

ANNUAL REPORT FY2025/2026

Empowering CARE

in the Community

Innovation, Collaboration, Education



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IPC Number:

IPC000155

IPC Status:

1 February 2026 to
31 January 2029

Charity Registration Number:

01484

Charity Registration Date:

5 January 2001

ROS/RCB Registration UEN:

199904873Z

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.

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.

Our Vision

Transforming
Community Care

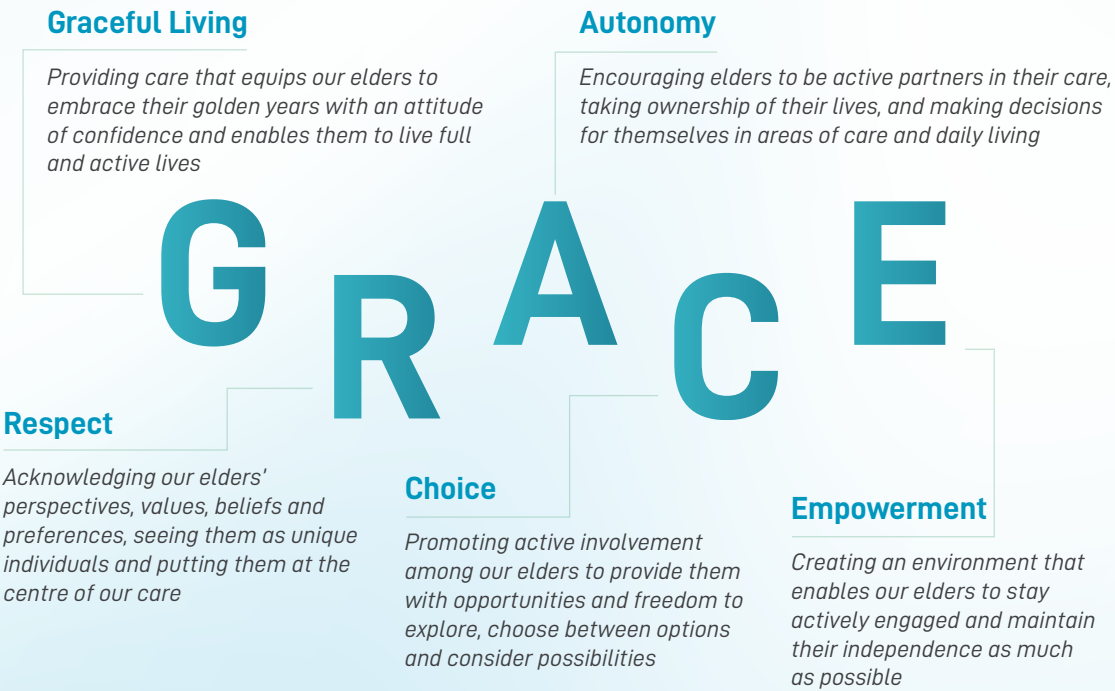
Our Mission

To be a Christian
healthcare
provider enriching
lives in the
communities

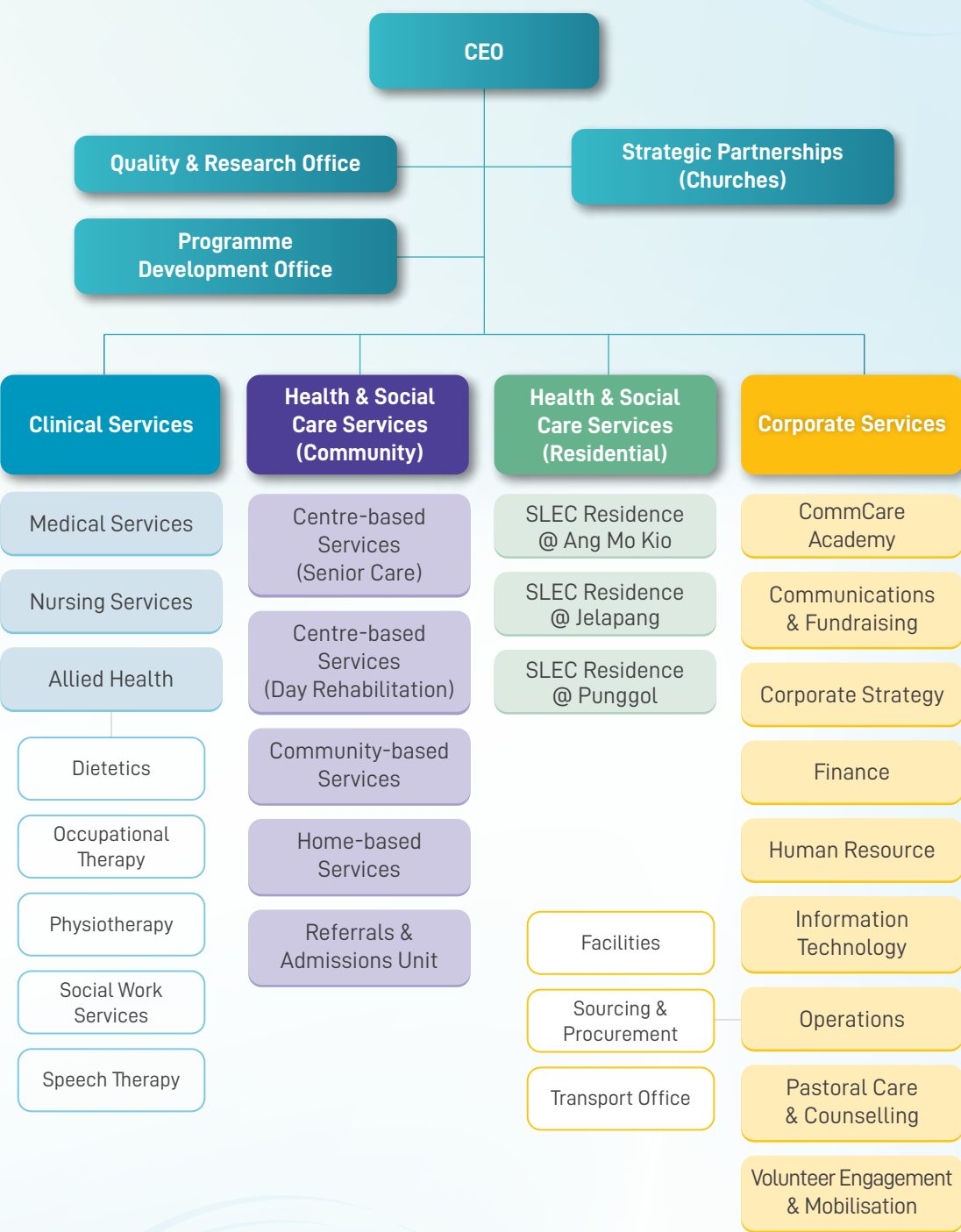
Core Values

- C ompassion
- H olistic Excellence
- R espect
- I ntegrity
- S tewardship
- T eamwork

GRACE Philosophy of Care



Organisational Structure



Chairman's Message

Everyone has dreams. They do not stop when we grow older. As a young man, I nearly failed out of Ngee Ann Polytechnic. It took an educator who saw potential in me before I could see it in myself. By God's grace, that small intervention set in motion a journey I could never have planned, one that eventually led me here, to the St Luke's family.

In many ways, St Luke's ElderCare (SLEC) began the same way: a small dream planted by God in the hearts of godly individuals. Nurtured by faith, it grows into a steady tree, with the birds of the air nested in its branches (Matthew 13:32).

Dreaming Dreams for a Greater Purpose

Our story began in 1999 as an extension of St Luke's Hospital, with a vision to bring care beyond hospital walls and into the community. From four eldercare centres, SLEC has grown into an organisation of more than 1,000 staff serving about 28,000 elders across 19 Senior Care and Rehabilitation Centres, 12 Active Ageing Centres (Care), and two Residences. We return often to our humble beginnings to remember God's faithfulness and goodness.

Today, SLEC provides a continuum of holistic care that supports elders from the fit to the frail, enabling them to age with dignity, purpose and hope within the communities they call home.

As Singapore ages rapidly, our responsibility has expanded. We are not merely providing services; we are helping shape how ageing can be experienced positively. Every centre, programme and partnership is an opportunity to bring purpose and meaning where there may be loneliness, uncertainty or isolation, and to remind every elder that their story can continue to be written with impact.

As our footprint grows, so does our conviction. We want to do more than deliver care: we want to inspire possibilities and empower dreams, one life at a time.

Dreaming Dreams Together

We have seen elders take the stage as singers and emcees at the 5th anniversary celebration of our Residential-based Services. We have seen them in action at the inaugural SLEC x NAFA Ageing Artfully Conference, crocheting neck warmers for those in need, trying virtual skydiving, teaching calligraphy and creating handmade items to raise funds for SLEC. These moments remind us that there is still life ahead, rich with purpose and possibility.

At SLEC, we do not place limits on what our elders can achieve. We create space for them to dream at their own pace. The stories in this report show what becomes possible when a community believes in them and shows up for them.

