St Luke's HOSPITAL

Honouring Legacy, Shaping Tomorrow

STORIES OF CARE AND TRANSFORMATION





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Published by St Luke's Hospital
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Designed and produced by Armour Publishing

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Printed in Singapore

ISBN 978-981-5300-45-1

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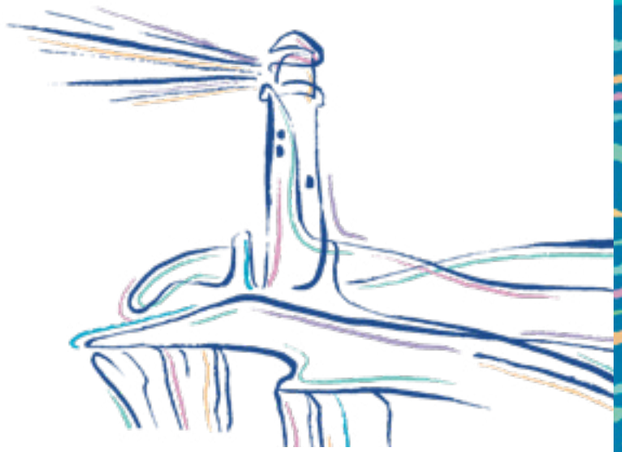
ABOUT
ST LUKE'S HOSPITAL



Vision

Transforming community care

Mission

A Christian healthcare provider
enriching lives in the communities

Core Values

CHRIST

Compassion

We serve with compassion, valuing and caring for every individual.

Respect

We respect every patient and client, and each other who serve in our different roles, treating every individual with consideration and dignity.

Stewardship

We ensure mission sustainability through prudent investment in and of all resources entrusted to us.

Holistic Excellence

We strive to deliver the best outcome and highest quality of service.

Integrity

We adhere to the highest standard of professionalism, ethics and personal responsibility, worthy of the trust our patients and stakeholders placed in us.

Teamwork

We value the contribution of all and share responsibility for our services towards a common goal.

ST LUKE'S HOSPITAL: HOW DID THE NAME COME ABOUT?

In Colossians 4:14, Luke is described as "the beloved physician". Known for his concern for the vulnerable, he reflected the Hospital's calling to bring healing and care to those in need. The pioneers therefore chose the name St Luke's.

St Luke's Society was registered in 1991, followed by the incorporation of St Luke's Hospital for the Elderly in 1992. In 2004, it was renamed St Luke's Hospital as its services expanded to serve a broader community.

"Luke was a Gentile who had compassion on the sick, whether Jew or Gentile. Let us in St Luke's Hospital follow his example!"

Dr Lee Soo Ann
Chairman of St Luke's Hospital Board (1996-1999)

HONOURING LEGACY, SHAPING TOMORROW



St Luke's Hospital, named after the patron saint of the medical profession, was the first hospital in Singapore dedicated to the care of older persons.

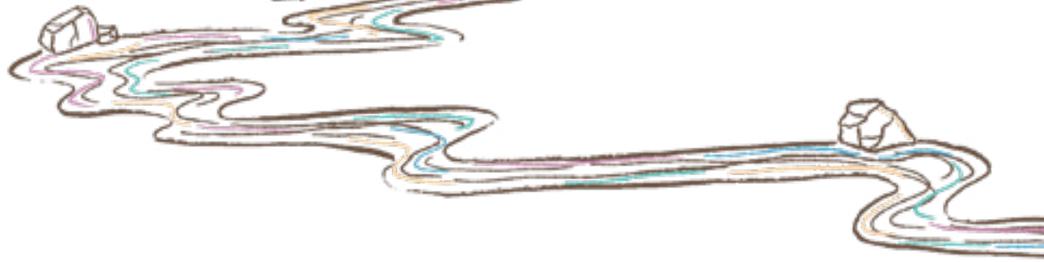
An Institution of a Public Character, we care for more than 7,200 patients and beneficiaries each year, regardless of race, language or religion.

For 30 years, St Luke's Hospital has grown from a bold, faith-led vision into a leader of community care.

Grounded in our Clinical, Social and Pastoral Care model, we continue to advance holistic healing across inpatient, outpatient, home care and community services.

As needs evolve, we strengthen systems, build partnerships and champion person-centred innovations. Our role as a community hospital—and a Beacon of Light—remains vital.

Together, we can shape a future where every patient is Healed, Helped, and filled with Hope.



FOREWORD

My heartiest congratulations to St Luke's Hospital on your 30th anniversary.

At this milestone celebration, we pay tribute to the many pioneers, staff, patients, caregivers, partners, donors and volunteers who have shaped St Luke's Hospital's journey.

St Luke's Hospital was founded in 1996 as Singapore's first community hospital, dedicated to the care of older persons. Over the years, it has grown in scope and capability, while staying true to its mission of serving, loving and healing those in need.

Today, we are a super-aged society, with more Singaporeans living longer and managing multiple chronic conditions. Our healthcare system is evolving alongside the change in patient profile. This is why we are strengthening preventive care through Healthier SG, helping seniors age well through Age Well SG, and building stronger coordination and integration across acute hospital care, primary care and community care.

Our vision is to enable Singaporeans to stay healthy for as long as possible, receive care closer to home, recover well after illness, and age with dignity in the community.

In this transformation, St Luke's Hospital's role will grow. As care increasingly extends beyond hospital walls and into homes and neighbourhoods, institutions such as St Luke's Hospital can support patients and caregivers through every stage of their healthcare journey, including through outpatient, home and community settings.

I wish St Luke's Hospital every success in the years ahead.

Mr Ong Ye Kung

Minister for Health and
Coordinating Minister for Social Policies

INTRODUCTION



It is a privilege to serve as Chairman of St Luke's Hospital, a surprising one as most of my career has been in banking. My journey with St Luke's Hospital has been a unique one—it is a balance between my career and church experience!

One may wonder why St Luke's Hospital chose to embark on a commemorative volume to celebrate our 30th Anniversary. In the Bible, God told the Israelites to set up twelve stones at Gilgal after they crossed the River Jordan, a river that God miraculously stopped so that the Israelites could pass through on dry ground.

"When your children ask their fathers in times to come, 'What do these stones mean?' then you shall let your children know, 'Israel passed over this Jordan on dry ground.' For the Lord your God dried up the waters of the Jordan for you until you passed over," (Joshua 4:21-23)

The twelve stones were a memorial to God's faithfulness and a testimony for generations to come. In the same way, this volume invites us to remember the people, moments and milestones that have shaped St Luke's Hospital over the past thirty years—and, through them, to recognise God's hand throughout our journey.

'**Foundations of Faith and Care**' returns to the Hospital's humble beginnings and honours the pioneers whose faith, courage and perseverance brought its founding vision to life.

The Hospital would not be what it is today without its people. '**Hands That Built and Hearts That Healed**' is a tribute to the staff who have served faithfully and passed on our ethos of holistic care to each new generation. Their dedication has also enabled the Hospital to grow its expertise in four Peaks of Excellence: Dementia, Palliative, Rehabilitation and Wound Care.

One of my hopes is that St Luke's Hospital continues to fully realise its role as a community hospital that walks with patients through every stage of care. '**Stories of Hope and Healing**' chronicles the care journeys of some of our patients within the community. These stories bear witness to God's providence through lives cared for, restored and filled with hope.

We never forget that St Luke's Hospital began through the commitment of our foundation churches. In '**Connections Forged in Purpose**', we honour the many churches, partners, donors and volunteers who have sustained the Hospital's mission over the years. Their steadfast partnership reminds us that the journey of St Luke's Hospital has never been undertaken alone, but together with many who share our purpose to serve.

After looking back at the Hospital's very own 'stones of remembrance', and finally crossing this milestone of 30 years, '**Shaping Tomorrow**' looks ahead to the next chapter of renewal and growth for St Luke's Hospital.

As I reflect on this commemorative volume, I am reminded of three areas of focus that must remain central to St Luke's Hospital:

Focus on our people. I often remind the Board that we must look after our staff and care for them. St Luke's Hospital would be nothing without them. They are the hands, feet and heart of the Hospital, serving our patients tirelessly and faithfully each day. We cannot take that for granted. We must continue to build close relationships by creating more avenues of dialogue among the Board, leadership and staff.

Focus on our mission. We must remain patient-centric, delivering the best care and experience for every person who journeys with us. At the same time, we must continue to innovate and find better ways to meet evolving needs. With a growing need for community care in Singapore, this puts us in great stead.

I am grateful that in recent years, we have ramped up efforts to help people not only live and age well, but also leave well. This includes making palliative care more accessible to those in need, in support of Singapore's national healthcare priorities.

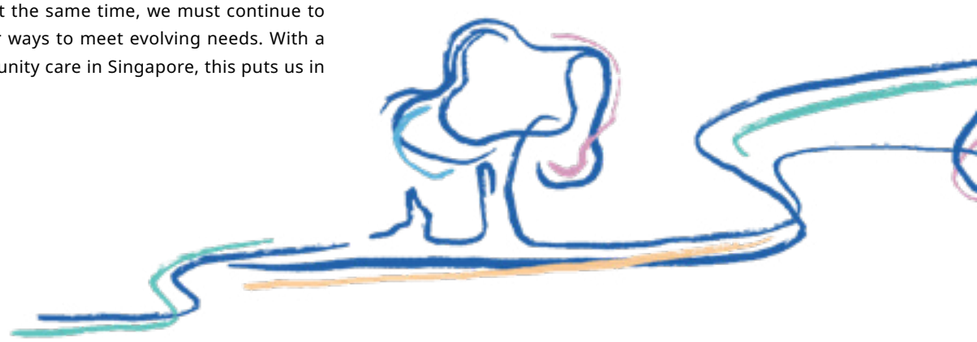
Focus on God. God has a special place in His heart for St Luke's Hospital. Ephesians 2:10 says that we are a workmanship created in Christ Jesus. It is not by our merit that we are chosen, but by God's grace.

In a sea of changes and challenges, may St Luke's Hospital focus on the Lord and be immovable, because our labour in the Lord is not in vain (1 Corinthians 15:58).

Even as we look ahead, may we also look at the rearview mirror to remember what God has done in the past, give thanks for His faithfulness, and move forward with confidence in His continued guidance.

Mr Khoo Teng Cheong

Chairman of St Luke's Hospital Board



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LEGACY

Foundations of Faith and Care

TRULY GROUNDBREAKING

In 1993, a group of individuals gathered at an empty land plot at 2 Bukit Batok Street 11. The ground was about to be ceremonially broken, marking the beginning of a pioneering hospital dedicated to caring for older persons.

The day was 'groundbreaking', literally and figuratively. It was the culmination of years of planning, prayer and perseverance amongst a team of passionate individuals who saw the need for an eldercare facility that could serve Singapore's increasingly ageing population.

Until the late 20th century, acute hospitals were the mainstay of healthcare services in the nation. In the early 1990s, community hospitals began to emerge to meet patients' rehabilitative and step-down care needs. Even then, this model of care remained relatively uncharted.

The establishment of St Luke's Hospital in Bukit Batok—the first community hospital in Singapore dedicated to older persons—was therefore a landmark development in the country's socio-medical and community healthcare landscape.

Amongst those who witnessed the groundbreaking ceremony was Mr Jeyaraj Indra Raj, the first Secretary of the St Luke's Hospital Board. More than 30 years later, he still recalls the occasion vividly.





"We all gathered around. It was not so hot those days... the excavator drilled a hole... and the plot was just a ground, a grass patch. Like a football field."

The land plot, empty yet brimming with potential, was a tangible analogy to the Hospital's uncharted beginnings. Starting from ground up, the founding members worked tirelessly in hopes of building a hospital that could meet the community's needs.

Dr Eileen Aw, the first Executive and Medical Director of St Luke's Hospital, came on board after sensing a call from God. After praying about the opportunity, she felt moved to join the pioneering team. An adventurous problem-solver, she found excitement in the prospect of creating something from nothing.

"I didn't expect anything. I actually enjoy starting things with a blank sheet."

BRICK BY BRICK

Construction of the Hospital began in 1994 and spanned the next two years.

In those early days, the Hospital operated from a corner of the Graduates' Christian Fellowship office at North Bridge Road, using basic equipment and borrowed furniture. Its beginnings were modest, but the pioneers firmly believed that God would provide.

Although the Government funded 80% of the building cost, the team still had to raise millions towards the project. Starting with a seed fund of just $5,000 and no track record, the pioneers pressed on in faith.

Fundraising therefore became central to the Hospital's early work. Team members visited churches, shared the vision of St Luke's Hospital and appealed for support from individuals and organisations.

One of the earliest and most memorable fundraisers was the Hospital's jogathon event. Members of the public were invited to 'buy a brick', and donors received mini-sized bricks as keepsakes.

"I first got to know about St Luke's Hospital largely because of a fundraising event. They were trying to raise funds to build the Hospital, and they were selling bricks."

A young doctor at the time, Professor Tan Boon Yeow felt compelled to contribute as a way to express his support for the Hospital's ethos.

Unbeknownst to him, that modest contribution marked the beginning of a journey that would take him from being a donor and volunteer to working as a doctor, subsequently rising to Medical Director and eventually the Chief Executive Officer of the Hospital today. Together with other long-serving staff, he has witnessed St Luke's Hospital grow into an established beacon of community care.



A young doctor at the time, Professor Tan Boon Yeow felt compelled to contribute as a way to express his support for the Hospital's ethos.





BACK TO THE BEGINNING

"When your children ask in time to come, 'What do those stones mean to you?' then you shall tell them that the waters of the Jordan were cut off before the ark of the covenant of the LORD. When it passed over the Jordan, the waters of the Jordan were cut off. So these stones shall be to the people of Israel a memorial forever." (Joshua 4:6-7)

History does not change, but memory can fade. It is in the repeated retelling of history that we honour those who came before us and remember the faithfulness of God through every season.

Without the founding members who persevered to carry St Luke's Hospital into existence, it would not have become the bedrock of community healthcare it is today. The founding of St Luke's Hospital began with a need that could no longer be overlooked.

During the 1980s, Singapore was turning her attention towards the needs of an ageing population. The 1984 Report on the Problems of the Aged and the 1989 Report of the Advisory Council on the Aged drew attention to the medical, nursing and rehabilitative support needed to help older persons remain as independent as possible.

For a group of Christian healthcare professionals, this was more than a national call to action. It was an opportunity to put their faith into practice. Three senior leaders of the Graduates' Christian Fellowship (GCF)'s Christian Medical and Dental Fellowship—Dr Bobby Sng, Dr Lawrence Chan and Dr Khoo Oon Teik—did not turn a blind eye to this call.

They engaged Professor Lee Hin Peng to lead a two-year feasibility study examining the community's needs, available resources, fundraising capacity, intended beneficiaries and likely receptivity towards a new kind of healthcare facility for older persons.

