Reverend Leow Wen Pin
Mr Steven Loh
Mr Albert Low
Dr David Yap

The committee met twice in FY2024 to review and discuss the implementation of the missional care strategy with the management and pastoral care team.

The Missional Care 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. It leads the direction and prescription of policies in the engagement of clients, caregivers, partners and staff in the fulfilment of SLEC's missional strategy.

Its 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

Nomination Committee

Chairman

Professor Ho Yew Kee

Members

Mr Choo Eng Beng
Ms Jacqueline Poh
Mr Alfred Wong
Mr Yeong Zee Kin

The committee met twice in FY2024 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.

The Nomination Committee assists the Board of Directors in leading the process for nominations for appointment, re-appointment of the functional committees and persons to be invited as members of the Board, review the structures, size and composition of the Board in compliance with the Code of Governance for Charities and Institutions of a Public Character (Code) issued by The Charity Council (April 2017) and Rules and Regulations pertaining to Charities and IPCs. It makes recommendations to the Board with regards to any changes considered desirable, evaluates the skills and knowledge required for any nomination in light of the current Board composition, and reviews succession planning of the Board.

Its responsibilities include:

- Reviewing and recommending all nominations for Board consideration
- Approving appointment of all functional committee chairmen
- Ensuring composition of Board and functional committees complies with internal and external governance requirements
- Regularly reviewing the need for Board and functional committees' renewal and recruitment

Programme, Services & Care Risk Committee

Chairman

Professor Lee Chien Earn

Members

Dr Chan Kin Ming
Ms Ginger Hsiao
Adj A/Prof Kelvin Koh
Dr Mervyn Koh
Ms Carol Liew

The committee met twice in FY2024 to review programme and service development, and identify, manage and mitigate care risks arising from operations in SLEC's senior care centres, nursing home and home care.

The Programme, Services and Care Risk Committee assists the Board of Directors in fulfilling its oversight and fiduciary responsibilities to SLEC to act in the interest of SLEC's members and stakeholders as a whole.

Its responsibilities include:

- Providing oversight of programme and service development, ensuring that they are in line with the vision, mission and objectives of SLEC
- Providing oversight of the operational implementation of programme and service delivery mechanisms
- Providing oversight of programme evaluations and service quality
- Monitoring and assessing programme outcomes, ensuring clear definition of intended outcomes of each programme
- Working with Management in identification, monitoring and management of clinical, operational and administrative risks linked to SLEC's programmes, services and care
- Providing updates to the Board at least twice a year on SLEC's risk register with mitigating measures

Annual Remuneration Disclosure

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.

In the financial year under review, the three highest paid staff received an annual remuneration of \$200,001 to \$300,000, \$300,001 to \$400,000, and \$400,001 to \$500,000, respectively. The charity has no paid staff, who are close members of the family of the Executive Head or Board members, who each receives total remuneration of more than \$50,000 during the year.

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.

Partner Us

Partner us in making an impact and enriching the lives of elders in our community. Every contribution matters!

Donate



Donate online

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



Donations to SLEC are eligible for a 250% tax deduction and will be matched dollar-for-dollar through the Community Silver Trust Fund.



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, you can write to **donorsupport@slec.org.sg**.

Volunteer

Give generously of your time or talent and make a difference to the lives of our elders.



Connect with Us

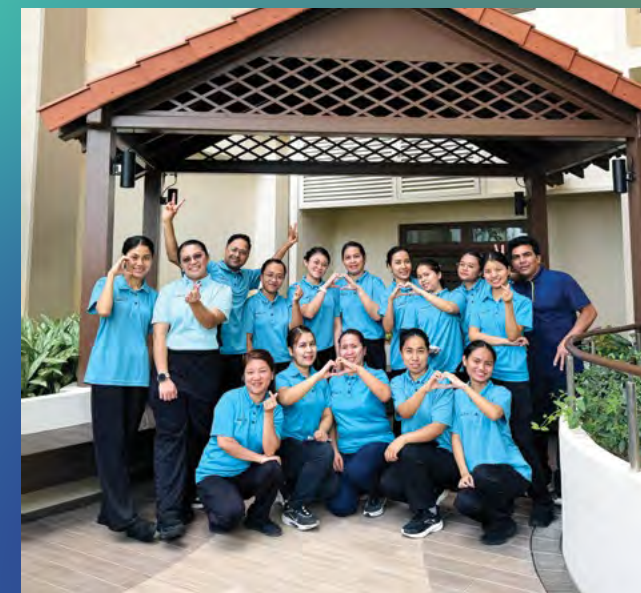


@StLukesElderCare



St Luke's ElderCare

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



St Luke's ElderCare Ltd

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



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