Dreaming Bigger Dreams Together

When we first envisioned expanding into Residential-based Services, we could hardly have imagined where that journey would lead. In 2025, we celebrated five years of God's faithfulness to our two Residences, giving thanks that SLEC can provide round-the-clock residential care for more than 400 elders, supporting them to age with dignity, comfort and grace. With our third residence expected to be ready by the end of 2026, we look forward to extending this compassionate service to even more elders and families.

***"Not to us, LORD, not to us,
but to Your name be the glory,
because of Your love and
faithfulness."***

Psalm 115:1

This reminds us that when we remain faithful to God's leading, small beginnings – like mustard seeds – can grow into lasting impact.

We also recognise that empowering care in the community is far greater than what SLEC can do alone. The needs of a super-aged Singapore require dedicated staff, selfless volunteers, generous donors, committed partners, devoted caregivers, supportive families and enabling government policies.

It truly takes a community to empower a community.

Dreaming Boldly for God

As we look ahead, we will continue to innovate, strengthen community partnerships and reimagine what ageing can look like in Singapore, firmly anchored in the mission God has entrusted to us.

I thank God for His faithfulness all these years. My heartfelt appreciation goes to every member of our Board, staff, volunteers, donors, partners, elders and their families. I thank God for their faithfulness in stewarding their time, talents, treasures, ties and testimonies to serve Him and our elders.

To God be the glory for the great things He has done, and the greater things yet to come. May the SLEC family and community journey forward together – continuing to care, to serve and to dream boldly.

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

CEO's Message

Singapore is entering a new era of ageing. More than one in five Singaporeans today is aged 65 and above, and this growing community will exceed one million in the coming years. This demographic shift presents both an opportunity and a responsibility – to reframe how society views, experiences and supports ageing.

The next generation of seniors will bring new aspirations and expectations. Like many seniors today, they will be purpose-driven individuals and lifelong learners. They will seek opportunities to connect, contribute and continue growing in the community. This will require us to move beyond today's models of care to meet the needs of tomorrow.

At St Luke's ElderCare (SLEC), we believe transforming community care begins with transforming mindsets. As Scripture reminds us, new wine must be poured into new wineskins. We must continue embracing the spirit of innovation, reimagine care around the aspirations of our seniors – not just their needs.

Pioneering New Possibilities

This spirit of innovation shaped many of our milestones in FY2025, leading us into new frontiers of care.

We established a Memorandum of Understanding with Ageing Asia, strengthening regional collaboration and knowledge exchange within and beyond Singapore. Building on this momentum, we forged a first-of-its-kind partnership with the Nanyang Academy of Fine Arts, bringing together arts and community care to reimagine ageing with creativity, connection and compassion.

We also marked the 5th Anniversary of our Residential-based Services, reflecting five years of an innovative care model that redefines nursing home experience as a *home away from home*, where seniors continue to live life in their own rhythm and age with dignity.

To advance the frontiers of care innovation, we established a new Quality & Research Office in 2026. This Office strengthens our expertise in evidence-based practice and data-driven decision-making, and enables us to better anticipate evolving needs and shape the next generation of care for seniors and their families.

Powering New Potential

Transforming care requires renewed mindsets and new capabilities.

In FY2025, SLEC was appointed by the Agency for Integrated Care as Singapore's first and sole provider of interRAI Check-Up training. We are honoured to support this sector-wide effort to strengthen assessment capabilities, further unlocking the potential for more coordinated care across Singapore.

To nurture the potential of a future-ready care workforce, we expanded the SLEC CommCare Academy into its new home at the Devan Nair Institute for Employment and Employability in early 2026. Its increased capacity is expected to equip more than 3,000 care professionals over the next three years.

Propelling New Paradigms

We are excited for the next phase of SLEC's journey, where new paradigms of care take shape.

The completion of our third SLEC Residence @ Jelapang will usher in a new paradigm of community care by Q4 2026. In partnership with New Life Community Services, this residence will bring active ageing, day care and residential living together under one roof, enabling seniors to age well through a seamless journey of support. By combining our complementary strengths, this partnership model will allow us to achieve more together than either organisation could alone.

We also look forward to SLEC Senior Care Centre @ Temasek Polytechnic, the first such initiative within an institute of higher learning, where intergenerational connections and hands-on learning on campus will nurture a young generation of community care champions.

Together with our Board, staff, volunteers, partners, donors, elders and their families, we look to the future with hope and a shared vision to build a society where every person can age with dignity, purpose and joy. Ultimately, the maturity of a society is measured by the dignity it affords its oldest members.



“A society’s maturity is measured by the dignity it affords its oldest members.”

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

Our Board of Directors



Professor Ho Yew Kee

Chairman

Deputy Dean
Chow Yei Ching
School of Graduate Studies

Associate Dean
College of Business

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

**Director and Chairman of
Finance 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
Kinderland International
Education Pte Ltd



Mr Ho Kuen Loon

Treasurer

Executive Director and Group CEO
Fullerton Health Corporation

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



Ms Ginger Hsiao

Director

Founder
Synapto Ventures Pte Ltd

Director
Gold Nest Capital
Gold Nest Investment
Management 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



Ms Anna Chan

Director



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
National University Primary
Healthcare Pte Ltd
National University Health Service
Group Pte Ltd



Dr Neo Boon Siong

Director

Chairman
Wealth Management
Institute International Ltd

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



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

Clinical Services

The team leverages deep expertise in allied health, medicine and nursing to shape clinical strategy and standards across SLEC. Through clinical assessment, rehabilitation and multidisciplinary care coordination, they strengthen care quality, functional outcomes and person-centred care delivery.

(from left to right)

- Ms Frances Hew**
Head
Allied Health
- Dr Lim Peng Peng**
Head
Medical Services
- Dr Jessica Yu**
Head
Nursing Services



Community Services

The team combines experience and expertise spanning active ageing, centre-based care and home-based support. It guides the strategic planning, integration and delivery of services across SLEC touchpoints islandwide. Their leadership strengthens care and support for elders to age confidently, actively and meaningfully in the community.

(from left to right)

- Ms Agnes Hew**
Head
Health & Social
Care Services
(Community)
- Mr Bernard Wan**
Head
Community-based
Services & Centre-based
Services (Senior Care)
- Ms Fong Sin Dee**
Head
Home-based
Services
- Mr Samuel Su**
Assistant Director
Centre-based
Services
(Senior Care)

Residential Services

The team provides strategic direction for long-term care across SLEC's residences, overseeing care models, clinical standards and service delivery. Their leadership strengthens quality, consistency and sustainability while ensuring every elder receives holistic, person-centred care.

(from left to right)

- Mr Marcus Lee**
Deputy Head
SLEC Residence
@ Punggol
- Ms Griselda Ong**
Deputy Head
SLEC Residence
@ Jelapang
- Dr Lim Peng Peng**
Deputy Head
SLEC Residence
@ Ang Mo Kio



Adjunct Associate Professor (Dr) Kenny Tan
Chief Executive Officer

With more than 15 years of experience in community care and healthcare leadership, Adj A/Prof (Dr) Kenny Tan has been Chief Executive Officer of SLEC since 2016. A trained medical doctor, he brings deep expertise in organisational transformation, corporate strategy, integrated care, gerontology and future-proofing healthcare operations to meet the evolving needs of an ageing population.

Corporate Services

SLEC's service delivery is powered by specialist functions spanning strategy, people, operations, technology, finance, partnerships, communications and programme development. Together, they provide the capabilities, governance and innovation needed to scale impact, strengthen organisational resilience, and advance SLEC's strategic priorities.

(from left to right)

- Mr Jared Tay**
Head
Human Resource
- Ms Winnie Koh**
Head
SLEC CommCare Academy
- Mr Daniel Soh**
Assistant Director
Corporate Strategy
- Ms Agnes Hew**
Head
Corporate
Strategy
- Mr Gregory Lee**
Head
Strategic Partnerships
(Churches)



Strategy & People

(from left to right)

- Ms Grace Lee**
Head
Finance
- Mr Vincent Goh**
Head
Information Technology
- Ms Tracy Wang**
Assistant Director
Quality &
Research Office
- Mr Vincent Chia**
Head
Operations
- Dr Andy Lee**
Deputy Head
Quality &
Research Office

Operations & Systems



(from left to right)

- Ms Jennifer Goh**
Head
Volunteer Engagement & Mobilisation
- Ms Ho Yin Yin**
Head
Pastoral Care & Counselling
- Ms Hazel Chua**
Head
Communications & Fundraising
- Ms Griselda Ong**
Head
Programme Development Office

Engagement & Partnerships



Our People

*United by one purpose: to **Serve**, to **Love** and to **Empower** our **Communities**.*

At SLEC, our people come from diverse backgrounds and walks of life.

Behind every elder and family cared for is a team that chooses to serve with passion and compassion.

As we grow, we continue to build on this spirit: staying connected as one family, while moving forward with purpose, courage and a commitment to innovation.

“We don’t just want to appreciate our roots — we want to strengthen them, go deeper and do more together as one SLEC family.”