The study found that a "Home Plus"—a nursing home supported by doctors and nurses—was feasible. Subsequent discussions with the Ministry of Health led to a consensus for a community hospital rather than a nursing home to be built. The team tirelessly refined their proposals and engaged in multiple meetings with the Ministry, eventually receiving strong government financial support for the project. Turning that idea into reality would require the support of a wider community.

Dr Sng rallied churches and Christian organisations to become Foundation Members. At Wesley Methodist Church, Mr David Alexander Ong and Indra Raj presented a paper on ageing to the local church council, helping to secure its support for the Hospital. Indra Raj advocated strongly for the collaboration despite opposing views.

"I had to stand firm... I never back out of a fight."

His drive to see the Hospital come to fruition was not without company. Mr Foong Daw Ching, who later served as Chairman of St Luke's Hospital Board from 2006 to 2013, was equally ready to take on the challenge. When Dr Bobby Sng approached him to be a founding member, Mr Foong readily agreed.

"I just said, 'Sure, let's do this.' We had no money, just faith."

Against the backdrop of the 1978 Singapore Billy Graham Crusade, many Christians desired to make a tangible difference to society. Unsurprisingly, the pioneers of St Luke's Hospital held steady to this resolution. Slowly but surely, more individuals stepped up to support and advocate for the birth of the Hospital.

Eventually, eight churches and Christian organisations came together as the Hospital's Foundation Members: The Graduates' Christian Fellowship, Singapore Nurses' Christian Fellowship, Bartley Christian Church, Bethesda Frankel Estate Church, Bethesda (Katong) Church, Church of Singapore, Presbyterian Community Social Services and Wesley Methodist Church. St Luke's Hospital was therefore not founded by any one church or denomination. It was the fruit of a shared calling.





FINDING A HOME IN BUKIT BATOK

Dr Ong Chit Chung, then Member of Parliament for Bukit Batok, invited the working committee to establish the Hospital in his constituency.

While the team was eager for their vision to be materialised, some Bukit Batok residents had reservations. Community hospitals were unfamiliar to many, and the proposed facility was mistaken for a hospice. Some residents also wondered whether it would pose a health threat to those living nearby.

Dr Tan Lai Yong, who had been actively involved in the Hospital's volunteering and fundraising efforts from its inception, remembered residents openly voicing their displeasure.

"There were people who were very angry... There were loud voices. They didn't want this at all."

Member of Parliament of Jurong East-Bukit Batok GRC Mr Murali Pillai also shared, "30 years ago, when St Luke's Hospital was proposed to be built in Bukit Batok, there were actually campaigns against the setup."

These concerns were actively addressed by Dr Ong Chit Chung. He invited the working committee to dialogue sessions with residents to clarify misconceptions and address their fears.

Dr Tan highlighted how Dr Ong and the St Luke's Hospital committee took pains to assure residents that there would be "no smell, no disease, no germs".

Dr Ernest Chew, a pioneer and foundation member, expressed his thanks to Dr Ong, Mr S. Dhanabalan, the Honorary Advisor for the Hospital, and Dr Aline Wong, then Senior Minister of State for Health and Education, for assuaging the residents' fears. He shared how they "helped the committee to really iron out some of the issues" surrounding the public receptiveness of the Hospital.





FROM HISTORIAN TO HISTORY-MAKER

As a historian, Dr Ernest Chew spent his career drawing lessons from the past. Through his involvement in St Luke's Hospital, he also played a part in shaping history.

As President of the Graduates' Christian Fellowship in the 1980s and 1990s, he came together with like-minded individuals who envisioned a healthcare institution dedicated to serving the needs of the elderly. Among them was his father, Dr Benjamin Chew.

Ernest represented his home church, Bethesda Frankel Estate Church, while his father represented Bethesda (Katong) Church. Both churches were among the Hospital's eight Foundation Members.

As more partners came on board, the group brought together people with diverse experiences and perspectives. Despite that, they remained united in their goal of helping the aged.

"The establishment and growth of the Hospital is a testimony to the unity and cooperation of these Christian churches and organisations to extend health care to the elderly sick, their families and community."

Board meetings often carried an atmosphere of "respect for each other's gifts and skills". Ernest emphasised that everyone made an effort to hear each other out. The representatives of the eight Foundation Members also shared a bond that transcended their formal roles.

"Whenever friends were admitted to St Luke's Hospital, we would also visit. For example, Indra Raj's mother was warded here, so we visited her."

This culture of care permeated the entire workings of the Hospital and left a deep impression on Ernest. He reflected that it was "not just a matter of a board meeting". Instead, he felt an affinity for the work of the Hospital and could "see the good that the Hospital is doing".

In 2017, with Indra Raj's encouragement, Ernest wrote a poem honouring the Hospital's heart to serve, love and heal. It was then set to music by Mr Samuel Tan, a fellow Board Member, and became the lyrics of the St Luke's Hospital anthem today.

Here may you know His grace, here may you sense His love
God bless you with His joy and peace
God bless you through St Luke's



FRUIT OF HIS LABOUR

Today, Ernest's ties with St Luke's Hospital remain strong. He continues to serve on the Chaplaincy committee, providing mentorship and guidance to the next generation.

The historian holds fast to the mission of bearing witness to Christ. He cites the unchanging nature of Jesus and His loving faithfulness as traits he hopes to emulate and pass down through the generations.

Drawing from 2 Timothy 2:1-2, he acknowledges that it is not by his own human strength and wisdom that he is able to mentor others and pass on his legacy.

"Because of God's grace, there is gratitude. And because of gratitude, there must be a transmission of graciousness."

The many years of sowing into St Luke's Hospital have borne fruit that he can personally enjoy. Today, Ernest and his wife attend St Luke's Hospital's weekly Gym Up programme, as well as the Community Inclusive Choir.

Looking back on his journey of contributing to the Hospital, Ernest acknowledges that his role is to faithfully serve, while it is God's role to bring the increase. He likens his experience to the act of gardening.

"Planting and sowing... You never know what it will look like. But, in faith, you do it. You plant, you water it, you take care of it, and God gives growth."

APPRECIATION FOR THE PIONEERS

Ernest and other pioneers were committed not only to building the Hospital, but also to passing its values and sense of purpose to those who came after them. Their influence continues to be felt by the staff of St Luke's Hospital today.

Mr Khoo Teng Cheong, who has served as Chairman of the Board since 2023, testifies of God's faithfulness and provision through those who came before.

"In terms of the pioneering leaders, we're standing on the shoulders of giants."

Prof Tan Boon Yeow makes it a point to talk to new staff about the past leadership. These mentors were instrumental in shaping his own career trajectory in St Luke's Hospital. Beyond their "pioneering spirit" and drive to always "look out for new problems to solve", Prof Tan also credits their Christian walk with God as a stabilising force for themselves and the organisation.

"Honouring legacy is very important. If we forget the past, we forget our roots, we forget why we even started in the first place."

This appreciation for the pioneers is echoed across the Hospital.



Having served with the Hospital for 22 years, Katherine R Nuguit has witnessed the Hospital's growth, from her time as a therapy assistant to her current role as a logistics executive.

She shares that the "culture of respect and compassion" built by former staff and leaders continues to be exemplified today, in simple moments "when nurses complete their night shifts and still greet others with a smile".

Katherine is also inspired to leave something behind for future generations.

"I always strive to give my best—not for recognition, but to be remembered for the quality and impact of my work. To me, that is the legacy worth leaving behind."

> *"When I was working on the project, I did not envisage I would be a direct recipient of all that St Luke's Hospital could offer. Indeed, God has blessed the Hospital with many services beyond our initial modest expectations."*
>
> **Prof Lee Hin Peng**
> *Chairman of St Luke's Hospital Board (1999-2006)*

OPENING DAY

On 18 March 1996, St Luke's Hospital welcomed its first patient.

For Josephine Yit, who has served with the Hospital since its earliest days, the moment remains firmly etched in her memory.

"A scene that remains unforgettable was when the first patient entered the doors of St Luke's Hospital. At that moment, it felt as though we had brought a dream to life."

The sight of patients coming to St Luke's Hospital was also a heartwarming scene for Indra Raj. As he visited the wards and saw beds being filled by patients, he was struck by the realisation that what had once been a vision had become reality.







"That image is still embedded in my brain. If I was an artist I would draw it."

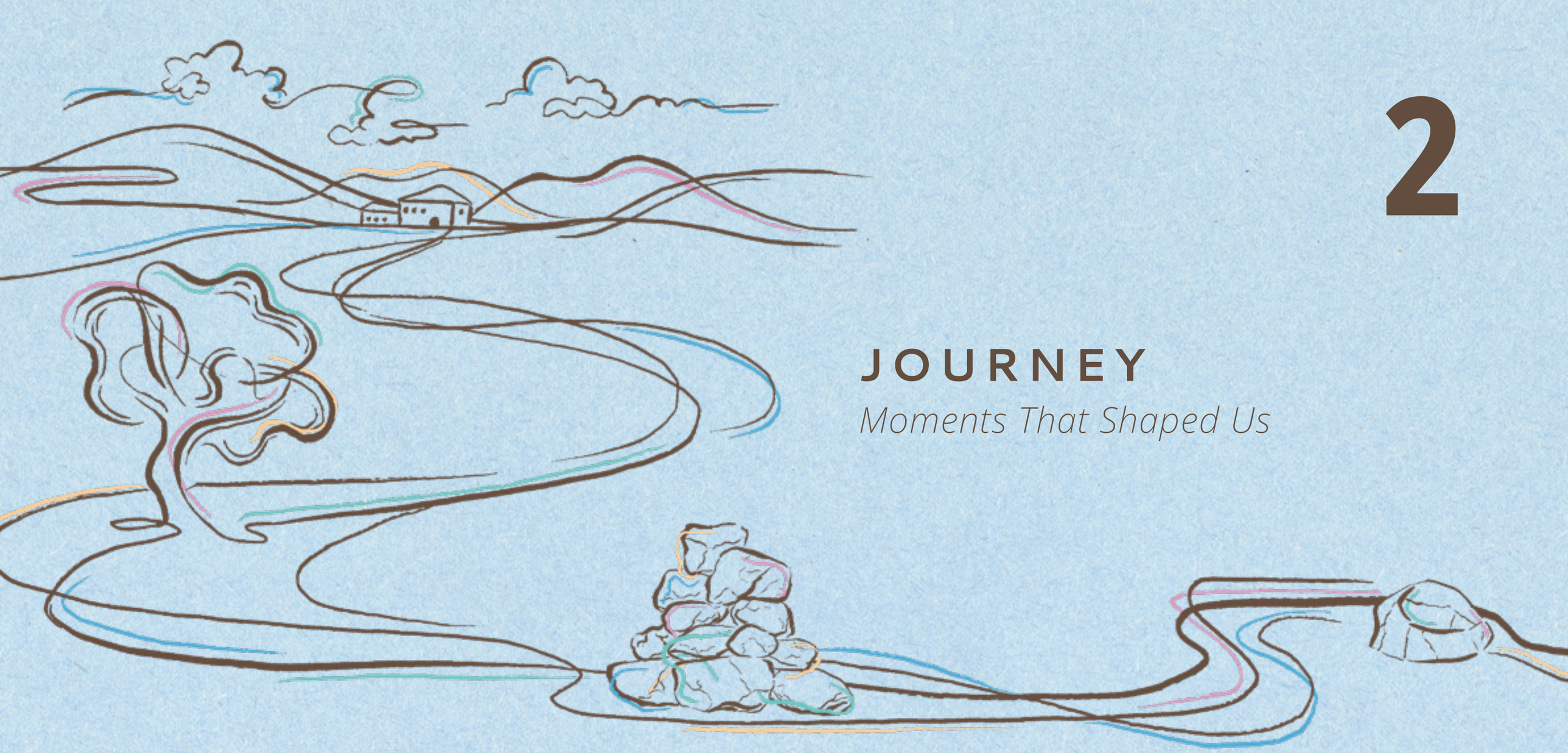
Quoting John Wesley, Indra Raj describes the experience as feeling "strangely warmed". The knowledge that the team had built something that could truly impact the community was particularly memorable for him.

Seven months later on 18 October 1996, also known as St Luke's Day, Dr Aline Wong, then Senior Minister of State for Health and Education, officially opened the Hospital with a ceremony. The occasion marked the fulfilment of a vision that had taken years of prayer, planning and perseverance to bring to life.

Reflecting on the journey over three decades, Josephine admits that there is "a special sense of pride in having been part of St Luke's Hospital's foundational journey."

"It's not just about bricks and mortar; it's about building the heart of the Hospital—its people. It's about the kampung spirit of care, warmth, teamwork, dedication and service that continues to thrive today as the heartbeat of St Luke's Hospital."

> *"Psalm 133:1 (NIV) tells us 'How good and pleasant it is when God's people live together in unity!' I count it a privilege and honour to have been given the opportunity to serve alongside the many excellent servants of our Lord, making St Luke's Hospital what it is today!"*
>
> **Dr Peng Chung Mien**
> *Chairman of St Luke's Hospital Board (2013-2023)*



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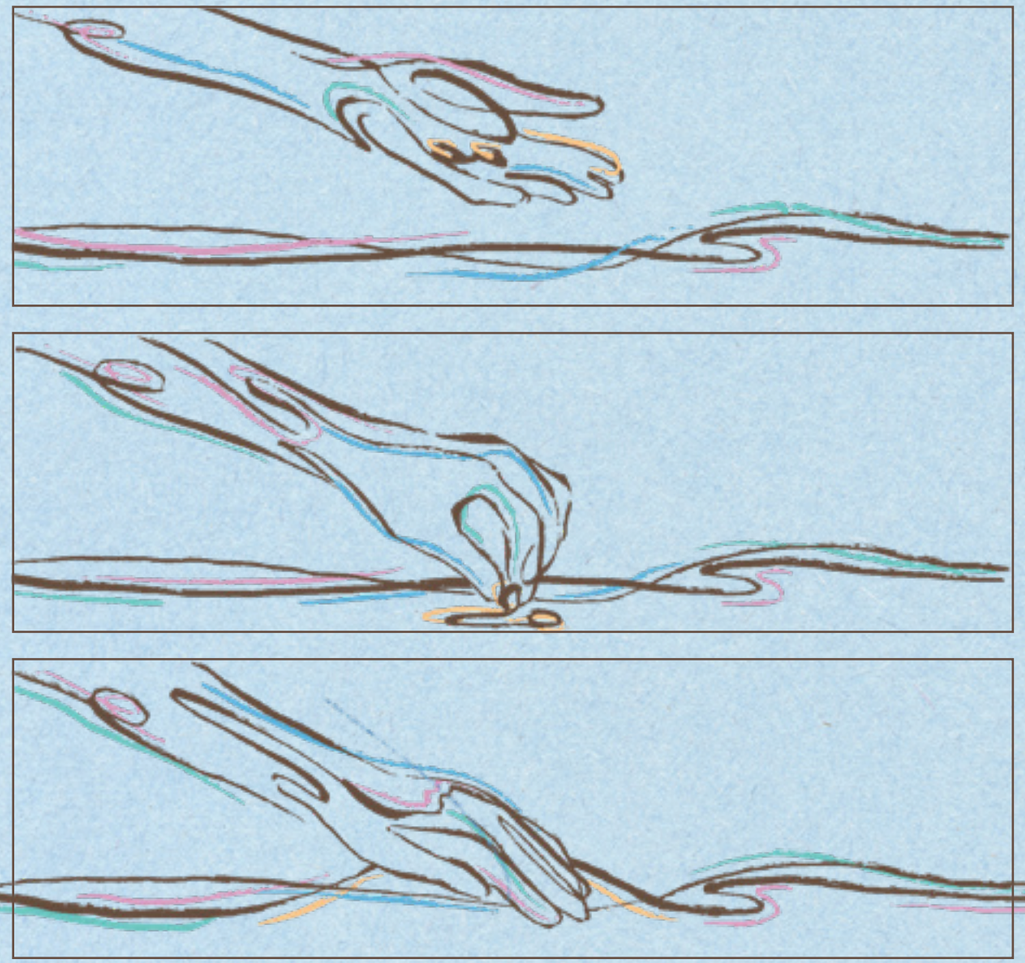
JOURNEY

Moments That Shaped Us



SECTION 1

Hands That Built and Hearts That Healed

On Solid Ground



Dr Eileen Aw

AN UNEXPECTED RETIREMENT PLAN

If you spoke to the candid Dr Eileen Aw for the first time, you might never have guessed that she was the first Executive Director and Medical Director of St Luke's Hospital.