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

SLEC Townhall, January 2026, Yong Pung How School of Law

Our Locations

Serving Communities Islandwide



**Coming Soon*

Information as at 31 March 2026.

Strategic Thrusts

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

Care Integration

To realise seamless client journeys, we will work to achieve operational synergy across services, manpower and operations, for effective and efficient service delivery.

Areas of Excellence

To deliver relevant, effective and impactful care, we will grow and establish deep expertise in dementia, wound, palliative and rehabilitative care.

Community Partnerships

To ensure resource sustainability and to maximise our impact, we will build strategic alliances with multi-sectoral partners, in step with Singapore's national health and social care strategies.



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

The coming 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 this initiative, we aim to raise \$30 million over five years to advance the six pillars of I.M.P.A.C.T.:

I

Innovate

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

M

Mentor

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

P

Programme

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

A

Advocate

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

C

Connect

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

T

Train

We will continually train and upskill staff, sector professionals, volunteers and caregivers through our SLEC CommCare Academy.

Discover how SLEC is reimagining the future of community care through I.M.P.A.C.T.

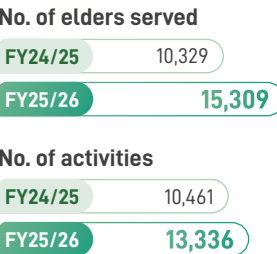
Impacting Lives in Every Season

In FY2025/2026, we journeyed alongside close to 28,000 elders, supporting them through different seasons of ageing across our continuum of care.



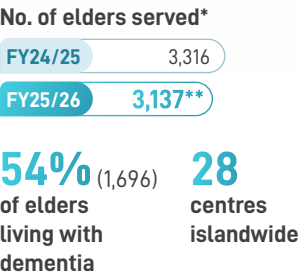
ACTIVE AGEING

Empowering elders aged 60 and above to discover new adventures and ignite new passions through a myriad of activities and programmes.



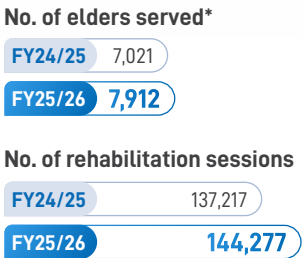
DAY CARE

Keeping elders engaged through personalised care, cognitive activities and meaningful social interaction.



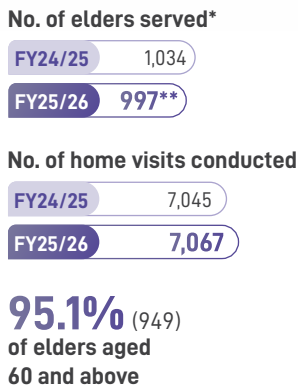
REHABILITATION CARE

Restoring strength, confidence and independence through personalised therapy and rehabilitation programmes.



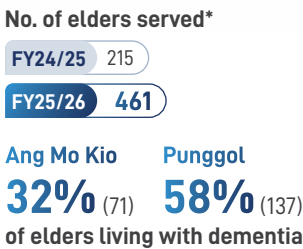
HOME CARE

Bringing personalised care into the comfort of home, enabling elders to live independently in the community.



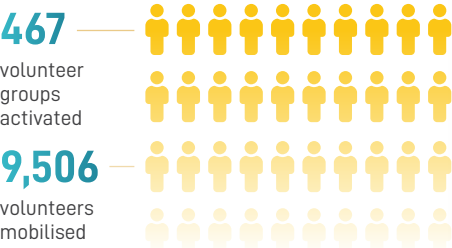
RESIDENTIAL CARE

Providing round-the-clock care in a safe and homelike environment that supports every elder's health, dignity and well-being.

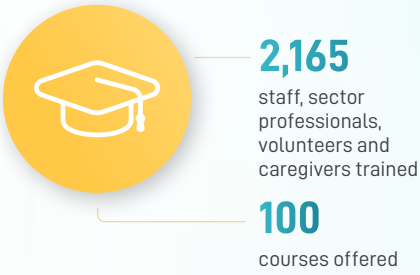


It Takes a Community

Volunteers



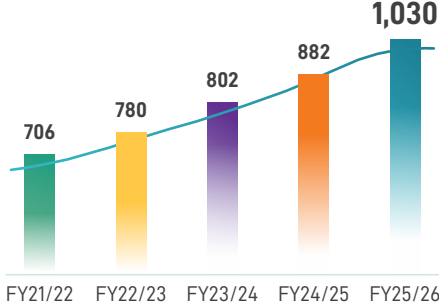
SLEC CommCare Academy



Staff Strength



Staff Growth



*The number of elders served in FY2025/2026 reflects all elders who received care, including those who were discharged.
**The lower number of elders served was due to fewer discharges, leading to fewer new elders joining our services.

Innovation

Care needs are growing in complexity.
The way we respond must grow in tandem.

At St Luke's ElderCare (SLEC), innovation is about reimagining what care can look and feel like, so that every elder can live with dignity, purpose and a sense of belonging.

This year, that work took shape across three areas: residential care reimagined as a home away from home, a first-of-its-kind collaboration with the Nanyang Academy of Fine Arts (NAFA) on harnessing the healing power of the arts, and a partnership with Ageing Asia to exchange best practices across the sector.

When Mr Simon Fu, 68, came to SLEC Residence @ Punggol in May 2025, he had lost nine toes to diabetes and needed a wheelchair to get around.

Today, he walks independently without a wheelchair and even attends church every Sunday.

Take a peek into
Mr Simon's life at
the Residence

Reimagining Residential Care

For many seniors, moving into a nursing home can feel like the closing of a chapter — leaving behind the familiarity of home.

At SLEC, we believe it can also mark a new beginning — one where elders find not just care, but a home away from home. Our Residential-based Services model is built on that belief: reimagining the nursing home as a place where elders can truly feel at **H.O.M.E.**



Catch a glimpse into our residences

H **Home**
A "home away from home", where elders feel supported and loved, just like in their own family.

O **Opportunities**
A home filled with chances for elders to explore new interests and stay connected to the community.

M **Masks Off**
A home where elders feel safe and free to be themselves.

E **Everyone**
A home that welcomes all: care recipients, caregivers, colleagues and community partners alike.

When Mr Tan Kim Seng, 63, moved into SLEC Residence @ Ang Mo Kio in March 2023, he was recovering from a fall and dependent on a nasogastric tube (NGT) for nutrition.

With the support of the SLEC team, he came off the NGT entirely within a year.

Today, he walks the Residence independently, chats with fellow elders and helps distribute the morning newspapers.

His story is just one of many who have found a new home and extended family at SLEC Residences.

The Familiar Rhythm of Life

Our residences in Ang Mo Kio and Punggol are designed to feel warm, familiar and inviting, from mosaic-topped tables inspired by void deck gatherings to garden areas where elders can pause and chat.



Daily routines are shaped by choice. Elders decide what to wear, prepare their own snacks and choose how they spend their day.

Our programmes enrich everyday life by creating opportunities for self-expression, community participation and meaningful social connections.

Through Art Therapy, elders bring creativity to life. From painting to paper quilling, each piece becomes a heartfelt expression of who they are.

Meet Mr Wee Siew Jam, an elder at SLEC Residence @ Punggol, 94, whose artworks are a reminder that creativity flourishes at every stage of life.



Through the Community Integration Programme, elders make regular visits to nearby hawker centres, neighbourhood shops and outdoor spaces, maintaining independence and staying connected to everyday life beyond the residence.



SLEC Residence @ Punggol emerged as a finalist for Operator (Residential Aged Care) at the 14th Asia Pacific Eldercare Innovation Awards 2026, in recognition of its holistic, dignified care for elders.

Elevating Knowledge Sharing Beyond Borders

In August 2025, SLEC became the first community care organisation to sign a Memorandum of Understanding (MOU) with Ageing Asia, formalising a collaboration that has been active for over a decade.



Through Ageing Asia's network, SLEC staff have taken part in learning journeys, shared best practices at local and international forums and hosted sector leaders.

By facilitating dialogue and contributing to wider knowledge exchange across the sector, the three-year MOU deepens SLEC's work across training and capability development, innovation, programme development, volunteer networks and staff exchanges.

In April 2025, Bernard Wan, Head, Community-based Services & Centre-based Services (Senior Care), shared how SLEC is empowering seniors to age well at Ageing Asia's World Ageing Festival.



In September 2025, Agnes Hew, Head, Health & Social Care Services (Community) and Head, Corporate Strategy, spoke on redefining dementia care by looking beyond clinical intervention to the deeper purpose of care at the Asia Pacific Care Industry Forum in Taipei.



In April 2026, Adj A/Prof (Dr) Kenny Tan, CEO of SLEC, drove thought leadership at the 17th Ageing Asia Innovation Forum, speaking on reframing ageing through the language used around care.



Painting New Possibilities in Care

For over two decades, SLEC has enriched the lives of elders through the transformative power of the arts. On 21 August 2025, we took this vision further by signing an MOU with the Nanyang Academy of Fine Arts (NAFA) to weave the arts into the fabric of community care.

As part of this new partnership, two arts-based training programmes were introduced to equip care professionals with hands-on ways to engage seniors.

- › **Kampong Chempedak** uses warm-ups, voice, movement and a kampong-themed script to help seniors express themselves through simple performances.
- › **Pasar Malam!** uses nostalgic objects and storytelling prompts to spark memories, conversations and social connection among seniors.

"We must work together to bring the arts into our common spaces as a normalised part of our daily living, across settings, seasons and sectors!"

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

SLEC x NAFA Ageing Artfully Conference 2025

This vision came to life at the inaugural Ageing Artfully Conference on 15 November 2025, graced by Guest of Honour, Ms Jane Ittogi.

Themed "Healing Expressions Through the Arts", participants explored practical ways to use the arts in community care, including through Golden Grooves, a breakout workshop on engaging elders through rhythm and drumming.



Among the elders whose works were exhibited at the conference was Mdm Hajjah Sapiyah Bte Abdullah, 90, from REACH-SLEC Active Ageing Centre (Care) @ Teck Whye Vista. She shared:

"I feel very clever making all of these and I'm so proud of myself... I smile as I look at my creations every morning now."



100+
artists, academics, community care
professionals and changemakers

8
workshops

6
art themes

Discover a collection
of our elders' artworks

Collaboration

It takes a community to care for a community.

At St Luke's ElderCare (SLEC), collaboration allows us to do more than we could alone. Through partnerships with community organisations, industry groups, corporates, academic institutions and individuals, we build a stronger circle of care so that no elder is left behind.

This year, that collective effort took shape through volunteer programmes, corporate partnerships and community initiatives.

Vanessa Goh, 19, started volunteering at SLEC Residence @ Ang Mo Kio through her school's co-curricular activities (CCA). Two years on, her CCA has ended but she keeps coming back.

She spends time with elders through mahjong, bedside mobility exercises and community activities. Inspired by the bonds Vanessa built, her mother now volunteers together with her.

Meet Vanessa and her elder friends

A Community Connected by Care

In FY2025/2026, we mobilised over 9,000 dedicated volunteers who gave their time and talents to our elders — through a haircut, a conversation or simply the encouragement to try something new.

Across our residences and care centres, these visits gave elders something familiar to look forward to, someone to learn from, and more reasons to keep taking part in the life around them.



Confidence and Conversation with Every Cut

Regular haircut sessions across SLEC Residences and several Senior Care Centres not only help elders maintain their personal grooming, but also their dignity and sense of routine.

Supported by volunteer groups such as AN Korean Haircut Services and individual volunteers, each visit brings conversation and companionship, helping elders feel refreshed and ready to embrace the day.



Craft and Games for Everyday Independence

Since 2022, volunteers from Mount Hermon Bible Presbyterian Church have been designing exercises, craft and table game activities for elders at Senior Care Centre @ Telok Blangah, encouraging them to practise the fine motor skills needed for everyday tasks.

Through these sessions, they nurture the elders' holistic well-being, while building confidence and supporting greater independence.



Learning Through a New Lens

Every two weeks, a group of students from Hwa Chong Institution visits SLEC Residence @ Ang Mo Kio to teach our elders how to take photos with their mobile phones.

What began as a self-initiated photography project soon became a space for stories, laughter and connection. As the students shared their skills, the elders learned more than just how to capture and preserve moments in time. They gained the confidence to express themselves.

For the students, the experience has been just as meaningful. They were reminded that sometimes, the greatest impact begins with simply showing up and sharing what they know.

Watch how Ming Hui and her team connect with elders



"I am doing something meaningful and enabling someone else to have some of the skills and knowledge that I have."

Ming Hui (left), 18
SLEC Volunteer

Growing Connections, Deepening Appreciation

In 2026, SLEC introduced cluster-based appreciation events across five locations, bringing celebrations closer to the communities our volunteers serve.

We celebrated nearly 600 volunteers, including those from our church partners, in smaller, more personal settings. It gave our teams the opportunity to thank them as the familiar faces who have walked alongside our elders with care and consistency.

"The minute you say you want to be a volunteer, you're already there. Just go in and see what you're good at."

Alicia Chong, 80
SLEC Volunteer



Going the Extra Mile for Seniors

SLEC Miles of Smiles Challenge

Held in the spirit of SG60, SLEC Miles of Smiles invited participants to run, walk or hike 60km over three months, in honour of the generation who helped build our nation.

More than 1,600 people came together with a shared goal: to celebrate the seniors and raise support to transform community care.



132,246 km

Distance Clock

\$631,542

Raised

\$500,000 Goal

126%

1,638

Participants



SLEC Active Ageing Centre (Care) @ Golden Years formed the largest contingent, with 237 participants raising over \$13,000.

Their participation reflected the heart of SLEC Miles of Smiles: a community united to celebrate and support the seniors.

The campaign also placed our elders' stories at its heart. Through the memories of nine elders, we revisited old Singapore. From childhood memories to the moments that still bring them joy today, their stories remind us that every smile carries a lifetime of stories worth celebrating.

With close to 1,000 messages from the community, the campaign was a heartening reminder of what we can do when a community shows up together.

"I believe in the cause and your organisation has helped my dad in so many ways - I feel indebted. I wish you the best in your walk!"

Leonard, donor
SLEC Miles of Smiles 2025

Ageing Well, Together

In July 2025, SLEC came on board as a partner in the DBS Foundation Nutrition and Social Connection Programme, a two-year initiative aimed at addressing social isolation and improving nutritional literacy among seniors across 12 ageing towns. In the first year, SLEC supported the physical and social well-being of more than 270 elders through weekly nutritious communal meals, monthly social engagement activities and quarterly supermarket shopping trips.

Beyond providing healthy meals, the programme creates regular opportunities for elders to connect, take part in the community with greater confidence and build social resilience.



Encouraging Healthier Eating Habits

During quarterly supermarket shopping trips, DBS People of Purpose volunteers accompanied elders as they shopped for groceries.

Beyond navigating the aisles together, the volunteers shared practical nutrition advice and encouraged elders to make healthier food choices, supporting them in cultivating healthier eating habits in their daily lives.

Building Connections Through Shared Experiences

Monthly social engagement activities also provided opportunities for elders to learn new skills and try new experiences.

Elders learnt from interactive financial and digital literacy workshops and enjoyed unique experiences such as hands-on clay coaster-making, upcycling and culinary workshops curated by City Sprouts, a 2022 DBS Foundation grantee.



JUL - DEC 2025

97.6%

of enrolled seniors
felt the meals were
nutritious

13,000

Healthy
Communal
Meals

10

Supermarket
Shopping Trips

203

Seniors Completed
a Digital Literacy
Workshop

Education

Care begins with people.

As care needs evolve, so must the knowledge, skills and confidence of those who deliver it. At St Luke's ElderCare (SLEC), education is not an end in itself, but a means to better care.

Guided by our belief in building people for care and building care for people, we continue to build capabilities across the sector, nurture the next generation of care professionals and advance conversations that shape the future of community care.

Learning has shaped Susie Goh's lifelong journey in nursing. A respected wound care expert who introduced maggot therapy to Singapore, she has mentored around 1,500 nurses over the past 25 years.

Today, our former Director of Nursing continues her mission through the SLEC CommCare Academy as Senior Consultant (Wound Care), equipping the next generation of care professionals to deliver better care.

Meet Susie, who believes learning never stops

Growing Capacity to Grow Others

The SLEC CommCare Academy is our dedicated training arm to strengthen skills, nurture talent and build long-term sector capability. Partnered with 11 institutes of higher learning, the Academy equips care professionals, volunteers and caregivers to deliver quality person-centred care.

With the expansion of its training space to the Devan Nair Institute for Employment and Employability, operationalised in January 2026, the Academy has increased capacity to train an additional 3,000 care professionals in the next three years.

Learn how the Academy is building a future-ready community care workforce



“Through the SLEC CommCare Academy, we aim to develop professionals who can deliver quality, person-centred care.

We also seek to nurture them through meaningful career pathways, knowing that when we support them well, we build a sustainable pipeline of talent for the sector.”

Winnie Koh
Head, SLEC CommCare Academy



A Shared Language for Better Care

Adopted under the Integrated Community Care Provider (ICCP) programme, the Inter-Resident Assessment Instrument (interRAI) provides care professionals a common assessment framework to understand each elder's needs, strengths and goals, enabling more coordinated and personalised care plan.

In 2025, SLEC became Singapore's first and only community care provider accredited to deliver interRAI Check-Up training.

Since then, we have trained over 350 professionals from 80 of the 84 ICCP subregions, strengthening care planning across the sector.



From Classroom to Community Care

In 2025, SLEC piloted a Dementia Care Workplace Learning Programme, integrating classroom learning with six months of structured on-the-job training under the guidance of experienced preceptors.

Beyond building knowledge, the programme helps care professionals develop the confidence and practical judgement to adapt their approach to each elder's unique needs.

For Kelvin Lim, 57, Community Care Associate at Active Ageing Centre (Care) @ Northshore, the learning came to life while caring for Mdm Kadariah Binte Ali, 88, who lives with dementia and seldom participated in centre activities.