She would not have guessed it either. At the time, Dr Eileen had spent the last three decades working at the University Health Service, now known as the University Health Centre, at the National University of Singapore.

While she was making retirement plans, Mr Foong Daw Ching and Dr Bobby Sng from GCF's Christian Medical and Dental Fellowship asked if she would help establish and spearhead the operations of a new hospital dedicated to the care of older persons.

She was surprised. "I never thought that they would approach me to run it!"

Her medical work had revolved around youths and adolescents. Eldercare was the last thing on her mind. Nonetheless, she took up the challenge without hesitation.

Most people approaching retirement might imagine a slower pace of life. Not Dr Eileen—the thought of starting something new excited her. To understand the model she had been tasked to build, she packed her bags and spent a month observing a community hospital in Wales.

When she returned, she spent endless evenings drafting policies, standard operating procedures and organisational structures for a hospital that did not yet physically exist. The tenacious doctor also interviewed prospective staff in a nearby church before the Hospital was even built.

ALL HANDS ON DECK

To Dr Eileen, there was beauty in being both the Executive Director and the Medical Director, as it gave her a bird's-eye view of the Hospital's workings. This, however, did not stop her from being in the thick of the action.

"Most of my staff will tell you that I am on the ground... Whatever I do, I do with them. I'm not the kind to sit in the office."

She credits this leadership approach to her time in the Girl Guides, where she formerly served as Chief Commissioner. Patrol Leaders, she believes, should be nurturing, because they have to bring up the girls. "You don't boss them around, you mother them."

It was a philosophy she put into practice. She personally picked up newly recruited staff from the airport when they arrived in Singapore. When rallying principals and schools to contribute to one of the earliest Hospital fundraisers, the HongBao Project, she went around the country on a motorcycle with a Zonta Club volunteer.

Prof Tan Boon Yeow, then a young medical officer, remembers that instinct clearly. "Dr Aw was like a mother to us," he says. Despite her demanding schedule, she took pains to ensure that medical officers posted to the Hospital were fairly assessed and not overlooked simply because they were working in the relatively unfamiliar setting of a community hospital.

Her presence in the Hospital was strong, and she never left anyone behind or alone.

She also formed deep friendships with her fellow staff. Colleagues were co-labourers who walked with her. "We all work together, and if they had problems, they would tell me."











THE FOREST AND THE TREES

30 years on, Dr Eileen says that she is much the same as she was then. “Full of energy and fun!”

For someone who wore so many hats at the Hospital, she recounts her journey in a carefree, relaxed manner. That, she says, is owed to God’s guidance over her life and in the Hospital.

She sums up that assurance with a line from a favourite hymn: *“All the way, my Saviour leads me. What have I to ask beside?”*

Dr Eileen may have had an overarching view of the forest, but she also paid attention to every tree.

One of her lasting memories of the Hospital was trawling the premises for a patient’s lost bracelet. In her typical fashion, she put her hand in waste paper baskets—and miraculously found it!

These little victories are not lost on Dr Eileen. Her keen eye was not one of scrutiny, but one of gratitude and awe as she noticed the “little things that strengthened her faith”.

The task of starting something with a blank slate is often daunting and overwhelming. Yet, seeing God’s hand in St Luke’s Hospital relieved Dr Eileen of having to depend solely on herself. This, she says, gave her the courage to try new things at the Hospital.

Looking back, she marvels at her journey and recalls repeatedly saying: “Thank You, Lord! Why didn’t I think of that?”





BUILDING A CONTINUUM OF CARE

Dr Eileen was among the many pioneering staff who built the inner workings of St Luke's Hospital from scratch. Together, these pioneers laid the foundations for the Hospital's early services and fostered a culture of responding readily to the evolving care needs of patients and caregivers.

Over the Hospital's first 20 years, this pioneering spirit was reflected in the steady introduction and expansion of services across inpatient, outpatient, home and specialised areas of care. The milestones that follow trace St Luke's Hospital's growth from a newly opened community hospital into an organisation providing a broader continuum of care for older persons.

1996

Ready to serve the community

The Hospital began operations and received its first patient on 18 March 1996. By the end of the year, the Hospital's inpatient capacity grew to a total of 5 wards and 151 beds.



Championing independence for older persons

The Hospital launched its Day Rehabilitation Programme, offering physiotherapy and occupational therapy to help discharged patients continue rehabilitation.



1997

Bringing dental care within reach

A dental clinic was started by volunteer dentists dedicated to improving access to oral healthcare.

Advancing geriatric care

The Hospital was appointed as an accredited centre for the Diploma in Geriatric Medicine programme started by the School of Postgraduate Medical Studies, National University of Singapore.

1998

Nurturing the next generation of professionals

The Hospital welcomed its first cohort of therapy students from Nanyang Polytechnic for hands-on clinical learning.

1999

Strengthening speech and communication

The Hospital introduced Speech Therapy services, supporting patients with communication, language comprehension and swallowing difficulties.

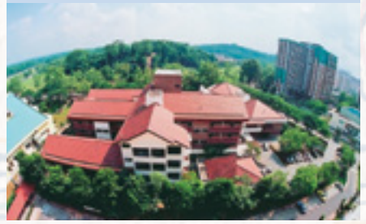
2000

Recognised as an approved provider

The Hospital was gazetted as an Approved Provider for Community Hospital services under the Ministry of Health's Framework of Integrated Healthcare Services for the Elderly.

Expanding to meet growing needs

A $1.5 million building extension programme was initiated to meet the growing demand for physio- and occupational therapy.



2002

Caring for the caregiver

The Caregiver Training Programme was launched to equip caregivers with practical skills and emotional support.

2004

A new name, an enduring mission

The Hospital was renamed from St Luke's Hospital for the Elderly to St Luke's Hospital as services expanded to serve the needs of a wider community.

2005

Strengthening continuity of care

A new outpatient facility was built, housing an outpatient clinic, X-ray room, dental clinic and financial counselling rooms.

2006

Extending rehabilitation into the home

Home rehabilitation became part of the Hospital's home care services, complementing its existing medical and nursing services.



2007

Advancing wound care excellence

The Hospital launched its inaugural Wound Care Conference to strengthen knowledge sharing and expertise across the healthcare sector.

Creating a dedicated space for dementia care

The first dedicated dementia ward in a community hospital setting was established to provide patients with secure care and comprehensive support.



2010

Strengthening care partnerships

The Hospital signed a Memorandum of Understanding with National University Hospital to provide step-down and rehabilitation care for patients.

2014

Expanding the capacity to care

The opening of a new wing increased the Hospital's inpatient capacity to 243 beds.

2016

Meeting complex wound care needs

The Hospital opened the first dedicated wound ward in a community hospital setting to support patients with complex or chronic wounds.

2017

Providing comfort and dignity at end of life

A dedicated palliative care ward was established to provide holistic and dignified end-of-life care to patients with life-limiting illnesses, and support for their families.



HOLISTIC CARE MODEL

St Luke's Hospital cares for the whole person, going beyond physical health to support the psychosocial, emotional and spiritual needs of patients.

The Holistic Care Model consists of three interconnected dimensions that support patients and caregivers on the journey from wellness to wholeness. A multidisciplinary team made up of doctors, nurses, therapists, allied health professionals, medical social workers, care coordinators, counsellors and chaplains come together to ensure that care spans across multiple spheres.

CLINICAL

Clinical care focuses on optimising medical conditions, restoring function and improving quality of life. The dedicated team, consisting of doctors, nurses, therapists and allied health professionals, provides comprehensive and individualised interventions that support recovery, independence and the prevention of further complications.

SOCIAL

Social care addresses the practical and social determinants of health that affect recovery and well-being. Medical social workers and care coordinators support patients and caregivers through financial challenges, facilitate care planning, and ease patients' transitions from the Hospital. By coordinating resources and strengthening family and community support, they help patients resume daily routines and reintegrate into their families and communities with confidence.

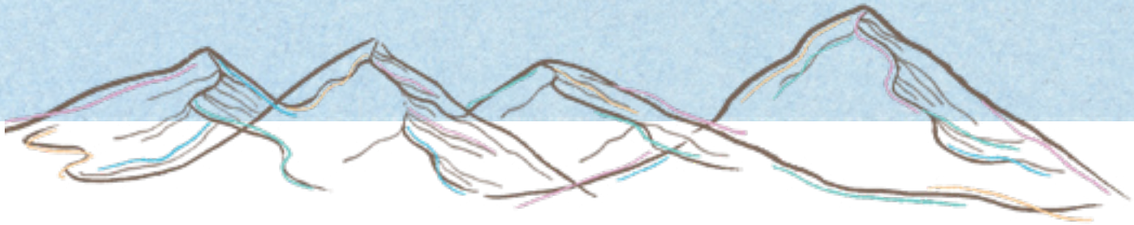
PASTORAL

A patient is more than his or her illness, yet illness and prolonged periods of care can affect a person's sense of identity, purpose and self-worth. Counsellors and chaplains provide a listening ear and emotional or spiritual support, helping patients and caregivers find meaning and hope, as well as rebuild confidence and resilience.

PEAKS OF EXCELLENCE

Ageing rarely follows a straight path, and recovery is often complicated by frailty, cognitive decline, chronic wounds or life-limiting illness. Meeting these needs calls for specialised expertise, multidisciplinary teamwork and continuity across every stage of care.

Over the years, the Hospital has built deeper capabilities in the Peaks of Excellence: **Rehabilitation**, **Dementia**, **Wound** and **Palliative Care.** Together, they reflect the Hospital's commitment to respond to complex needs with care that is coordinated, individualised and centred on what matters most to each person.



REHABILITATION CARE

Rehabilitation at St Luke's Hospital comes in the form of physiotherapy, occupational therapy, speech therapy, music therapy and art therapy. These serve the purpose of strengthening muscles, treating disorders and working through a patient's impairments.

The hospital provides inpatient rehabilitative services, as well as outpatient at the day rehabilitation centre and the community gym. Outpatients regularly return for consultations or treatments, reducing their frailty and improving their strength. In some cases, home care patients also receive rehabilitative treatment through therapist visits to their residence.

> ***"I am privileged to witness every day how compassionate, holistic and patient-centred care helps patients and their family find their strength, motivation and purpose in life again, one word, one swallow and one smile at a time."***
>
> **Choong Yea Jye**
> *Principal Speech Therapist*

DEMENTIA CARE

For a person living with dementia, familiar routines, trusted relationships and a sense of safety can make a profound difference. Care must extend beyond managing symptoms to preserving dignity, identity and connection.

St Luke's Hospital provides coordinated dementia care through inpatient, outpatient and home settings, complemented by caregiver training, care coordination and community initiatives.

As a designated Dementia Go-To Point, the Hospital also serves as a safe return point for persons living with dementia who may have lost their way.

> ***"We are constantly reviewing our services to identify gaps and taking proactive steps to serve persons living with dementia more ably. A recent example of this is our sharpened focus on early onset and mild dementia, expanding specialised services at the Hospital's Community Clinic and the Day Rehabilitation Centre through the Brain Up programme."***
>
> **Joseph Chua**
> *Senior Occupational Therapist*

WOUND CARE

A wound may begin at the surface, but its impact can reach much further—affecting mobility, independence and quality of life.

St Luke's Hospital adopts a nurse-led, technology-enabled approach to wound management across its inpatient wound ward, wound clinic and home nursing services. This provides continuity for patients with acute, complex and chronic wounds.

Advanced technologies support accurate assessment, treatment and progress monitoring, while education and training strengthen capabilities among healthcare professionals, patients and caregivers.

> ***"St Luke's Hospital not only trains nurses on different levels of wound care, but also uses technology to advance wound management. It has positively impacted my work as technology assists to improve wound management and the monitoring of wound progress."***
>
> **Saw Eh Htoo**
> *Nurse Manager*

PALLIATIVE CARE

Palliative care is not only about preparing for the end of life, but helping patients live with meaning, comfort and dignity in the time that remains. St Luke's Hospital has expanded beyond inpatient palliative care to support patients and families through outpatient and home care, enabling care to continue in the setting most appropriate to their needs.

Guided by the belief in helping patients live well before leaving, the Hospital creates meaningful experiences through reunions, outings and celebrations that honour the relationships, memories and interests important to each person.

> ***"In music therapy, we care for patients and their families by providing avenues beyond verbal expression: Connection, emotional processing, and meaning-making in relationship closure."***
>
> **Dr Tan Xueli**
> *Lead and Principal Music Therapist*

Holistic Healing: Clinical, Social and Pastoral Care



NOT A 'FIX AND GO' MINDSET

If you were to meet Dr Andrew Samson today, you would undoubtedly agree that beyond his warm and jovial personality quietly lies an introspectiveness.

This wisdom did not come naturally. Having moved from the Philippines to Singapore as a young doctor, he had his fair share of challenges adjusting to a new healthcare system and working environment. The supportive and warm culture of the Hospital gave him the comfort he needed to feel at home, find his footing, and grow.

Unfamiliar with institutions dedicated to sub-acute and rehabilitative care, the then-junior doctor soon came to understand that the care St Luke's Hospital provided differed greatly from the more episodic models of care he had previously encountered.

"Here, when we look at the patient, we look at his or her needs very holistically."

The whole-person care that St Luke's Hospital sought to provide resonated with Dr Andrew and shaped his decision to remain for the next 22 years. Looking beyond a patient's medical condition to understand his or her social circumstances and emotional needs was unlike the 'fix and go' mindset he had embodied in previous jobs.

The opportunity to care for the wider dimensions of a patient's life gave him a sense of purpose and allowed him to see how care could make a greater difference.

PIONEERING PALLIATIVE CARE

The Holistic Care Model reflects the role of a community hospital: Not simply to treat an immediate condition, but to support patients through recovery and ongoing care, and to meet their changing needs across the care continuum.

Dr Andrew's contributions to this care model are perhaps the most salient in the area of palliative care. Having completed a graduate diploma in the field, he had long been interested in journeying with patients and families through life-limiting illness and the end of life.

When he was asked to consider starting a palliative care ward in St Luke's Hospital in 2015, he brought together a multidisciplinary team. The team identified patients in the general wards who could benefit from palliative care, and provided the relevant medical and psychosocial support.

Establishing this team did not come easily, as its members were caring for patients and families through an especially sensitive season of life. At the time, palliative care was also less widely understood and spoken about than it is today.

When the idea developed further into the possibility of offering formal inpatient palliative care, questions arose about the need, scope and readiness for a dedicated service.

Establishing this team did not come easily, as its members were caring for patients and families through an especially sensitive season of life. At the time, palliative care was also less widely understood and spoken about than it is today.

Despite the challenges, Dr Andrew and his team held on to their convictions. They continued advocating for the service and persevered in convincing the Board of its importance.

The turning point came a few years later. In 2017, the Hospital decided to develop palliative care to complete its continuum of care. Despite the funding challenges, the need was increasingly clear as Bukit Batok's population grew older. Prof Tan Boon Yeow sought the support of Bukit Batok's constituency advisor, Mr Murali Pillai, who shared his conviction that the community needed access to good end-of-life care.

Dr Andrew recalls the first months of running the ward to be emotionally draining, with the team witnessing much grief and many tears. The team made it a point to process difficult emotions together.

Their "regular huddles" were a space for them to "reflect on what happened, debrief and try to continue to support each other".



HONOURING PATIENTS TILL THE END

Over the years, Dr Andrew's experiences working with palliative care patients ignited within him a fire to bring palliative care to the Hospital's ecosystem, including its home care and outpatient services. He believes that every medical professional should be equipped and confident in journeying with patients towards the end of life, while drawing on specialist support for more complex needs.

One experience from his early years remains especially meaningful, because it reinforced the importance of being present when patients and families need care most.

It was a Saturday evening, and although he was not on duty, he returned to the Hospital to attend to an older patient experiencing significant discomfort. Beyond symptom control, the situation called for calm communication, reassurance and close support for the patient's family.

Eventually, the patient's condition stabilised, and the family expressed their appreciation. The encounter reinforced a conviction that has since stayed with him: Clinical care is at its best when knowledge and skill are matched by compassion, presence and an understanding of what matters to the patient.





AN ENDURING SPIRIT OF EXCELLENCE

Moving from his role as a medical officer to clinical supervisor and eventually Medical Director, Dr Andrew has steadfastly stewarded his commitment to high standards of clinical care while helping St Luke's Hospital adapt and innovate as care evolves.

As a mentor to junior doctors and medical students on attachment, he encourages clinicians to remain curious, work across disciplines and embrace changes that can improve the care of patients.

In 2022, St Luke's Hospital was part of the new Next Generation Electronic Medical Record (NGEMR), a centralised medical record system for Singapore's population. This was a key milestone in the Hospital's digitalisation journey, where Dr Andrew led the team in bridging clinical practice and technology to advance efficient care management and delivery.



For Dr Andrew, innovation is not an end in itself. Whether it is developing palliative care services, strengthening multidisciplinary care or introducing digital systems, they are all means to enable clinicians to provide safer, more coordinated, and more person-centred care.

His journey reflects the spirit of clinical care at St Luke's Hospital—combining competence with compassion, encouraging collaboration with innovation, and bringing renewed hope to patients and families.

Beyond the Ailment

Lead and Principal Physiotherapist Fahria Abdul Rahman focuses on restoring patients' *"mobility, function, and quality of life"*. But it does not stop there.

She aims to *"help patients regain not just physical ability, but confidence, dignity, and a sense of purpose in their recovery journey"*. This stems from her belief that *"when the three aspects (Clinical, Social and Pastoral Care) are aligned or in harmony, the patient will indeed get better"*.

Advanced Practice Nurse Goh Ling Ling echoes this. Closely involved in the care of persons living with dementia, Ling Ling recalls how chaplains, social workers and clinical staff work together to render comfort and support to patients and their caregivers. *"I believe the Holistic Care Model is the most ideal framework for healing both the body and mind,"* she says.



JUST LIKE BROKERS

What drew Cassandra Ang to social work? Her compassion for others and desire to make a meaningful difference in people's lives.

The Hospital's heart for truly helping people and making a difference in their lives stood out to her. Its ethos aligned closely with her desire to help people beyond medical treatment, making sense of their struggles and navigating Singapore's health and social care systems.

St Luke's Hospital recognises that social determinants of health—including financial circumstances, housing, family relationships, social support and access to resources—can significantly influence a patient's health, recovery and well-being.

Cassandra likens the Care and Integration team, comprising medical social workers and care coordinators, to "brokers" who connect patients and families with the people, resources and support they need to continue recovering well at home and to reintegrate into the community. Their role is especially important for patients with complex family situations, as they also double up as mediators to help different family members find common ground.



The Hospital's heart for truly helping people and making a difference in their lives stood out to her.

SUPPORT THROUGH TOUGH TIMES

"It is about supporting them, and helping family members come to terms or put aside their differences and focus on the care of the patient."

The Care and Integration team plays an intermediary role as patients navigate health issues. During a home visit to a bed-bound elderly patient approaching the end of life, Cassandra learnt that his spouse and children were facing challenges caring for him at home after his discharge from an acute hospital. As the family needed additional support and resources, the Hospital arranged for a medical bed, sourced donated consumables and assisted with funding applications for milk feeds.

Beyond addressing the patient's immediate care needs, Cassandra and her colleagues also supported the patient's children in coping with anticipatory grief and discussing care goals and future care plans. When care needs increased, the team also worked through difficult emotions with family members as they eventually made the decision to admit the patient into inpatient palliative care at the Hospital. The family was thankful for St Luke's Hospital in journeying with them across the different stages of care.

Indeed, being part of the Care and Integration team means working through nuanced situations, and being sensitive to the feelings of patients and their caregivers.





A PIECE IN A LARGER PUZZLE

Cassandra acknowledges that social care is a piece in a larger puzzle. Different professionals within the multidisciplinary team consider how medical needs, personal circumstances, and emotional or spiritual well-being may influence one another.

One way that this holistic approach is reflected on the ground is through regular multidisciplinary meetings. Bringing together different perspectives, the team considers how they fit together to understand what each patient needs to recover well and transition safely from the Hospital.

At these meetings, social workers highlight a patient's social circumstances that may affect their recovery upon discharge. Patients may be medically fit to leave the hospital, yet their living circumstances and financial challenges might impede them from recovering well at home.

"We are not just looking at clinical information, but there is a need to integrate different social components that will affect a patient."





A DANCE WITH PATIENTS

Throughout her years at St Luke's Hospital, Cassandra held on dearly to a principle taught by her social work professor. In a partner's dance, both dancers have to move in tempo for the dance to flow smoothly, without stepping on each other's toes.

The analogy mirrors the Hospital's emphasis on patient-centred care. Even when support is well-intended, she believes that a social worker must first respect a patient's autonomy and readiness, and 'match their tempo' along the care journey.

In some instances, patients and their caregivers may not feel comfortable having social workers closely involved in family discussions about their health or personal circumstance. Cassandra emphasises the importance of understanding their concerns, priorities and readiness to receive support.

Respecting each person's preferences allows patients and families to remain active participants in decisions about their own lives.

"Patients and families are the experts of their own lives. Our role is to facilitate, support and walk alongside them, at their own pace."

She sees her role as being there to check in with patients and families, draw out their strengths and, sometimes, simply be present for them.

A TEAM EFFORT

The team is acutely aware that they can never have all the answers to the complex challenges patients face.

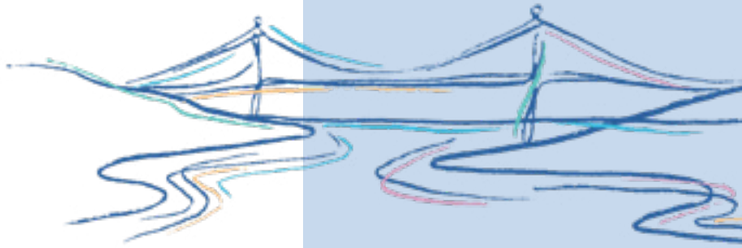
This is why Cassandra, the lead of Medical Social Work since 2025, makes it a point to "teach her colleagues how to fish". She invests time in training the team and refining processes so that they are well equipped to support patients from diverse social backgrounds and with varying needs.

The team regularly uses role play and case studies to translate learning into practice. These sessions provide a safe space to consider different perspectives, develop practical skills and reinforce guiding principles to navigate a wide range of situations—including those that may not have straightforward answers.

The Care and Integration team continues to build unity within and across departments, strengthening collaboration and continuity of care for patients so that they receive the needed support throughout their care journey.

That, ultimately, is what person-centred social work is about—recognising the factors that shape a person's health, meeting people where they are, and walking alongside them in navigating their care journey.





Building Bridges

Social care is deeply practical, bridging the gap between social factors and steady recovery. Principal Care Coordinator Sharon Gan shares that care coordinators help patients and caregivers to navigate healthcare systems by coordinating discharge plans and facilitating access to appropriate community care services. This helps ensure that "*patients transition home safely and minimise readmissions*".

Social workers play a similar connecting role, says Senior Medical Social Worker Leong Si Jie. They "*assess patients' home situations, link families to financial aid, housing and community resources, and facilitate family meetings to navigate care transitions*". This contributes to "*delivering holistic care that transforms lives*".



A FRESH CALLING

"Enter into the messiness of people's lives."

These were the words from God that marked the beginning of Joshua Lam's move out of a job he had worked at for decades. The calling did not unfold immediately. Ten years passed before it found expression at St Luke's Hospital.

Along the way, God brought greater clarity to his calling through medical missions trips with healthcare students and courses in various disciplines. He later pursued a Master's degree in Counselling before eventually applying for a chaplaincy role at the Hospital.

Today, he understands what it means to enter into the messiness of people's lives. Supporting patients and caregivers sometimes means navigating complex, conflicting emotions. This has deepened his understanding of the human experience, strengthened his empathy, and shaped his growth.

Now Head of the Chaplaincy team, he is grateful for a team that remains supportive and adaptable, while walking in step with the Hospital's broader direction.

ALL-ENCOMPASSING CARE

At St Luke's Hospital, pastoral care is woven into its commitment to care for the whole person. Counsellors and chaplains come alongside patients and caregivers, offering a listening ear and providing emotional, mental and spiritual support through illness, change and loss.

Regardless of religious background, patients and caregivers are met with respect and compassion. Chaplains listen, offer prayer when welcomed, and help individuals draw on sources of hope, meaning and strength.

This work does not take place in isolation. Joshua works alongside doctors, nurses, therapists, medical social workers and care coordinators, drawing on different perspectives to understand the person beyond the illness. He makes it a point to understand the medical and social circumstances shaping each individual, so that pastoral support is attentive to the patient's wider journey.

A person's physical, emotional, social and spiritual well-being are closely connected. Illness may bring not only pain or loss of function, but also uncertainty, strained relationships, and questions of identity, meaning and purpose. A patient recovering from a stroke, for instance, may be grappling not only with the loss of physical function, but also a deeper loss of purpose and personhood.

Joshua recalls an older patient who was in considerable pain after a hip surgery. During their conversation, the patient began recounting a treasured childhood memory—the late Deputy Prime Minister Goh Keng Swee's visit to his kampung. The vivid memory of someone so important talking to him and buying him ice cream, Joshua said, brought a twinkle to the patient's eyes. By the end of the conversation, the patient said that his pain had eased considerably.





PULLING UP A CHAIR

Tools and frameworks can help identify emotional needs, but they cannot always reveal the full story of a person's life. Pastoral care therefore begins with presence: Taking time to listen, understand and come alongside.

Chaplains visit every inpatient who comes through the doors of the Hospital. When they enter the ward, they often bring a chair along with them.



"When we sit down, it communicates that we have time for the patient."

That simple act captures much of what chaplaincy means to him: Creating space for another person and remaining present through moments of pain, fear and uncertainty.

In his rounds, Joshua once met a patient who had been assessed as being at low-risk of emotional distress. She was consistently engaged and participative. Yet a short chat about the YouTube video she was watching unexpectedly brought her to tears. In that moment, struggles and anxieties that no screening tool had surfaced came into view.

Beyond inpatient care, chaplains also support outpatients who may struggle with activities of daily living. Patients may express resistance when offered well-meaning support, but Joshua notes that resistance does not necessarily mean recalcitrance; it may instead reflect a struggle with losing meaning and autonomy.

He recalls an elderly man living alone in a rental flat who had increasing difficulty moving around but resisted his social worker's suggestion of moving into a nursing home. Through several conversations, the team came to understand why. To him, living in a nursing home meant giving up his personal finances and his bird-keeping hobby. This sense of autonomy, Joshua discovered, was what gave the elderly man meaning.

The conversation therefore shifted from 'How can we move him into a nursing home?' to 'How can we preserve what gives his life meaning?'

Working with the social worker and the wider care team, they addressed his concerns about his finances and eventually found a nursing home where bird keeping was one of the engagement activities offered to residents.



For Joshua, this is the heart of pastoral care—not simply finding a solution for a patient, but first understanding what matters to the person.

More than developing frameworks and implementing processes, he leads the team with the conviction that chaplains themselves are the instruments for wellness and wholeness. Their growth must therefore extend beyond technical competence to inner strength, purpose and meaning so that they, in turn, can be a source of strength to others.

WALKING ON WATER

In the Gospel of Matthew, Peter and the other disciples are caught in rough waters when they see Jesus walking towards them on the sea. At Jesus' invitation, Peter steps out of the boat and onto the water, keeping his eyes fixed on Him.

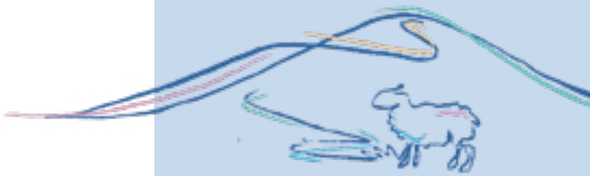
Joshua sees a reflection of his own journey at the Hospital in this story. His work often calls him into moments of uncertainty, pain and vulnerability, without always knowing what lies ahead. Like Peter, he has learnt to keep his focus on the One who called him forward.