Encouraged by his preceptor to try a different approach, Kelvin played the familiar folk song “Chan Mali Chan”. She began smiling, singing and dancing, revealing a side of herself he had never seen before.



Today, Mdm Kadariah remembers Kelvin warmly. She told him:

“Hati sangat mulia”
(“You have a noble heart”).

Discover how Kelvin used music to create moments of connection in dementia care

Inspiring Careers in the Sector

In FY2025/2026, SLEC offered over 500 internship opportunities, student attachments and clinical placements across our services.

By investing in the next generation of care professionals today, we are building a stronger and more compassionate community care workforce for tomorrow.

The Internship that Changed Everything

Muhammad Naufal Bin Rosli first joined SLEC as a polytechnic intern in 2022, where caring for elders gave him practical experience that went beyond the classroom.

After completing National Service, he returned as a full-time Community Engagement Associate at SLEC Active Ageing Centre (Care) @ Ayer Rajah, tailoring activities for the elders, from handicrafts to aerobic exercises.

Today, at 23, he is one of SLEC's youngest team members, a reflection of how early exposure to community care can inspire a lifelong career.

Discover what fuels Naufal's passion for community care



"To anyone considering joining the sector, just go for it! Don't be afraid just because you lack the knowledge. What's important is to be open-minded in learning new things."

**Muhammad Naufal Bin Rosli, 23
Community Engagement Associate**

Connecting Education with Practice

Since 2024, SLEC has partnered with the Singapore University of Social Sciences to deliver the Management in Eldercare Services module under its Master of Gerontology programme.

Designed and delivered by Adj A/Prof (Dr) Kenny Tan, CEO of SLEC, together with members of SLEC's leadership team, the module brings real-world community care perspectives into the classroom.

Since its inaugural run, it has enrolled more than 60 students, helping adult learners connect theory with practice and better understand the realities of eldercare management.



Learning Beyond the Classroom

LifeLab™@SLEC welcomed 520 visitors across corporates, community care organisations, schools and churches for a first-hand experience of the physical, sensory and psychosocial challenges of ageing.

Experiential learning in action through geriatric suits that stimulate the physical effects of ageing.



In March 2026, close to 40 first-year students from the Singapore Institute of Technology's Integrated Bachelor of Science in Nursing (Pre-registration and Specialty Training) – Master of Science in Nursing programme visited LifeLab™@SLEC and SLEC Active Ageing Centre (Care) @ Northshore as part of their Fundamentals of Nursing 2 module.

The visit allowed students to experience ageing through immersive simulations at the LifeLab™@SLEC, observe community care in practice and reflect on how empathy, person-centred care and technology support elders in ageing well.



Leading Conversations in Community Care

SLEC creates platforms that bring together care professionals, caregivers, faith leaders and the wider community to encourage shared learning, broaden perspectives and inspire new possibilities for community care.

In September 2025, we held the 4th SLEC CommCare Symposium, bringing together more than 400 participants to explore practical strategies in wound care and the role of spirituality in dementia care.

By connecting diverse perspectives, the Symposium strengthened dialogue and collaboration across the sector, inspiring better care practices for the communities we serve.



“Everything that was taught and shared gave me more ideas to connect with my mum who has severe dementia.”

Participant in SLEC CommCare Symposium



Seeing Dementia Through a Human Lens

The third volume of Faith Matters: Conversations on Care and Spirituality continues SLEC's work in advancing dialogue on faith, spirituality and dementia care.

Through lived experiences and practical insights, the publication invites readers to see dementia beyond a clinical condition, but as a human journey shaped by identity, relationships and care.

It encourages communities to walk alongside persons living with dementia and their caregivers with greater understanding and compassion.



Find out more in the latest copy

Championing a New Narrative on Ageing

In a Tatler Asia interview in March 2026, Adj A/Prof (Dr) Kenny Tan, CEO of SLEC, called for a whole-of-society approach to ageing — one that integrates conversations about ageing into housing, education and social development.

He shared: ***“It has to start from very young, from preschool and the education system.”***

This vision is already taking shape through initiatives such as the SLEC Senior Care Centre @ Temasek Polytechnic, scheduled for completion by Q4 2026. Beyond delivering care services, the centre will serve as a living laboratory on campus, where students can gain first-hand exposure to community care practice.

By bringing this perspective into the public sphere, SLEC advocates for community care to be seen as an essential part of how Singapore supports its ageing population.

Explore a new vision for ageing

Journeying with Seniors from Fit to Frail

Ageing looks different for everyone.
Some seniors need a little support to stay active.
Others need more intensive care as their needs grow.

At St Luke's ElderCare (SLEC), we walk that journey with them, offering holistic and seamless care at every stage.

Mdm Loh Hwee Ngoh has been with SLEC since 2001. Over 25 years, she has journeyed with us through every season of ageing, staying active through daily exercises, games and friendships at the centre.

On 1 January 2026, Mdm Loh turned 100. To mark the milestone, her SLEC family threw her a surprise party, complete with a "Shalala" dance, a Hokkien duet love song and a light-hearted skit.

Find out how elders are supported at every stage of ageing

Discover New Adventures, Ignite New Passions

At SLEC, we believe seniors are not passive recipients of care. They are leaders, contributors and changemakers.

Guided by our L.I.F.T. framework, Lead, Include, Flourish, Touch, we empower seniors to take ownership of their ageing journey, give back to their communities and discover new passions along the way.

Some of the many adventures:



LEAD: Elders Taking Charge

At SLEC Active Ageing Centre (Care) @ Ayer Rajah, active agers Mdm Rosalind Chia, 70, and Mdm Patricia Lee, 78, are the driving forces behind the Plastic Weaving Club.

Together, they transform used plastic into bags, tissue box covers and other practical creations, giving discarded materials a second life.



INCLUDE: Everyone Belongs

What began as a small pool table club with four members in 2024 has grown into a thriving community at SLEC Active Ageing Centre (Care) @ Bishan.

Led by Mr Peter Chia, 76, the club brings together male active agers from different backgrounds.

Beyond friendly matches, members learn from one another, build lasting friendships and represent the centre at pool competitions.

As more male active agers join the club, it has become a welcoming space where they develop a stronger sense of belonging.



FLOURISH: Beyond Our Walls

Elders from SLEC Active Ageing Centre (Care) @ Golden Years set sail for the first time at Changi Sailing Club.



The spirit of adventure also took flight at SLEC Active Ageing Centre (Care) @ Bishan, where elders tried indoor skydiving at AltitudeX Singapore for the first time.

For active ager Mdm Kamisah, 68, the experience was a reminder to keep an open mind: ***"When you're older, you should keep trying new things to keep your mind active. Go out, try everything and enjoy life while it lasts."***

Watch our elders take on indoor skydiving for the first time



TOUCH: Giving Back to Others

Mdm Maureen Tay, 76, active ager from SLEC Active Ageing Centre (Care) @ Nee Soon East personally crocheted 72 neck warmers for our day care elders.

Other active agers from the centre also crocheted gifts for individuals in need, turning a personal passion into a shared act of giving.



At SLEC Active Ageing Centre (Care) @ Changkat, the cooking club lovingly prepared a Hari Raya Haji feast for our day care elders. The spread featured dishes such as curry chicken, roti kirai and agar-agar gudir — made from scratch!

Enriching Everyday Care

At our Senior Care Centres, our elders' silver years are enriched through vibrant programmes in art, dining, music and more. From programmes led by our staff and Programme Development Office to activities supported by partners and volunteers, each experience creates opportunities for ageing well.

3,137

Elders
Served

28

Centres
Islandwide

Transforming Mealtimes into Meaningful Moments

At SLEC, the dining table is more than a place to eat. Through the Dining Culture programme, elders are empowered to prepare, set and share meals together, turning dining into moments of conversation and connection.

In FY2025/2026, a Heritage & Culture-themed dining programme was rolled out across 28 centres, engaging more than 2,000 elders in a shared dining experience.

In conjunction with SG60, it celebrated Singapore's rich multicultural identity through reminiscence-based experiences centred around local festivals, traditional foods and familiar pastimes.



To bring the theme to life, centres transformed their dining spaces with vintage décor, nostalgic games, classic Teresa Teng tunes and old-fashioned snack shops.

For the elders, this sparked memories to connect with personal stories and fostered a stronger sense of community.



Finding Joy Through Colours

The arts are an integral part of life at SLEC. Supported by our Art Ambassadors, elders are encouraged to express themselves and build confidence through meaningful arts experiences.



At SLEC Senior Care Centre @ Sumang, the Shades of Joy colouring club encourages elders to explore colouring techniques such as shading and colour layering.

For Mdm Nai Joo Gek, 75, the club offered an opportunity she never had growing up. Her journey reflects how the arts can uncover hidden potential and bring joy at every stage of life.

"Growing up, I never had the chance to colour. But thanks to the SLEC staff, I finally learnt and now I can't stop!"

Mdm Nai Joo Gek
Member of the colouring club

Growing Together Across Generations

For the third consecutive year, SLEC partnered with Skool4Kidz on a 30-week structured intergenerational programme at SLEC Senior Care Centre @ One Punggol, bringing preschoolers and elders together through regular shared activities.