"All the training didn't really prepare me for the job... The work is faith-stretching and I constantly need to look at the Lord while doing His work."

Pastoral Care in Action

"When patients' emotional and spiritual needs are met, they are motivated to take care of their health through participation in rehabilitation and compliance to treatment, and this in turn improves their mood and coping. Ultimately, I see myself as a friend to them: Someone they can trust to share their burdens with while in our care."

Ong Yao Min
Chaplain



Where People Flourish

TRUE STRENGTH LIES IN PEOPLE

At St Luke's Hospital, caring for the whole person begins with the people who make that care possible. The same compassion, respect and sense of purpose extended to patients and caregivers is the foundation of the Hospital staff's support for one another.

"The true strength of St Luke's Hospital lies in its people," says Jeethu Syriac, Chief Operating Officer of the Hospital. More than just an organisation, the Hospital is shaped by the people who bring its mission to life each day. Recognised as a Great Place to Work® since 2023, Jeethu credits this to a team which cares deeply for each other and their shared purpose of serving, loving and healing the community.

"During the SARS and COVID period, staff from different departments came together without hesitation, to help in one way or another, regardless of the danger and consequences. I witnessed that the heart of being there to help and support was very evident. And that same team spirit carried on until today!"

Jean Cabreros, Nurse Manager

"Colleagues step in without hesitation during busy days, checking in on one another, sharing workloads, and encouraging each other through challenges. There is a strong sense that we succeed—together."

Dr Rachel Lu, Senior Registrar

"It's not about where you work but who you work with that matters. Working alongside my colleagues has made even the most demanding workdays much easier to navigate. It's having the common goal of serving, loving and healing in our own capacities and roles. The small conversations to check on each other, showing up even when it's tough and offering help on challenging days; it all adds up to become our St Luke's Hospital culture."

Shim Yuan Tying, Lead and Principal Pharmacist

A PLACE TO GROW

St Luke's Hospital, Jeethu says, is committed to creating the right environment for staff to thrive and serve with excellence. The Hospital's Learning & Organisational Development framework is one of the ways that the Hospital nurtures staff to grow in foundation and character.

A personalised development plan is tailored to each member's unique strengths and trajectory. For Senior Staff Registrar Dr Fe Marie Curameng, this has allowed her to acquire a wide range of skills from infection prevention to leadership development.

"Each opportunity came at the right stage of my career and helped me grow in different ways. It has truly shaped me into the doctor and team lead I am today."

Looking back at her journey with St Luke's Hospital, Fizah Matawi began her journey as an Outpatient Services Associate in 2008. Over the years, the various leadership courses equipped her with "the confidence, communication skills, and strategic thinking". She says this has supported her progression to "take on greater responsibilities and contribute more effectively", ultimately enhancing the overall patient experience.











LEVELLING UP COMMUNITY CARE

St Luke's Academy was established to advance healthcare education, research and innovation, extending the Hospital's role in strengthening the community care sector. Appointed as a Learning Institute by the Agency for Integrated Care since 2018, the Academy has supported the growth and development of healthcare professionals across Singapore.

Yvonne Lau, Head of St Luke's Academy, highlights that the quality of community care is only as good as the people who administer it.

"By nurturing healthcare professionals with knowledge, confidence and compassion, we build capabilities that extend far beyond our classrooms—into every patient encounter, every family supported, and every community we serve."

Tiffany Wong, Staff Nurse, has found attending the InterRAI Home Care Course helpful in her daily renal care work, developing skills like anticipating care needs and coordinating timely referrals for a more seamless patient experience.

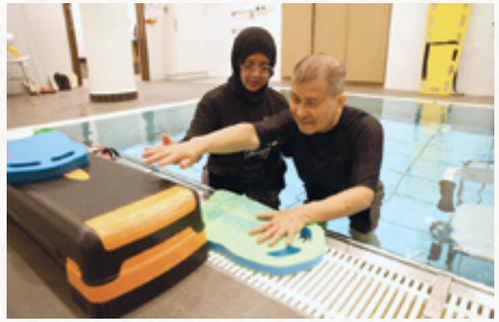
"Education empowers practice," says Kavitha D/O Sanmugam, Advanced Practice Nurse and Clinical Lead of Wound Care. Beyond imparting knowledge, she believes that the courses she conducts should equip medical professionals with the confidence to carry out their daily tasks.

Low Pei San, Assistant Clinical Educator, also recognises a deeper purpose: "What matters to me is a sense of connection, getting to know the trainees' learning gaps and how we can support their growth". The learning objectives differ from course to course, but the mission to shape more thoughtful and compassionate care remains the same for every patient served.










Ward 2C



















SECTION 2

Stories of Hope and Healing

Finding Strength Again



A BLESSING IN DISGUISE

When Mr Kunardy suffered a stroke in 2013, life changed abruptly for him and his wife.

Once an energetic foodie, he was suddenly unable to swallow his food and required round-the-clock care. His wife, too, had to adjust quickly, taking on the unfamiliar role of a caregiver.

After his discharge from the acute hospital, he was advised to continue rehabilitation at a community hospital. The prospect was daunting as the couple knew little about what community hospital care involved.

Mrs Kunardy, his wife, eventually chose St Luke's Hospital largely because it was close to home. What began as a practical decision would become the start of a relationship that accompanied them through the long road of recovery.



HEROES OF WARD 12

Nine years on, Mrs Kunardy still remembers her husband's stay in Ward 12 fondly.

"That experience at Ward 12 was something truly memorable because the team of nurses were so friendly, and they made you feel very comfortable."

In the aftermath of his stroke, Mr Kunardy struggled with the loss of independence. He was often agitated and repeatedly tried to get out of bed. For Mrs Kunardy, it was painful to watch her husband grapple with how much his life had changed.

What stayed with her was the warmth, patience and understanding of the ward team, who offered reassurance and encouragement alongside clinical care during ward rounds and consultations.

Over time, Mrs Kunardy began to see a change in her husband. He became calmer and began to adjust to his new circumstances. It was an early lesson for the couple that recovery involved more than regaining physical health; it also meant helping a person regain confidence and a sense of self.

EVERYTHING UNDER ONE ROOF

After discharge, Mr Kunardy continued his rehabilitation at St Luke's Hospital's Day Rehabilitation Centre, including physiotherapy, occupational therapy and speech therapy. Having these services in one place "more than exceeded" what Mrs Kunardy had expected from a community hospital.

This 'under one roof' approach also helped Mr Kunardy grow more comfortable with rehabilitation. Over time, he also formed close bonds with members of the care team and befriended fellow patients.

One of them was the late Mr Tan, affectionately known as Ah Tan, a former stroke patient who later became a volunteer and staff at St Luke's Hospital. Further along in his own recovery, Ah Tan became a source of encouragement to Mr Kunardy—a reminder of what progress could look like.

Hospital visits gradually became part of the couple's routine, sometimes followed by excursions around Bukit Batok in search of good food. What had once been an unfamiliar institution slowly became a place that felt welcoming, safe and deeply meaningful.



CAREGIVERS ARE NOT FORGOTTEN

Mr Kunardy's stroke changed Mrs Kunardy's life too. Alongside caring for his daily needs and accompanying him to appointments, she had to learn what it meant to sustain another person through a long recovery.

She came to recognise that caregivers, too, need support.

"The whole ecosystem can only work if the caregiver is also positively motivated. Or else the caregiving ability will just diminish and impact the recovery of the patient."

Knowing that she was not carrying the responsibility alone gave her strength. Seeing her husband remain "happy, hopeful and motivated" helped her persevere on.

"I trust this system. I trust putting my husband under St Luke's Hospital's care."

With time, she also learnt that helping her husband recover did not always mean doing more. When rehabilitation sessions became too overwhelming for him, she adjusted the pace and began incorporating therapy into activities he enjoyed. Singing and cooking, for instance, became opportunities to work on his speech, movement and coordination.

Recently, Mr Kunardy prepared a bowl of curry with the support of his helper. It was a modest achievement on the surface. For the couple, however, it marked the return of something deeply familiar: An activity he loved, a measure of independence regained, and a glimpse of life beyond rehabilitation itself.

"It's how we tailor the whole caregiving. It's not just caregiving as a responsibility, but caregiving also needs to come from the heart."



Seeing her husband remain "happy, hopeful and motivated" helped her persevere on.



MORE THAN A PATIENT

Throughout their journey, what mattered most to the Kunardys was being seen not simply as a patient and caregiver, but as two people learning to live with profound change.

The doctors, nurses and therapists they met not only came to know Mr Kunardy's condition, but also the people they were, the things they valued and the life they hoped to preserve.

"People who are able to give care from the heart make a big difference."

Today, the couple continues to return to St Luke's Hospital for follow-up reviews, often sharing warm exchanges and easy laughter with staff they have come to know over the years.

Recovery has not meant returning to life exactly as it was before the stroke. It has meant finding new ways to hold on to what matters—independence, companionship, familiar pleasures and a reason to look forward to tomorrow.

When asked to sum up his experience with St Luke's Hospital, Mr Kunardy chose just three words:

"Care, comfort, hope."





Support That Stays



Mdm Loke Chan Heng

GRIEF'S SUBTLE ARRIVAL

Grief does not always begin with death. Sometimes, it begins with change—the loss of independence, disruption of familiar routines, or the gradual surrender of things once done with ease.

Widowed in her mid-40s, Mdm Loke had raised her children with remarkable strength and determination. A stroke in her mid-70s marked a massive, life-altering point.

As her physical condition declined, her children also began to notice shifts in her emotions and behaviour. At times, she seemed different from the very confident and strong-willed mother they had always known.

Deep down, her son, Ian, knew that she remained the same person at heart. Yet learning to understand her feelings, changing needs and how best to care for her brought a new kind of uncertainty for her children.

"What now?" and "What next?" became questions they found themselves asking repeatedly.

AN ANCHOR THROUGH CHANGE

St Luke's Hospital became a steady presence in the family's life. Beyond attending to her medical needs, the care team supported Mdm Loke and her family through the wider emotional and practical demands of illness and caregiving.

Among those who cared for her over the years were Dr Chong Tsung Wei, Senior Consultant, and Dr Kevin Awyong, Principal Staff Physician. "Apart from managing her medical issues, we would do our best to comfort and reassure her," said Dr Chong. "She displayed perseverance and resilience, and never gave up hope. It was our privilege to have journeyed with her."



What began as care after a stroke became a relationship that would span more than two decades.

Mdm Loke continued returning to St Luke's Community Clinic for ongoing management of her chronic conditions. Over time, the Hospital became what Ian described as "an anchor"—a familiar and trusted point of support as his mother's needs evolved.

As her health declined and she became increasingly frail, travelling to the clinic became increasingly difficult. The team began discussing home palliative care, so that her symptoms could be managed while she remained in the familiar surroundings of home.

Before those arrangements could be fully put in place, her condition deteriorated suddenly.

Over time, the Hospital became what Ian described as "an anchor"—a familiar and trusted point of support as his mother's needs evolved.



CLOSER TO HOME

Within days, the family found themselves confronting the possibility that Mdm Loke was nearing the end of her life. Ian recalled the family feeling that they did not have "all their ducks lined up in a row" despite their efforts. They found themselves uncertain about how this final stage of their mother's life would unfold and how they could best care for her.

"If I did not know that there's this place and these people who I can talk to... I would be at a loss," he said.

The Home Care team responded swiftly. Doctors and nurses helped manage Mdm Loke's symptoms while guiding the family through the changes in her condition, what they might expect in the days ahead, and the decisions they would need to consider.

Ian particularly remembers Senior Staff Nurse Katie Tan, whose calm and reassuring presence helped steady the family during this difficult period.

As the family weighed whether to pursue further intervention or focus on keeping their mother comfortable, Katie shared the team's clinical observations and explained the implications of the available options. She also helped Ian consider how best to communicate the situation to other members of the family.

Throughout these conversations, Katie gave the family the information, reassurance and space they each needed to reach their own decision. Her support helped them consider what would best meet Mdm Loke's needs while respecting their wish for her to remain at home.

Ian shared that his interactions with Nurse Katie were best described in her words: "A great partnership".



Indeed, home care nurses like Katie hold a tender responsibility of coming alongside patients' family members during a trying time. Katie reflects on the importance of being a reassuring companion to grieving caregivers, sharing that it is her "privilege to bear witness and hold space for these precious moments and delicate conversations".

"I'm frequently reminded that sometimes the very core of what caregivers need is the validation that we see them doing their best to love and care, and that holds the key to palliation. It motivates me to steward for family members as we figure out together how best they would like to show their love and kindness for the patients in the last chapter of their lives."

For Ian, that partnership reflected the deeply personal nature of the care his family received. The team took time to understand his mother, comfort her when she was distressed, and support him through the responsibilities and uncertainty of caregiving.

Despite knowing they were "nobody special", they were never made to feel like just another case.

WHAT CARE LEAVES BEHIND

Mdm Loke passed away at the age of 100, with her family able to honour their wish for her to remain at home.

For Ian, those final days brought more than two decades of care from St Luke's Hospital into perspective. From rehabilitation, outpatient care to palliative care at home, the form of care had evolved over the years, but the relationship endured.

When the family reached one of the most difficult stages of Mdm Loke's journey, the Home Care team supported them not only in managing her symptoms, but also in navigating the uncertainty and decisions that came with the end of life.

Whenever Ian found himself asking, "What now?" or "What next?", there was someone he could turn to. Looking back, he became emotional as he tried to put into words what had made the care feel different.

"The institution has a soul."



Thriving Through the Years



IN GOOD HANDS

At 91, Dr Lee Suan Yew continues to make exercise an integral part of his daily routine.

For much of his later years, he stayed active by playing golf. Today, he begins each morning with 15 minutes of freehand exercises—even on days when he visits St Luke's Hospital for a session at the community gym or physiotherapy.

His relationship with the Hospital, however, began many years earlier. Dr Lee first came to know St Luke's Hospital through his friendship with Prof Tan Boon Yeow. He had served as Prof Tan's advisor when the latter was Chairman of the Chapter of Family Medicine Physicians.

As he learnt more about St Luke's Hospital's capabilities in caring for older persons, Dr Lee began referring his patients there, confident that they would be in good hands.

Years later, he chose to experience that care for himself.

When Dr Lee began using the Hospital's preventive health and rehabilitation services, he was impressed by the standard of care and found the Hospital "very nicely run". To his pleasant surprise, he also encountered several patients whom he had once referred there.

Seeing familiar faces continue to return affirmed the trust he had placed in St Luke's Hospital years earlier. This time, however, he was experiencing that care from the other side—as someone taking an active role in preserving his own health and independence.



MOVING WITH PURPOSE

To maintain his mobility, coordination and range of movement, Dr Lee attends weekly physiotherapy sessions at the Hospital's Day Rehabilitation Centre.

His physiotherapist, May Min Maung, guides him through exercises to work through stiffness, improve his balance and strengthen his movement. She also teaches him stretches to reduce muscle tightness and soreness and gives him exercises that he can continue independently beyond each session.

"She's very good. She taught me how to exercise my muscles and train my balance."

Dr Lee also exercises weekly at Gym Up, St Luke's community gym, where programmes are tailored to the abilities and functional goals of older adults. Through supervised exercises, participants work on strength, balance, mobility and cardiovascular fitness, with the intensity progressively adjusted as their abilities improve.

For Dr Lee, however, the people are as important as the programme.

Senior Exercise Physiologist Raymond Teo and Therapy Assistant Francis Khaw guide him through the equipment and exercises, ensuring that he trains safely while encouraging him along the way.

"The staff are very well trained, and somehow you feel very comfortable."

The sessions also bring a social dimension to staying active. Lively conversations help make each visit enjoyable, and being in the company of those with similar goals provides an added source of motivation.

Raymond added that Gym Up is a great opportunity to "promote physical activity and functional ability among participants while also creating an environment where they feel comfortable exercising with others."

The Senior Exercise Physiologist candidly shares that Dr Lee would often make conversations with other participants. When crossing paths with others around his age, he would talk to them about the importance of staying physically active as one ages.

"His experience shows that Gym Up is not only a place for participants to exercise, but also a place where they can meet people, interact with one another, and encourage each other to stay active."

Being among peers who are also working to stay strong and mobile creates a shared sense of purpose. The combination of structured exercise, professional guidance and companionship makes each visit something to look forward to.



ACTIVE AGER

Active ageing is not simply about exercising more. It is about continuing to take ownership of one's health and preserving the ability to live life on one's own terms.

That philosophy is reflected in his routine. Physiotherapy and Gym Up help him work on balance, movement and strength, while his morning exercises ensure that staying active remains part of everyday life beyond the Hospital.

At 91, Dr Lee continues to look forward rather than slow down. His goal is not merely to maintain what he can do today, but to remain as capable and independent as possible in the years ahead.

His journey with St Luke's Hospital has come full circle—from entrusting his patients to its care as a physician to placing that same trust in the people supporting his own journey of healthy ageing.

Dr Lee hopes to continue that journey in the years ahead. He describes the staff as "dedicated", "understanding" and "patient".

"They do it with a lot of willingness and warmth... It is not just a job to them."



His goal is not merely to maintain what he can do today, but to remain as capable and independent as possible in the years ahead.



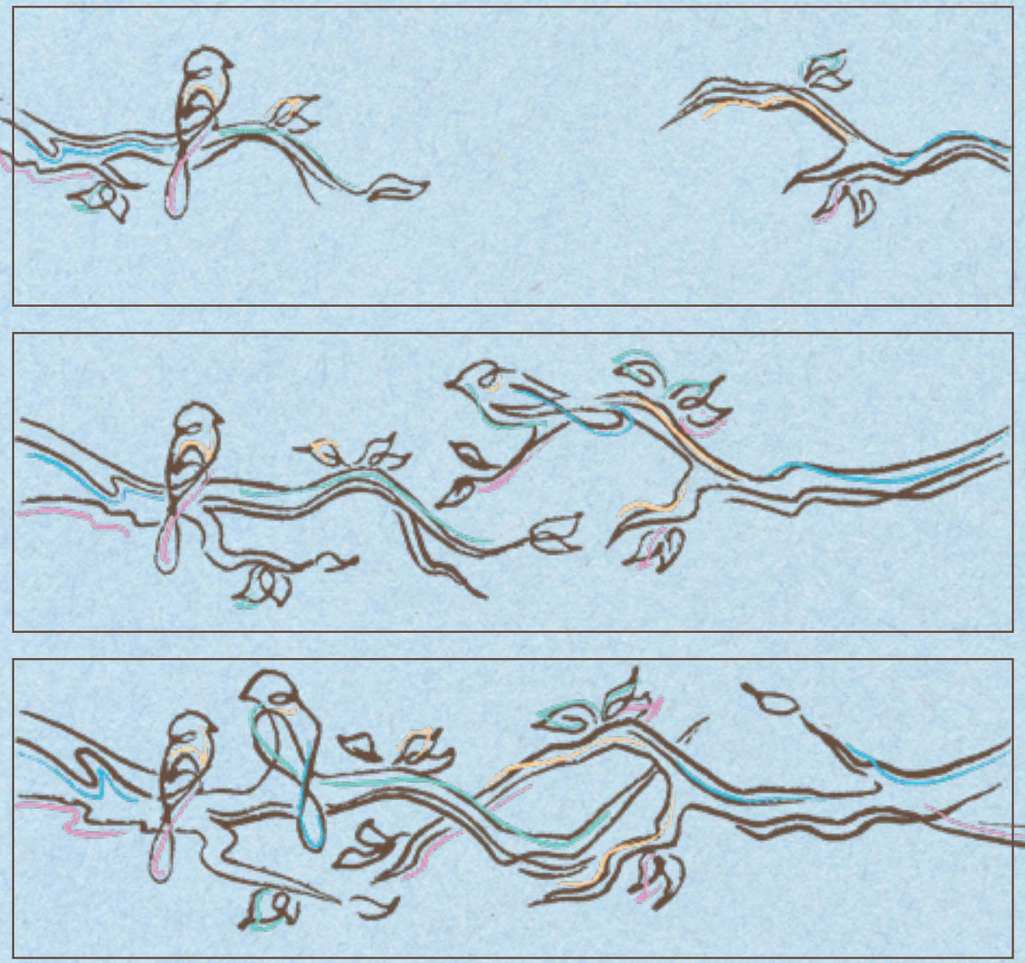












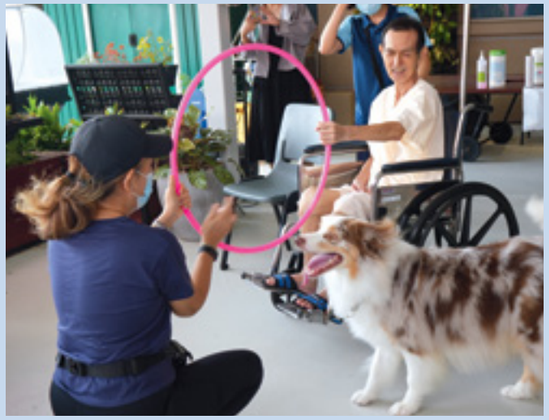
SECTION 3

Connections Forged in Purpose

The Gift of Volunteerism









Just Like Grandchildren

In the wards of St Luke's Hospital, there is no generation gap. Dulwich College's partnership with St Luke's Hospital has brought many students through the doors of the Hospital in the last four years. Said a Dulwich College staff, *"St Luke's Hospital's vision and aims aligned with ours, and their volunteer management team has been incredible in providing opportunities and training to our students."*

Teenage students befriend elderly patients by playing games, engaging in arts and crafts activities, and making lively conversation with one another. Age barriers quickly dissolved once conversations got going—a few students got to hear a patient's travelling stories, and another patient shared her Hari Raya recipes. Other groups played the game Connect Four and learnt origami together.

The student's interactions are so precious that some patients have said they felt as if they were talking to their grandchildren. It is such tender moments that show age doesn't get into the way when it comes to connecting with each other.

Music That Heals

A familiar tune can feel like a balm to the soul for the patients who spend days and weeks in a hospital ward. The Volunteer Guitar Connection (VGC) faithfully serves the Hospital's patients through guitar and singing performances. These volunteers are doing more than just performing: They bring joy throughout the hallways of the Hospital.

Natalie Lim, a dedicated volunteer, recalls a performance where a palliative ward patient gently moved his fingers to the music. It deeply touched his next-of-kin and the VGC team. *"Seeing patients and staff sing along, smile or gently respond to the music always warms our hearts and reminds us how music can bring comfort during difficult times."*

For the volunteers, it's a chance to use something they love to serve others. It is a reminder that one can serve immediately with their existing gifts and talent, without needing any grand gestures or special training.

Hearts Full, Giving Back

Through Project Heart, volunteers from Hillview Community Club send lively mascots to surprise the St Luke's Hospital patients and staff during occasions like Christmas and Chinese New Year, bringing a smile to many faces and spreading festive cheer.

What makes these Project Heart volunteers special is that some were former patients themselves, or had loved ones cared for in the Hospital.

"Volunteering is our way of expressing our heartfelt thanks and appreciation for the St Luke's Hospital team for their care," shared a volunteer. With simple animated mascots, these volunteers are continuing the cycle of care: When someone is helped, the best way to repay it is to help the next person who needs it.



RESTORED TO COMMUNITY

Pastor Ivan Lim clearly remembers his 'turning point': The words God spoke to him while he served his prison sentence for drug abuse. They gave him hope that his life could take a different course.

After his release, Ps Ivan lived in several halfway houses—transitional spaces to help former inmates rebuild their lives and return to society. Years later, he answered the call to start one himself—the House of Anatole (HOA), established in 2022.

AN ANSWERED PRAYER

HOA supports residents through four areas: Spiritual Therapy, Work Therapy, Physical Therapy and Social Therapy.

Of these, Social Therapy posed one of the greatest challenges. Within the halfway house, residents could receive structure, guidance and support. But rebuilding a life also meant learning to step beyond its doors—to interact with others, practise responsibility and find their place in the community again.

"How can I support the House of Anatole residents in this journey?" he wondered.

An opportunity came through Pastoral Counsellor Brenda Lim, a chaplain at St Luke's Hospital, who invited HOA to support an Easter celebration for patients. What began as a simple invitation grew into a meaningful partnership—and, for Ps Ivan, an answered prayer.

Today, HOA volunteers with St Luke's Hospital in a variety of ways, from providing haircuts for patients and engaging persons living with dementia to supporting community outreach activities.

These may seem like simple acts, but they offer the residents something important: A chance to move beyond the halfway house, respond to real needs, and build connections with the wider community.

DECLUTTERING HOMES AND HEARTS

One experience left a particularly deep impression on Ps Ivan. A patient was preparing to return home after discharge, but years of accumulated belongings had made the house unsafe for his condition. Spaces once used for everyday living—a bed for sleeping, a stove for cooking—had disappeared beneath the clutter.

Seeing photos of the home moved Ps Ivan, who immediately saw a parallel with the lives of the residents.

Together with St Luke's Hospital and other community partners, HOA residents helped clear the clutter, organise the patient's belongings, and make the home safer for the patient's return.

For Ps Ivan, the task carried a deeper significance. As the residents helped restore order to another person's home, they were reminded of the restoration taking place within their own lives. At the same time, the experience showed them that regardless of their past, they could respond to someone else's needs in a practical and meaningful way.

Some may wonder: "Am I good enough to volunteer? What can I offer?" However, Ps Ivan says that volunteerism can simply begin with compassion and responsibility for others without desiring anything in return.

In the same way that the residents themselves are surprised at their ability to make a difference, it is in the courage to volunteer that leads to a discovery of gifts one can harness for the community.

Through volunteering, residents discover strengths they may not have recognised before, and often leave changed by those they serve.

One resident, who engages with patients in the dementia ward fortnightly through hymn singing and the sharing of God's Word, reflected:

"原本以为想要去帮助他们。其实是他们让我学习耐心等候和坚持的功课。
(Initially, I set out with the intention of helping them, but it turned out that they were the ones who taught me lessons in patience and perseverance.)"





HAND IN HAND

St Luke's Hospital is more than a place where HOA residents can volunteer. It is a partner in their journey of restoration.

The partnership enables residents to practise responsibility, build trust and experience the dignity of being needed. In turn, they bring practical help, companionship and encouragement to patients and the community.

Their service also challenges the idea that people should be defined by addiction, incarceration or past mistakes. Those who once needed support can themselves become a source of care and hope to others.

As the House of Anatole and the Hospital continues to serve the community together, Ps Ivan hopes their work will carry the same message that once gave him hope:

"我不丢弃你，我也不撇下你，我要以永远的爱来爱你。。。
(I have not given up or abandoned you. I will love you with an everlasting love...)"

Raising Funds, Impacting Lives

Braving the Waters

LTC (Dr) Chua Jia Long marked St Luke's Hospital's 30th anniversary by completing the Triple Crown of Open Water Swimming—three gruelling swims totalling 115km and raising more than $1 million.

Having previously served as a medical officer at St Luke's Hospital, Dr Chua was moved by the way its teams cared for patients, not only by attending to their medical needs, but by supporting them as whole persons. That experience inspired him to undertake the challenge.

"The patients' resilience continues to inspire me," he said. *"This swim is my way of giving back."*

Every stroke carried a larger purpose: Rallying the community around patients and families facing demanding care journeys of their own.

Helping Care Remain Within Reach

The Lew Foundation has been a steadfast supporter of St Luke's Hospital through the years. Its support for the Western SilverCare programme through its $300,000 donation has helped bring preventive health and active ageing initiatives to older residents in Bukit Batok, enabling them to take earlier steps towards staying healthy and independent.

The Foundation has also strengthened the Hospital's ability to improve access to community healthcare. It gave $1.5 million over the course of three years to St Luke's Hospital to set up the Lew Foundation Community Wound Hub in 2020. This hub renders clinical care beyond the hospital to the community, and allows for clinical training, education and research of new technology.

Such sustained support helps ensure that a person's financial circumstances do not become a barrier to receiving appropriate care.

Serving In Any Role

Mr Jeyaraj Indra Raj first served St Luke's Hospital as a Foundation Member representing Wesley Methodist Church. His involvement later took on a new form when he became Chairman of the Hospital's Fundraising Committee. Despite having no previous fundraising experience, he did not hesitate to accept the responsibility.

"For St Luke's Hospital, I feel a calling—a need to serve," he said.

His willingness reflects a spirit that has sustained the Hospital through the years: People stepping forward not because they possess every answer, but because they believe in the mission and are prepared to contribute where they are needed. His first fundraising initiative in the role was the Easter Offering, marking another chapter in a journey of service that began through his church.











HUMBLE BEGINNINGS

Dr Tan Lai Yong was a fresh-eyed 25-year-old when he met Dr Ernest Chew, an elder in Bethesda Frankel Estate Church. It was through him that Dr Tan first heard of the idea of establishing a community hospital in the West—what we know as St Luke's Hospital today.

Turning that vision into reality required more than conviction. Funds had to be raised, awareness needed to be built and people had to be persuaded to support a hospital that did not yet exist.

"Every poster, envelope and stamp costs money... I was so discouraged!" Dr Tan recalled.

It was an early lesson in the practical realities of fundraising. Yet he also saw how Ernest continued encouraging the next generation to give back and take responsibility for the needs around them.

That example stayed with him. What began as a young volunteer's involvement in the Hospital's early fundraising efforts grew into a lifelong commitment to service.

ATTENTION TO DETAIL

For Dr Tan, the character of St Luke's Hospital is reflected in its biblical namesake.

Of the four Gospels in the Bible, he says that Luke "brought out the reality of life in a not-so-manicured way". Only Luke noted that Simon Peter's mother-in-law had a "high" fever (Luke 4:38-39), the other Gospel writers omitted this detail.