Centred on three thematic journeys, Discovering People, Discovering Our Community, and Discovering Nature & Our Environment, the 2025 curriculum featured neighbourhood walks, library visits, supermarket shopping, interactions with local food vendors and a cooking session.



During the year, 12 elders and 20 preschoolers participated, reporting an average 10% increase in happiness after each session, reflecting the programme's positive impact on emotional well-being.

Through these shared experiences, elders stayed socially engaged while children built empathy, confidence and social skills. Building on its success, SLEC and Skool4Kidz are exploring opportunities to scale the programme to more centres.

Regaining Strength, One Step at a Time

At SLEC, rehabilitation is about helping elders return to the activities and routines that matter most to them.

Our multidisciplinary team combines evidence-based interventions with innovative approaches to support elders in regaining confidence, function and independence.

7,912
Elders
Served

144,277
Rehabilitation
Sessions

High Tech, High Touch

Since 2023, SLEC has invested more than S\$1.5 million in robotics-assisted rehabilitation across three Centres of Excellence at Northshore, Bukit Batok Central and Yishun.

In FY2025/2026, close to 2,400 robotics-assisted rehabilitation sessions were conducted using a range of technologies, including the Armeo®Spring and C-Mill®, making rehabilitation more interactive through gamified exercises.



"With the help of robotic therapy, I achieved my goal of walking again in two months. It was my first time walking at home since my traffic accident."

Mr Chan Chin Tiong, Steve, 53
SLEC Day Rehabilitation Centre
@ Bukit Batok Central

Supporting Safer Mealtimes

In November 2025, we introduced a Choking Risk Screening (CRS) tool across 28 Senior Care Centres, screening 2,208 elders. The screening identified 10.1% of elders with potential choking risks. Our Speech Therapists followed up with lunchtime reviews for these elders, enabling timely dietary texture modifications, safe feeding strategies and rehabilitation referrals where needed, to support safer mealtimes.

A post-exercise after-action review resulted in a standardised three-tier care pathway for more targeted interventions to preserve our elders' nutrition and quality of life.

Harnessing the Power of Music

MELO-D, Music Engagement and Learning for Older Persons with Dementia, engaged 245 elders across 22 centres and one residence since its inception in 2022.

Weekly sessions incorporating Musical Bingo, Guess the Tune and body percussion showed that 40% of elders improved in mood and 33.5% improved in overall well-being, affirming music as a meaningful intervention in dementia care.

Care That Goes Beyond Our Centres

For elders who are unable to access services at our facilities, SLEC brings care directly to their doorstep.

Our home care services support elders in maintaining their health, independence and quality of life within the comfort and familiarity of their own homes.

997
Elders
Served

7,067
Home Visits
Conducted

Integrated Home Health Care

The Integrated Home Health (IHH) programme brings together doctors, nurses and social workers to deliver coordinated care for elders with complex and end-of-life needs at home.

When an elder's condition declines, the team responds promptly through a 24/7 clinical helpline, providing care advice, coordinating medical support, offering counselling and connecting families with community resources as part of the IHH programme.

End-of-life care can extend beyond the elder's passing, with the team continuing to check in on families and support them through bereavement.



"Your patience, warmth and support allowed us to build many more precious memories with him, for which we are forever grateful."

"He led a full life, and while his final years were a little tough, you made it more comfortable for him."

Rose Wong
Next of kin of elder who received Home Care

A New Home, An Extended Family

Moving into a nursing home does not mean leaving life's familiar moments behind.

At SLEC Residences, elders continue to enjoy routines, relationships and small joys that make life meaningful.



The Kopitiam Table is Always Open

The Kopitiam programme recreates the familiar experience of a neighbourhood coffee shop, serving local favourites such as chee cheong fun, soybean curd, coffee and tea in a communal setting.

To encourage independence, elders are encouraged to choose their drinks and collect their own food.

2
Residences
Islandwide

461
Elders
Served

A third residence, SLEC Residence @ Jelapang, in partnership with New Life Community Services, is scheduled for completion by Q4 2026.

Capturing Smiles and Stories

Through the lenses of volunteer photographers, the SMILE programme captures the stories, personalities and relationships of our elders.



Each photograph is a treasured keepsake to preserve moments with loved ones, friends and staff who have become like family.

Faith and Fellowship Continue

Church partners such as New Creation Church (NCC) and Gospel Light Christian Church regularly visit the Residences to befriend and lead devotional sessions and Bible sharing.

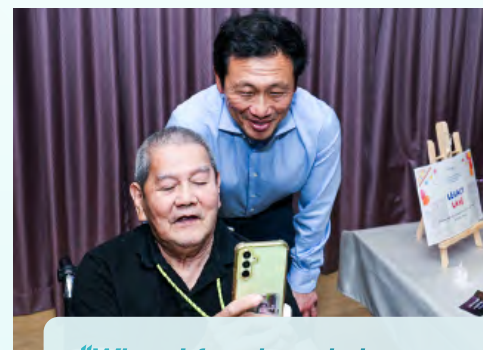
At SLEC Residence @ Ang Mo Kio, volunteers from NCC come together to engage the elders through sing-alongs and birthday celebrations with music, gifts and prayers.



Five Years of Coming Home

On 10 December 2025, SLEC marked the 5th Anniversary of our Residential-Based Services, graced by Mr Ong Ye Kung, Minister for Health and Coordinating Minister for Social Policies.

Find out what "home" means to different ones at SLEC



"When I first heard about St Luke's ElderCare, it was during Covid, and it was indeed about your heroic deeds."

Mr Ong Ye Kung
Minister for Health and Coordinating
Minister for Social Policies

Many Hands, One Masterpiece

Elders, volunteers and staff handcrafted mosaic coasters as welcome gifts for guests, inspired by the mosaic tables in our Residences, each one a reminder that the best things at SLEC are always made together.

Ms Catherine Koon found more than care at the Residence. At the 5th Anniversary Celebration of Residential-based Services, she emceed the event in the white dress she had always dreamed of wearing, a quiet wish her SLEC family made happen.



"My life was downhill when I was younger, but ever since coming here, it is like I can see the light."

Ms Catherine Koon, 76
Elder, SLEC Residence @ Ang Mo Kio

Our Residential-based Services Journey

2020

Our first residence, SLEC Residence @ Ang Mo Kio commenced operations amidst the Covid-19 pandemic. Ahead of the opening on 4 May, we hosted 11 seniors from another nursing home who required quarantine.

2022

SLEC Residence @ Ang Mo Kio received the Facility of the Year - Residential" award at the 10th Asia Pacific Eldercare Innovation Awards in recognition of its "Home Away from Home" approach to residential care.

2025

SLEC Residence @ Punggol commenced operations on 1 April.

2026

Our third residence, SLEC Residence @ Jelapang is targeted for completion by Q4 2026.

Sustaining Organisational Excellence

A strong organisation empowers stronger community care.

By fostering a spirit of excellence, investing in staff development and strengthening fundraising efforts, we continue to build the people and resources needed to create lasting impact in the communities we serve.

Over the past 13 years, Vincent Teng, 65, has grown from a Day Care Supervisor to leading two centres. Recognising his strength in developing people, St Luke's ElderCare (SLEC) supported him in obtaining training certification.

Today, Vincent is one of SLEC CommCare Academy's pioneer trainers, a Senior Trainer and an Associate Chaplain, equipping and encouraging new and younger colleagues.

Discover
Vincent's journey

Staff Engagement & Development

Our people are at the heart of everything we do.

By supporting their well-being, recognising their contributions and creating opportunities for growth, we strive to build a workplace where every team member feels valued, supported and empowered to thrive.



Growing Together as One SLEC Family

Held in July 2025 and January 2026, our biannual Townhalls brought together more than 800 colleagues each time to reflect, celebrate and grow together as one SLEC family.

Together, we honoured the memories and milestones that shaped SLEC, recognised colleagues who embodied our CHRIST core values and celebrated long-serving staff for their dedication.

The Townhalls also provided a platform to listen to our people. Staff feedback led to enhancements in employee benefits, including the Health & Wellness Flexi Benefit, increased staff subsidies for SLEC services, and enhanced Outpatient and Specialist Claims coverage.

“The future of SLEC is working together, not alone.”

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

Healthy Eating, Active Living

In FY2025/2026, the Healthy Eating, Active Living (HEAL) programme brought colleagues together through wellness activities that encouraged balanced diets, regular exercise and team bonding.

From festive celebrations at our Headquarters to outings at Universal Studios Singapore and Rainforest Wild, staff connected through fun challenges, nostalgic games and shared experiences.



Developing Our People

As part of SLEC’s commitment to lifelong learning, we continue to equip our people with the skills and confidence to build a workforce ready to meet the evolving needs of community care.

In FY2025/2026, over 80 leaders participated in 14 leadership development sessions, strengthening capabilities in authentic leadership, collaboration and people development.

New hires were supported through a structured onboarding programme, while existing staff continued to deepen their expertise through ongoing professional development.