In the same vein, he reflects that "in the healthcare profession, one must stay alert and humble to see the finer points of every story."

A patient's needs cannot always be understood from a diagnosis alone. Good care requires professionals to notice the details: The concern left unspoken, the caregiver under strain or the practical difficulties awaiting a patient at home.

To Dr Tan, St Luke's Hospital embodies this attentiveness through its work in rehabilitation, nursing care and caregiver training. Its approach has become a source of inspiration not only to him, but also to healthcare professionals beyond Singapore.

Looking back on how his giving journey began—as a young volunteer in the early years of St Luke's Hospital—he continued to be inspired by St Luke's Hospital's work, and desired for more people to experience the intricacies of the Hospital.

Dr Tan spent 15 years as a medical doctor in Yunnan, China. Although he was some 4,000 kilometres away, the spirit and work of St Luke's Hospital constantly remained in his heart.

He brought healthcare staff from Yunnan to Singapore for immersive learning visits, where they could observe the Hospital's practices and bring relevant lessons back to their own institutions.

The Hospital's vision and systems became the blueprint for delivering excellent, person-centred care. Seeing its work up close strengthened his desire to support the Hospital and help more people understand what it contributes to the community.



"LOW LOGISTICS, HIGH RELATIONSHIP"

Dr Tan's fundraising efforts are rarely conventional.

In 2024, he raised $42,000 through the launch of his book, *Entrance of God's Word Brings Light*, which chronicles his encounters with inspiring individuals and his reflections on Scripture.

The following year, he organised his second triathlon fundraiser. He had initially invited just one person to join him. That invitation soon grew into an intergenerational team.

"True to being millennials, they felt that it would be better to do the triathlon as a team than as individuals", Dr Tan says. That one invitation grew, bringing together generations of seniors, youths and first-time athletes, raising $62,000 in the process.

The event reflected his approach to fundraising: Keep the logistics manageable and focus on bringing people together.

What's his secret to his tireless efforts? Make fundraisers bite-sized and simple, focusing on building relationships and individuals instead of complicated events.

Although he has organised multiple fundraisers for the Hospital, Dr Tan also remains humble, being open to others contributing to his plans, like in the triathlon. He reflects that while creating and leading fundraisers, he could seize the opportunity to invite others to join in. This way, he passes on the baton, helping fundraising efforts remain sustainable.

AWARENESS, THEN FUNDRAISING

"Fundraising is one side of the coin, the other side is awareness."

Despite the funds he has helped raise for St Luke's Hospital, he does not see himself primarily as a fundraiser.

What matters most to him is helping others understand the work of St Luke's Hospital: How it cares for older persons, supports caregivers and reaches beyond its walls to strengthen community care.

Once people encounter that work, he believes the vision can speak for itself.

"What excites me most is bringing people to learn together," he said. "St Luke's Hospital is a place to learn. I hardly think of the fundraising!"

Decades later, he continues to carry that vision forward.

Through each opportunity to serve, he is helping others see what he first saw: A mission worth supporting, a community worth strengthening and a legacy worth passing on.



United in Partnership



LIFE IN BUKIT BATOK

While St Luke's Hospital was built in Bukit Batok 30 years ago, the neighbourhood was already a well-seasoned one established more than a decade ago.

As Member of Parliament for Jurong East-Bukit Batok GRC, Mr Murali Pillai is aware that his residents are maturing along with the neighbourhood. Having kept his ear on the ground over the last ten years, he has seen how the needs of older residents continue to evolve—from managing chronic illnesses and maintaining a healthy lifestyle to staying socially connected.

AN AGE-WELL VILLAGE

As the nation rolls out the Age Well Neighbourhood initiative in 2026, Mr Murali believes that St Luke's Hospital has helped Bukit Batok grow organically into an "Age Well village" through its consistent and intentional engagement with the community.

"A hospital is so busy—they have enough just dealing with the things that come through their gates." Yet St Luke's Hospital continues to step beyond its doors, bringing health initiatives and support directly to residents.

The Hospital is a regular presence at block parties or events organised by the Bukit Batok Residents' Networks to raise awareness of important health-related initiatives, such as health screenings and Healthier SG. Its presence has become so familiar, as Mr Murali observed, "to the extent that when St Luke's Hospital is not there, they will ask where St Luke's Hospital is!"

To reach older residents who may be reluctant to seek care, St Luke's Hospital also collaborated with grassroots communities, partners and volunteers on the Huncle Initiative.

Teams brought health screenings and exercise demonstrations to the kopitiams frequented by the neighbourhood's "uncles". By meeting them in a familiar setting and building rapport over coffee, the initiative encouraged them to take practical steps towards healthier living.

Beyond community outreach, programmes like Western Silvercare engages Bukit Batok residents aged 60 and above with various preventive health measures including screening, exercise programmes and health talks.

Partnering with NUS students in Project Silvercare, Hospital staff and NUS students visited older residents in their homes to conduct frailty assessments and provide basic interventions. Residents identified as pre-frail or frail are subsequently supported through a more comprehensive programme of intervention and follow-up, with the aim of helping them regain strength and reverse frailty where possible.

WHAT THE NEIGHBOURS SAY

Meanwhile, what happens within the Hospital's walls is tangibly felt in the community.

Beyond its clinical expertise, residents often speak about the compassion shown by St Luke's Hospital's staff.

Mr Murali recalls a time that he bumped into a resident, a taxi driver whose mother was warded in the Hospital. Talking about the care that his mother received, the taxi driver was effusive in his praise for St Luke's Hospital.

Mr Murali believes that St Luke's Hospital "brings out the best in our seniors".

Rather than viewing older patients in the wards as merely patients, occupational therapists also engage them through leisure therapy programmes. Activities such as balloon sculpting, horticulture and dancing support social interaction, cognitive engagement and emotional well-being, while giving patients opportunities to experience joy and encourage one another.

As residents age alongside the neighbourhood, some may also find themselves navigating serious illness, palliative needs, and eventually, loss.

Mr Murali shares that many families of those who have passed on have expressed heartfelt gratitude to St Luke's Hospital, moved by staff who went beyond medical duty to ensure that their loved ones had a dignified farewell.

One family even recalled that the nurses and doctors spent unhurried time with their loved one, and even took a photograph of the family together. That photograph later became part of the family's remembrance at the funeral.

"I DON'T TAKE THEM FOR GRANTED"

Singapore's population will only grow older, but Mr Murali is confident that St Luke's Hospital will serve the community with the same dedication it has shown over the past 30 years.

Likewise, he is also ready to support the Hospital as it continually refines its services and finds new ways to meet the community where they are.

"I don't take St Luke's Hospital for granted. They have my reassurance that I will give them all the support they need. May we collaborate better in the years to come!"





FROM ACUTE TO COMMUNITY CARE

Community hospitals do not operate in isolation. They are connected to the wider healthcare system, helping patients receive continued and coordinated support as they move from one care setting to another.

For instance, when a patient leaves acute care, the immediate medical crisis may have passed, but rehabilitation, follow-up consultations and support in the community may still be needed to ensure good recovery.

Professor Yeoh Khay Guan, Chief Executive of the National University Health System (NUHS), highlights the importance of this continuity.

"Care does not end when a patient leaves the acute hospital. For many, recovery continues in the community, and the best outcomes for our patients are achieved when that transition is clinically well-supported and centred on individual needs, values and preferences."

The first memorandum of understanding between the National University Hospital (NUH) and St Luke's Hospital was signed in 2010 to strengthen clinical collaboration and ensure that patients received integrated care "with dignity and confidence". Prof Yeoh believes St Luke's Hospital's expertise in caring for older persons places it in a strong position to provide the holistic care that both institutions seek to deliver.

A NETWORK OF CARE

Structured referral pathways form the backbone of the day-to-day partnership between NUH and St Luke's Hospital.

Each year, more than 3,300 patients are referred from NUH to St Luke's Hospital through these established systems, enabling their recovery in the community; in a care setting appropriate for their needs.

The support also flows both ways.

While St Luke's Hospital provides patients with non-acute and rehabilitative care, visiting consultants from NUH conduct medical reviews at St Luke's Hospital. This allows patients to receive specialist input when needed, without being transferred unnecessarily between institutions.

Since 2023, St Luke's Hospital has also partnered with NUHS to operate Community Health Posts in the Bukit Batok–Hong Kah area.

At these posts, residents can access personalised health coaching and support for chronic disease management, alongside St Luke's Hospital's active ageing and wellness programmes.

Prof Yeoh is also encouraged by the Hospital's alignment with the national Healthier SG initiative.

Healthier SG emphasises preventive care, which resonates strongly with St Luke's Hospital's ethos as a community hospital. By supporting individuals before their health conditions worsen, the Hospital can help reduce pressure on the wider healthcare system while enabling people to remain healthy and independent for longer.

No single agency can address the population's health needs alone. It requires healthcare institutions, community organisations and other partners to work as one connected system.

ON TO THE NEXT CHAPTER

Prof Yeoh regards St Luke's Hospital as pioneers in "shaping not only holistic services but the very philosophy of community care in Singapore".

As Singapore enters its next chapter as a super-aged society with increasingly complex care needs, the Hospital will continue to play an important role in delivering integrated and person-centred services for older persons.

Its decades of experience, strong community presence and commitment to collaboration place St Luke's Hospital in an excellent position to anticipate and adapt to future demands.

Most important to Prof Yeoh, however, is the Hospital's unwavering commitment to serving every person who comes through its doors.

"NUHS is privileged to walk alongside St Luke's Hospital as partners in this journey," he said. "May the next 30 years of St Luke's Hospital be marked by even greater impact and compassion on the lives of the people you serve."





3

ASPIRATIONS

Shaping Tomorrow

The 2030 Vision



A VISION BORN OF PRAYER AND PURPOSE

Today, a painting of a lighthouse hangs at the entrance of St Luke's Hospital's corporate office. Gifted by a staff member, it has become a fitting symbol of the Hospital's **2030 vision: Beacon of Light.**

Head of Strategy Grace Tan describes the vision as a product of both prayer and strategy. In separate conversations with the Strategy team and the Board of Directors, the same image emerged independently: A lighthouse standing firm, casting its light across uncertain waters.

For St Luke's Hospital, the lighthouse represents constancy in times of change, direction when the way ahead is unclear, and hope for those navigating difficult seasons. It also reflects the role the Hospital seeks to play in the years ahead.

As Singapore's population ages and health needs become increasingly complex, care can no longer be confined within the walls of a hospital. It must reach people earlier, continue as they return home, and connect them with the support they need in their communities.

While the healthcare landscape continues to evolve, the Hospital's calling remains constant. Founded as a Christian healthcare provider to meet the needs of the community, the Hospital has always sought to serve the vulnerable, care for the whole person, and bring healing and hope to those entrusted to it.

Prof Tan Boon Yeow has journeyed with St Luke's Hospital from its early years—first as a freshly graduated doctor and today as its Chief Executive Officer. Through the changes he has witnessed over three decades, one conviction has remained: The Hospital must continue to "**remember its roots as a community hospital**".

Remembering these roots does not mean standing still. It means carrying the same purpose into new models of care. The services, technologies and capabilities of the future may look different, but the heart behind the care must remain unchanged.



TWO ASPIRATIONS, ONE PURPOSE

The journey towards the 2030 vision began not with a list of new services, but with a more fundamental question:

Who is St Luke's Hospital called to be—and whom is it called to serve?

This led to the development of two strategic aspirations: To become the **Best Community Hospital in Asia** and to establish a **Community Hospital Health System.**

The first is a commitment to deliver the **best care and experience** for every patient and caregiver who journeys with St Luke's Hospital. Clinical excellence remains essential, but excellence is also experienced in whether people feel heard, respected and supported through their care journey.

The second aspiration extends this commitment beyond the Hospital. A **Community Hospital Health System** connects care across hospital, home and community. It brings healthcare organisations, social service agencies and community partners together so that patients and caregivers do not have to navigate each transition alone.

As Prof Tan puts it, *"It is not about competing, but complementing and completing."*

St Luke's Hospital seeks to complement the wider healthcare system and help complete the care journey, strengthening connections between different settings so that patients receive the right care at the right time.

Together, the two aspirations express what it means to **transform community care:** Providing exceptional care within St Luke's Hospital while helping to build a stronger care ecosystem beyond it, so that people can **recover well**, **age well** and **leave well.**



Clinical excellence remains essential, but excellence is also experienced in whether people feel heard, respected and supported through their care journey.

RECOVER WELL, AGE WELL, LEAVE WELL

Rehabilitation and recovery have always been central to the role of a community hospital.

But **recovering well** means more than becoming medically stable enough to leave the ward. It means helping each person regain as much function, confidence and independence as possible, while addressing the wider circumstances that can impact recovery. St Luke's Hospital's Clinical, Social, Pastoral Care model supports this whole-person recovery.

Additionally, recovery does not end at discharge. For many patients, returning home marks another stage of recovery. Rehabilitation may need to continue. Symptoms may require monitoring. Caregivers may need guidance, and families may need to know where to turn when circumstances change. The Hospital will therefore continue to **strengthen end-to-end care** across these transitions.

Programmes such as **iReX (Integrated Rehab and Exercise)** help bridge rehabilitation with longer-term fitness and wellness. This continuity matters, because the goal is not simply to help someone leave the Hospital, but to help that person return to the community in the best possible condition—with the **foundations to continue living and ageing well.**



Transforming community care also requires a shift not only in where care is delivered, but when it begins. Singapore's ageing population calls for healthcare providers to move upstream—before frailty, chronic illness or caregiving pressures become a crisis.

To help people **age well**, St Luke's Hospital will deepen its focus on **preventive and primary care**, helping individuals identify health risks earlier, build resilience and preserve their independence for longer.

Initiatives such as **VitalAge 360+** help individuals optimise longevity and healthspan through suitable physical, dietary and cognitive interventions. The goal is not to live longer, but to live more years in good health, independence and quality of life.

Physical strength and mobility are equally important. At **Gym Up,** the Hospital's community gym, structured exercise programmes help older adults to build strength, balance and mobility, supporting their ability to continue living independently and remain connected to family and community.





The goal is bigger than reducing hospital admissions. It is to help people continue doing the things that give their lives meaning—living in their own homes, remaining connected to family and community, and making choices about how they wish to live.

Ageing well also means having the right support when health declines and serious illness becomes part of life.

Palliative care is often associated only with the final days of life. Yet its role can begin much earlier, helping patients and families manage symptoms, understand their options and have meaningful conversations about what matters to them and how they wish to be cared for.

"We entered this space with clarity and conviction," Grace says.

Through OPAL, its new primary palliative care programme, St Luke's Hospital is bringing these conversations further upstream, integrating symptom management, advance care planning and support for the practical, social and emotional challenges that may accompany serious life-limiting illness.