Awards

Our organisation has continued to advance across multiple fronts, earning awards that reflect our commitment to excellence and innovation in transforming community care for elders.

Our People

Singapore Health Quality Service Awards 2026

For the ninth consecutive year, 137 of our colleagues were recognised with 9 Star, 30 Gold and 98 Silver awards.

This achievement reminds us that excellence is built through countless "Super Loving Extra Caring" moments that happen when no one is watching.



Community Care Manpower Development and Excellence Awards 2025

27 staff were honoured, including Adj A/Prof (Dr) Kenny Tan, CEO of SLEC, first recipient of the inaugural Platinum Leadership Award.

Read about our work in advancing community care



19th Tan Chin Tuan Nursing Award for Enrolled Nurses 2025

Catherine Dekket received the 19th Tan Chin Tuan Nursing Award in recognition of her clinical expertise, compassion and dedication to elders under her care.

The award is Singapore's highest national accolade for enrolled nurses.

"Serving and caring in the community requires compassion, empathy, patience, and kindness in all that I do."

Catherine Dekket
SLEC Senior Enrolled Nurse



Singapore Opportunity Index 2025

SLEC is honoured to be ranked among the top 300 companies in the 2025 Singapore Opportunity Index for our commitment to employee excellence and career growth.



SkillsFuture Employer Awards 2025

The SkillsFuture Employer Award 2025 (Gold) highlights our dedication to upskilling our team and strengthening the community care ecosystem.

Our Projects and Programmes



During the 8-week **Memory Moments: Weaving Memory and Spirituality** programme, elders engage in familiar games like five stones. Using childhood memories as a starting point for reflection, the programme's storytelling and guided conversations support emotional well-being, self-esteem and a stronger sense of identity for the elders.

14th Asia Pacific Eldercare Innovation Awards 2026

- > **Winner**
Programme (Dementia) for Memory Moments: Weaving Memory and Spirituality
- > **Finalist**
Programme (Active Ageing – Music & Culture Programme) for DrumFIT programme
- > **Finalist**
Programme (Community Activation) for Community Integration programme
- > **Finalist**
Programme (Rehabilitation) for Advanced Robotics in the Community programme
- > **Finalist**
Manpower (Career Development) for Career Pathways in Community Care: Uplifting Role, Transforming Community Care programme
- > **Finalist**
Manpower (Employee Wellbeing) for Nurturing Our People, Caring for Our Elders programme

Our Processes

14th Asia Pacific Eldercare Innovation Awards 2026

- > **Finalist**
Operator (Active Ageing) for LIFT-ing Lives framework
- > **Finalist**
Operator (Residential Aged Care) for Where Joy, Dignity and Comfort Feel Familiar framework
- > **Finalist**
Operational Efficiency and ICT (Productivity) for Aura Care (Asset Uptime & Reliability for Aged Care)



Generosity in Action

Behind every empowered life and every act of care is a community of donors, partners and supporters whose generosity and trust makes our mission possible.



Seeing Impact Firsthand

Centre visits give donors and friends a chance to see their generosity in action.

Through guided tours and interactions with SLEC staff, elders and active agers, visitors see first-hand how their contributions support person-centred care.

We hosted more than 20 donors and partners in FY2025/2026, fostering meaningful conversations about Singapore's ageing population.



Stewarding Our Gifts

In April 2025, SLEC introduced Journey of Generosity in partnership with Generosity Path Singapore.

Through guided discussions and real-life stories, participants reflected on giving from a faith-based perspective and explored how their time, talents and treasures can support meaningful causes.

The inaugural session at SLEC Residence @ Ang Mo Kio brought together 22 donors and SLEC staff.

Spreading Festive Cheer

The annual Hongbao Project brought festive cheer and support to elders under the care of SLEC and St Luke's Hospital.

In FY2025/2026, we received support from seven churches, 22 preschools, kindergartens and primary schools and 28 SLEC centres, reflecting the collective spirit of giving across the community.

Together,
we raised over
\$86,800



Friendraising Beyond Fundraising

SLEC Miles of Smiles 2025 brought together individuals, families, corporate organisations and community groups in support of our elders.

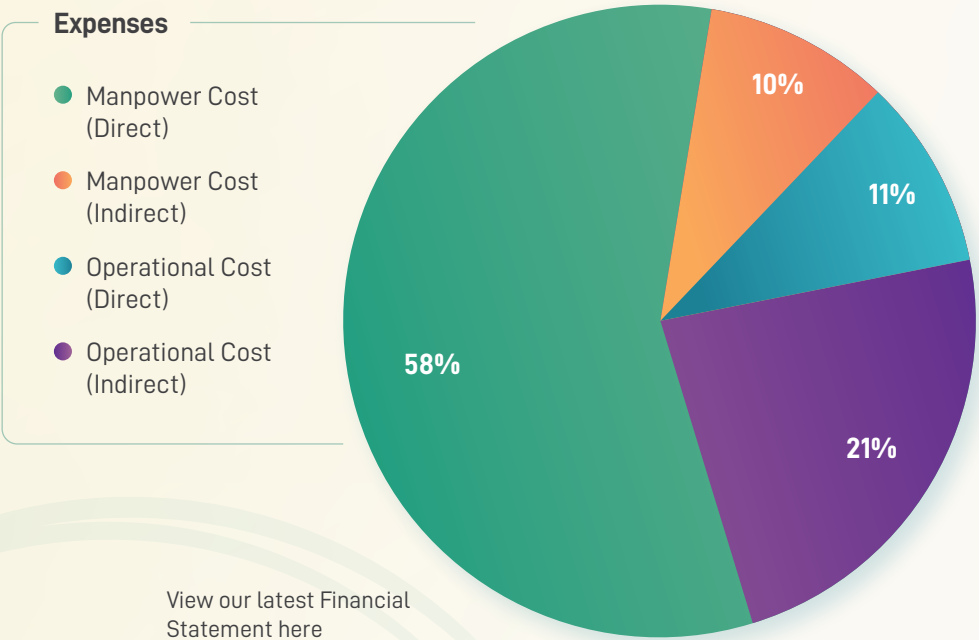
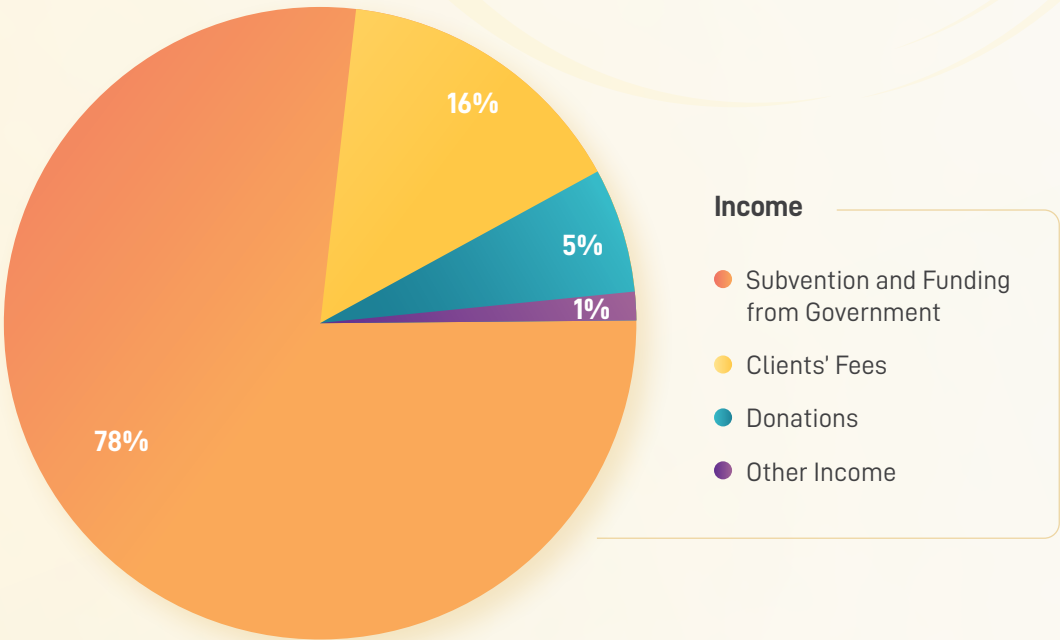
More than 1,300 new donors joined the SLEC community, growing a wider circle of support for seniors. Among them was the team, Tong Family, who rallied 88 friends to support the cause and topped the fundraising leaderboard.

\$631,542
raised

1,638
participants



Income & Expenses



View our latest Financial Statement here

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

St Luke's Hospital (SLH) is part of the St Luke's family, providing a holistic and integrated continuum of inpatient, outpatient, home and community-based services, with specialised expertise in dementia, palliative, rehabilitation and wound care.

In the past financial year, SLH supported more than 7,200 patients and beneficiaries across their care journeys – from preventive, rehabilitation and recovery to end-of-life care.

Against the backdrop of Singapore's ageing population and increasingly complex health needs, SLH is advancing its role as a trusted health partner by bringing accessible, coordinated and person-centred care closer to patients and communities.

Delivering the Best Care and Experience

SLH's aspiration to become the Best Community Hospital in Asia is anchored in delivering the best care and experience for every person who journeys with the Hospital.

During the year, SLH advanced several key initiatives, including piloting Singapore's first Primary Palliative Care programme in a primary care setting, the introduction of the VitalAge 360+ preventive health programme, and implementing the National Harmonised Integrated Pharmacy System to enhance medication safety across care settings.

These efforts were complemented by national and regional recognition, including the Best Adopter Medal at the National Healthcare Innovation and Productivity Medals 2025 and Hospital Operator of the Year at the 14th Asia Pacific Eldercare Innovation Awards 2026.

Building a Connected Care Ecosystem

The Hospital's vision for a Community Hospital Health System is built on a connected ecosystem

of partners, capabilities and services that enables care to be centred in the community.

As Lead Administrator for the Integrated Community Care Provider initiative in Bukit Batok Zone 2, SLH worked closely with partners to support seniors in maintaining their health, independence, and social connectedness through active ageing programmes and community-based initiatives.

SLH also expanded its contribution to sector-wide capability building. As an Agency for Integrated Care-appointed Learning Institute, it trained more than 4,600 healthcare professionals with specialised capabilities in dementia, palliative, rehabilitation and wound care.

The Hospital continued to foster collaboration and thought leadership through its third Compassionate Care Conference and strategic exchanges with community hospitals in Japan, reinforcing its commitment to advancing integrated care and strengthening partnerships across the care continuum.

Looking ahead, SLH will continue advancing a sustainable and integrated care ecosystem, with an emphasis on preventive and primary care, mental health and palliative care. It will also strengthen partnerships to support individuals earlier and more seamlessly across hospital, home and community settings.

Certified as a Great Place to Work® for the third consecutive year, SLH remains committed to fostering a culture grounded in compassion, trust and shared purpose.

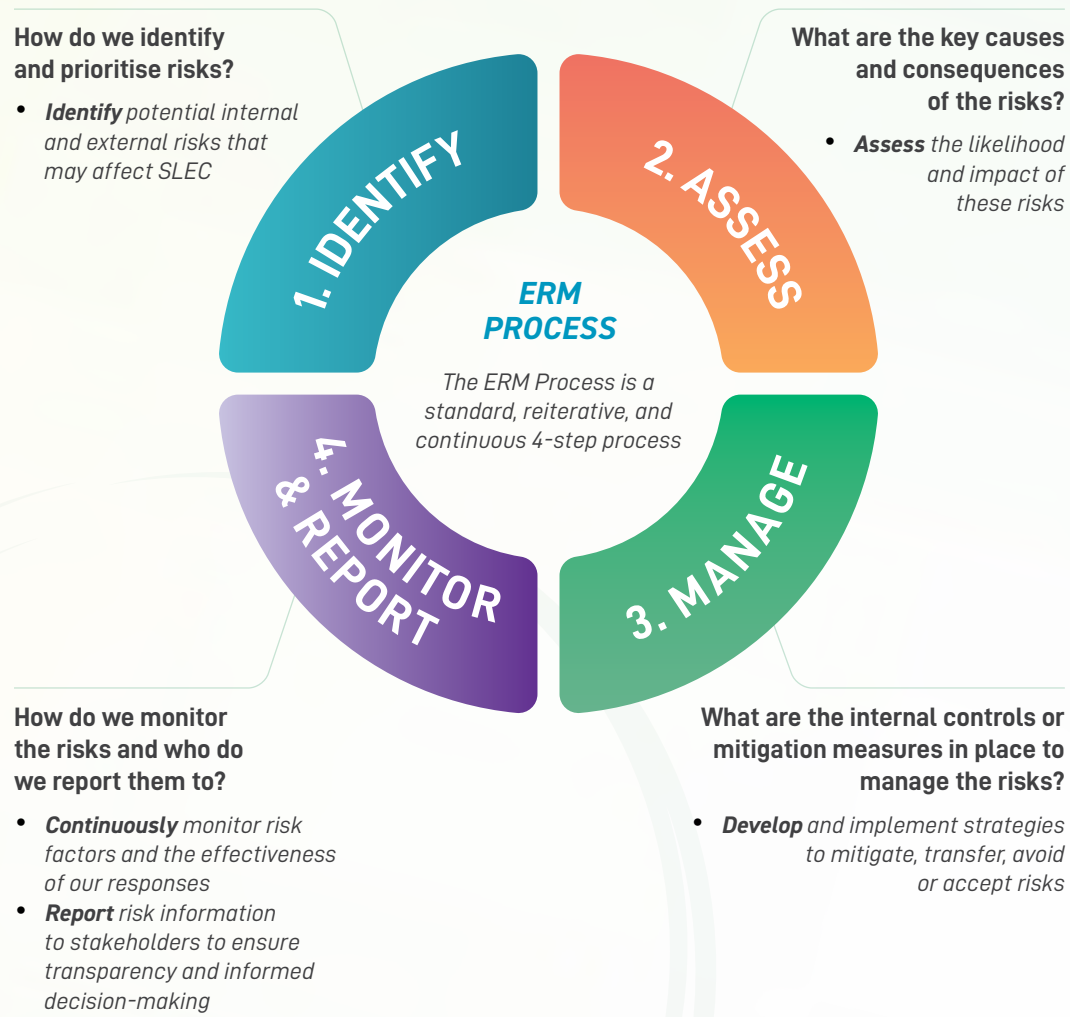
As SLH celebrates its 30th Anniversary in FY2026, it looks forward to working alongside SLEC and other partners to transform community care and enrich more lives in the communities.

Visit here to view SLH's Annual Report

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.

SLEC's ERM Rollout Approach



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. We have also 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.



CLIENT SAFETY RISK MANAGEMENT

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



VOLUNTEER RISK MANAGEMENT

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

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 wellbeing. 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 Management Team.

Above all, SLEC is committed to delivering person-centred care and adapting to meet the evolving needs of our elders. 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. We will continue to establish and formalise 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 64-69 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 FY2025
Professor Ho Yew Kee Chairman (since 1 April 2021)	1 August 2017	5/5
Mr Foong Daw Ching Vice-Chairman (since 29 May 2024)	1 September 2018	5/5
Mr Ho Kuen Loon Treasurer (since 25 August 2025)	21 August 2024	4/5
Ms Anna Chan Director	25 August 2025	3/3
Mr Choo Eng Beng Director	1 October 2016	3/5
Mr Chua Song Khim Director	22 August 2022	5/5
Ms Ginger Hsiao Director	1 February 2017	4/5
Professor Lee Chien Earn Director	1 October 2021	3/5
Ms Lim Ai Ling Director	1 May 2017	2/5
Dr Neo Boon Siong Director	23 August 2021	3/5
Mr Wong King Yoong Director	1 February 2017	4/5
Mr Alfred Wong Siu Hong Director	1 February 2017	5/5
Mr Yeong Zee Kin Director	1 October 2016	2/5

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
- Ms Anna Chan

The Committee met four times in FY2025 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

Mr Ho Kuen Loon

Members

- Dr Neo Boon Siong
- Mr Yeong Zee Kin

The committee met two times in FY2025 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 three times in FY2025 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, the Committee helps expand SLEC's outreach to potential donors, funders, and sponsors by leveraging the influence of its Members
- Keeping Board Members updated on fundraising activities

Human Resource Committee

Chairperson

Ms Lim Ai Ling

Members

- Mr Choo Eng Beng
- Mr Ng Chin Hwee
- Mr Wong King Yoong

The committee met four times in FY2025 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

Chairperson

Ms Ginger Hsiao

Members

- Mr Tai Tse Wen
- Mr Wan Kum Tho

The committee met three times in FY2025 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 and FAS Committee

Chairman

Mr Wong King Yoong

Members

- Dr Chan Kin Ming
- Ms Cheung Siew Li
- Ms Chua Ee Cheng
- Dr Wong Loong Mun

The committee met three times in FY2025. It approved disbursements to ensure that clients' healthcare bills are paid in a timely manner.

The Medifund and FAS Committee reviews and approves Medifund and Financial Assistance Schemes (FAS) 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.

The Committee delegates the approval of straightforward Medifund and FAS cases, as defined in the prevailing ILTC Medifund Manual and the Committee-approved delegation criteria, to SLEC Management. All cases approved under this delegated authority shall be tabled for subsequent review by the Committee.

Its responsibilities include:

- Evaluating and approving Medifund and FAS 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
- Mr Leow Wen Pin
- Mr Steven Loh
- Pastor Albert Low
- Pastor David Yap

The committee met twice in FY2025 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 FY2025 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 three times in FY2025 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 annual remuneration as follows: two staff received between \$300,001 and \$400,000, while one staff received between \$500,001 and \$600,000. 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

Together, we can make a greater impact in empowering the elders in our community.
Every contribution matters!

Support

Donate online

Donations can be made directly through our secured online donation page.

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

Connect

Volunteer

Join Us

Transforming Community Care, as one Super Loving Extra Caring family!



St Luke's ElderCare Ltd.

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



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www.slec.org.sg



@StLukesElderCare