Today, the Hospital provides a full continuum of palliative care services across inpatient, outpatient and home-based settings, allowing support to continue as a person's needs change.

To **leave well**, then, is not simply about the final moments of life. It is about helping a person live as well as possible through serious illness, supporting families through difficult decisions, and preserving dignity, meaning and connection until the end.



SHAPING TOMORROW, TOGETHER

Realising the 2030 vision will depend not only on new services or technologies, but on the people, partnerships and capabilities that make connected care possible.

People will remain central to this future. The Hospital will continue investing in a purpose-driven workforce in which staff can grow, contribute meaningfully and serve with compassion. As health and social needs become increasingly interconnected, multidisciplinary collaboration will become even more important.

Partnerships will be just as vital. No single organisation can meet the full range of needs that individuals and families may experience across the care journey. St Luke's Hospital will therefore continue working closely with acute hospitals, primary care providers, nursing homes, social service agencies, community organisations and other partners to strengthen pathways between different settings of care.

The Hospital will continue sharing its specialised expertise and care model with the wider sector, helping strengthen the capabilities of other care teams and extending its impact beyond those it serves directly.

Technology will be another important enabler. The Hospital will harness data, digital tools and artificial intelligence to improve decision-making, strengthen care delivery and support smoother transitions between care settings.

Prof Tan envisions stronger digital post-discharge support that keeps patients and caregivers connected to the Hospital beyond the hospital stay—enabling them to receive guidance, access relevant resources, and seek timely support as they recover at home. This can also create a more connected care experience, with patients closely linked to their care teams and better supported in their ongoing health needs after discharge.

But technology will not replace the human relationships at the heart of care. Its purpose is to give care teams better information and greater capacity to listen, understand and respond. Innovation must ultimately lead to care that is safer, more personal and more compassionate.

The 2030 vision will also guide the **refresh and redevelopment of St Luke's Hospital's campus.** The Hospital is working towards building a **Community Hospital of Tomorrow**—one that is future-ready, closely connected to the community, and equipped to meet changing healthcare needs with greater capability, resilience and compassion.

As the Hospital grows its reach and capabilities, it must also remain resilient and sustainable, stewarding the resources entrusted to it responsibly and remaining ready to respond to emerging needs. Through it all, **trust** will continue to be built in the same way it always has—through every conversation, every transition and every act of care.

CARRYING THE LIGHT FORWARD

A lighthouse does not keep its light within its walls. Its beam reaches outwards, helping others find their way.

In the same spirit, the light of St Luke's Hospital will increasingly be felt beyond the Hospital's walls—in homes where patients are recovering, in neighbourhoods where individuals are ageing and among partners working together to build a stronger care system.

30 years ago, the pioneers of St Luke's Hospital saw a need in the community and stepped forward in faith to meet it.

The healthcare landscape will continue to evolve. Needs will become more complex, and the ways in which care is delivered will change. But the calling remains constant: To serve the vulnerable, care for the whole person and bring healing, help and hope.

With God's grace, and through the collective commitment of its people and partners, St Luke's Hospital will continue **transforming community care**—carrying its light forward for the generations to come.





Artist's impression of St Luke's Hospital's envisioned future campus

"As community care evolves today, we must continue to rethink how health services can be delivered more seamlessly and closer to where people live. Over the past three decades, St Luke's Hospital has expanded its ecosystem of services to support individuals across different stages of their health journey—from community-based inpatient subacute and rehabilitation care to end-of-life care. I am confident that St Luke's Hospital will continue to play an important role in delivering appropriate and quality care for its patients and their caregivers, so that they can recover well and remain active."

Professor Kenneth Mak
Director-General of Health, Ministry of Health

"St Luke's Hospital has been a valued partner to the Agency for Integrated Care (AIC), driving innovative care models and strengthening capabilities of fellow community providers. Your efforts have enabled patients to receive quality, dignified care closer to home. As St Luke's Hospital marks your 30th anniversary, AIC commends your leadership and commitment to building a resilient, integrated, and future-ready healthcare system for Singapore."

Mr Tan Chee Wee
Chief Executive Officer, Agency for Integrated Care



ANCHORS FOR THE JOURNEY AHEAD

Reflections by Prof Tan Boon Yeow, Chief Executive Officer

As I reflect on the future of St Luke's Hospital, I find myself returning to one question:

What is God saying to St Luke's Hospital?

Five convictions have emerged as anchors for our journey—reminders of who we are, what we must hold fast to, and how we are called to serve: **Calling**, **Culture**, **Character**, **Care** and **Community**.

1 CALLING

"We are chosen. This ministry began with God's call—and that calling remains our foundation."

Remembering our calling to serve vulnerable, older persons keeps us humble, purposeful and anchored.

2 CULTURE

"Culture eats strategy for breakfast. We must build a culture that reflects who we are."

Strategy succeeds when it is supported by the right culture. For us, that means practising the presence of God, building strong teams, and stepping forward in faith when new needs emerge.

3 CHARACTER

"Character is our 'being'. It is C.H.R.I.S.T. lived out daily."

Compassion. **Holistic Excellence**. **Respect**. **Integrity**. **Stewardship**. **Teamwork**.

These values shape not only what we do, but who we are. They must be lived out consistently in how we work, relate and serve.

4 CARE

"Care that is evidence-based, holistic and excellent."

We are committed to whole-person care—understanding each individual and continually striving for excellence in how we care for them.

5 COMMUNITY

"Care anchored in the community."

We must remain close to the community we were established to serve—building trust and responding meaningfully to changing needs.

"When your children ask in time to come, 'What do those stones mean to you?' then you shall tell them that the waters of the Jordan were cut off before the ark of the covenant of the LORD. When it passed over the Jordan, the waters of the Jordan were cut off. So these stones shall be to the people of Israel a memorial forever." (Joshua 4:6-7)

"What do these stones mean to you?"

30 years on, St Luke's Hospital has its own stones of remembrance.

They are found in the people and moments that have shaped the Hospital—the pioneers who stepped forward in faith, the staff who served with skill and compassion, the patients and caregivers who entrusted us with their journeys, and the partners who strengthened our mission.

Together, these stories shaped St Luke's Hospital into who it is today.

Honouring Legacy, Shaping Tomorrow bears testimony to God's faithfulness and provision, and to the many hands and hearts He has used to enable St Luke's Hospital to Serve, Love and Heal.

No single volume can capture every moment that has shaped the Hospital. Some stories remain untold. They may belong to a patient whose life was changed because a doctor took time to listen; a physiotherapist reflecting on a patient finally being able to participate in his favourite activity; a nurse whose quiet act of kindness brought comfort; or a caregiver who found strength when the journey became too difficult to carry alone.

These are the untold narratives that shape the legacy of St Luke's Hospital waiting to be uncovered. If you meet someone who has been part of the Hospital's story, be it a patient, staff or partner, ask them, "What do these stones mean to you?"

As their stories are told and retold, they become new stones of remembrance, adding to those gathered within these pages and carrying the Hospital's legacy forward.

May we continue to honour all who have made the St Luke's Hospital journey possible, and may their stories be remembered for generations to come. As the Hospital steps into its next chapter, may the stories still to be written bear witness to the same faithfulness, compassion and hope that have sustained it through the past 30 years.



ACKNOWLEDGEMENTS

The past 30 years for St Luke's Hospital have been marked by the hands and hearts of many people who believed in the vision of the Hospital. We would like to express our heartfelt gratitude to:

Foundation Members
for their steady support, prayers and contributions that brought the pioneering vision to life

Volunteers, Donors and Partners
for their sustained support for us through the years to deliver quality community care

Patients, Caregivers and Beneficiaries
for their continued trust in the Hospital and staff to journey alongside us

Staff
for their unwavering commitment and dedication to Serving, Loving and Healing

We are also grateful for all interviewees and everyone who contributed to this volume. Most of all, we thank God for His sustenance, provision and grace. St Luke's Hospital stands on His grace alone.

MILESTONES

1991
- Registered St Luke's Society.

1992
- Incorporated St Luke's Hospital for the Elderly.

1994
- Started construction work at Bukit Batok.

1996
- Began operations and received its first patient on 18 March 1996.
- Officially opened St Luke's Hospital for the Elderly on 18 October. Dr Aline Wong, then Senior Ministry for Health and Education, was the Guest of Honour of the event.
- Launched a Day Rehabilitation Programme offering physiotherapy and occupational therapy to help discharged patients continue rehabilitation.

1998
- Welcomed the first cohort of therapy students from Nanyang Polytechnic for hands-on clinical learning.

1999
- Introduced Speech Therapy services that supported patients with communication, language comprehension and swallowing difficulties.

2000
- Started a $1.5 million building extension project to meet the hospital's increasing need for physiotherapy and occupational therapy services.
- Approved as a Provider for Community Hospital services under the Ministry of Health's Framework of Integrated Healthcare Services for the Elderly.

2001
- Accredited by the Ministry of Health to access Medifund.
- Accredited by the Singapore Nursing Board for nursing student training.

2002
- Launched the Caregiver Training Programme.

2003
- Collaborated with the National University Health System to develop integrated patient care plans through coordinated admissions, integrated pathways and academic partnerships.

2004
- Renamed from St Luke's Hospital for the Elderly to St Luke's Hospital as services expanded to serve the needs of a wider community.
- Appointed as a training centre by Institute of Technical Education to conduct programmes for healthcare assistants and therapy assistants.
- Hosted the first Health Manpower Development Programme by the Ministry of Health for Step-down Care Experts.

2005
- Built a new outpatient clinic, providing continuity of care with X-ray and dental facilities. It was later named St Luke's Community Clinic in 2019.
- Opened a new rehabilitation mobility training park to support patients' recovery.

2006
- Incorporated home rehabilitation as part of the Hospital's home care services, complementing its existing medical and nursing services.

2007
- Established a dedicated dementia ward—the first community hospital in Singapore to do so. The ward recognised the specialised care needs of persons living with dementia.
- Launched the inaugural Wound Care Conference as an avenue to build wound care expertise and elevate standards across the healthcare field.

2010
- Signed a Memorandum of Understanding with the National University Hospital to provide step-down and rehabilitation care for patients.
- Topped the inaugural Community Hospital Patient Satisfaction Survey.

2012
- Received the inaugural President's Award for Social Impact in recognition of its significant contributions to clients and the Intermediate and Long-Term Care sector.

2014
- Opened a new wing to meet the growing demand for rehabilitation care, increasing the hospital's bed capacity to 243.

2016
- Opened a dedicated wound ward that addressed the specialised care needs of patients with complex or chronic wounds. It was the first community hospital in Singapore to open such a ward.
- Introduced art therapy to support patients' emotional well-being, self-expression and holistic recovery.
- Received the Best Practice Medal in the Care Redesign Category at the National Healthcare Innovation and Productivity Medals, for its Integrated Care Path project with the National University Hospital. It was the first community hospital to receive the award.
- Launched the Patient-Turned-Volunteer programme, empowering patients to continue their recovery journey through meaningful volunteerism.

2017
- Established a dedicated palliative ward to deliver dignified and holistic end-of-life care, addressing the physical, emotional, and social needs of patients and their families.
- Awarded the Excellence Champion Medal for its Patient Appointment Consolidation programme, in collaboration with the National University Health System and Frontier Family Medicine Clinic.

2018
- Appointed by the Agency for Integrated Care as a Lead Training Provider to strengthen workforce capabilities and advance excellence in community care.
- Held the first Memorial Service, providing bereaved families with a space for remembrance, reflection, and support.

2019
- Introduced music therapy to enhance recovery, well-being, and functional outcomes.
- Started Western Silvercare, a community health programme focused on screening, preventive health and active ageing.
- Established St Luke's Hospital as a Dementia Go-To Point, offering a safe return point and support for Persons Living with Dementia.
- Launched *Meeting a Need*, a commemorative book celebrating 23 years of God's provision in meeting community needs through St Luke's Hospital.

2020
- Opened the Lew Foundation Community Wound Hub to extend wound care beyond the hospital and grow capability in the community. This would improve the quality of life for more patients including those who are bed-bound and wheelchair-bound in nursing homes or at home.

2021
- Launched Singapore's first 'silver-hair' #GoSilverSG campaign to celebrate the spirit of positive ageing, in conjunction with St Luke's Hospital's 25th Anniversary.
- Published *Celebrating Silver*, a book featuring the silver stories of 25 inspirational seniors and produced the *Celebrating Silver* documentary film, spotlighting the life journeys of five seniors.

2022
- Moved to the Next Generation Electronic Medical Record, a unified system enabling seamless access to patient records and harmonised workflows for more efficient, coordinated care.
- Launched the Community Intervention Programme, where a multidisciplinary team cares for individuals with mental health conditions, including dementia, and their caregivers at home.
- Launched the inaugural Compassionate Care Conference to enhance the quality of care and support the well-being of healthcare professionals, teams and organisations.
- Awarded the National Healthcare Innovation and Productivity Medal for the Community Response Team project, and a joint-hospital Improving Mobility Via Exoskeletons programme.
- Jointly launched Singapore's first caregiver wound care micro e-learning course alongside Singapore University of Social Sciences. The course was designed to improve patient outcomes and reduce pressure injury-related hospital admissions, comorbidities and mortality.
- Launched *Always, Mother*, Singapore's first interactive fundraising film to raise awareness and support for persons living with dementia and their caregivers.

2023
- Launched Gym Up, a community gym, for post-rehabilitation continuity, supporting patients' long-term health and independence.
- Launched the Hydrotherapy programme, the first Community Hospital in Singapore to provide rehabilitation in an aquatic environment.
- Received the Great Place to Work® Certification, a global standard for quantifying and benchmarking employee experience. This was also received in 2024, 2025 and 2026.

2024
- Launched iReX, Singapore's first integrated rehabilitation and exercise programme in a community hospital setting, to help individuals regain strength, confidence and quality of life.
- Enhanced Home Care Service to allow continuity of care for patients approaching the end of life under the Integrated Home Health programme.
- Launched the music therapist-led Community Inclusive Choir to support persons living with dementia and their caregivers.
- Received Team Award (Gold) at the AIC Community Care Excellence Awards by the Agency of Integrated Care for its Centralised Asset Management System project.
- Awarded the Charity Transparency Award for commitment to governance and transparency.

2025
- Awarded Best Adopter Medal at the National Healthcare Innovation & Productivity Medals for "Exercise is Health: Normalising Exercise for Elderly Primary Care Patients", designed to help seniors stay active, independent and strong through tailored programmes.

2026
- Launched OPAL, Singapore's first primary palliative care programme, to provide early support for people living with serious life-limiting illnesses.
- Awarded Operator of the Year—Hospital at the 14th Ageing Asia Eldercare Innovation Awards.
- Held the SLH Cares Community Day to empower visitors with practical insights for healthier living and ageing well.
- Unveiled the commemorative orchid, Vanda St Luke's Hospital.


30
YEARS
Honouring Legacy,
Shaping Tomorrow