

SERVING
LOVING
HEALING

annual report
2016/2017



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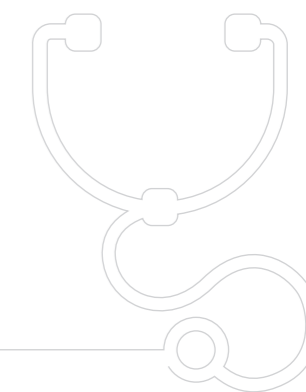


We seek to be impactful and innovative in transforming community care



Dr Peng Chung Mien
Chairman, Board of Directors
St Luke's Hospital

CHAIRMAN'S MESSAGE



We celebrated our 20th anniversary in 2016, 20 years after the hospital admitted its first patient in 1996.

St Luke's started as an idea in the late 1980s following a report by the Ministry of Health on Singapore's ageing population. Back then, there were no staff, no hospital, no services and no patients. The ground-up initiative became St Luke's Hospital for the Elderly Sick and was renamed St Luke's Hospital in 2004 to reflect the growth in its range of services and patients served.

Today, we care for 2,000 inpatients and 2,000 outpatients each year, regardless of race, language or religion.

We seek to be impactful and innovative in transforming community care. We were the first recipients of the President's Award for Social Impact (2012), and the first community hospital to receive the National Healthcare Innovation and Productivity Medal (National University Hospital - St Luke's Hospital Integrated Care Path, 2016).

On top of the strong foundation laid by our pioneers and foundation members, we have forged close partnerships with churches, corporates, donors, volunteers and our dedicated staff, some of whom have served for 20 years.

With growth comes change. In 2016, we said goodbye to our CEO, Mr Lim Hock Chuan and welcomed A/Prof Tan Boon Yeow as CEO. A/Prof Tan is no stranger to St Luke's Hospital. He began as a volunteer and was then seconded to us as a Medical Officer in 1999. We invested in clinical care and management training for him. From Medical Officer, he became Medical Director, and then CEO.

Appreciating the need for care beyond the hospital, St Luke's ElderCare was established as a Company Limited by Guarantee in 1999. Being a legal entity in its own right, it has also achieved its own Institution of a Public Character status. It has grown to about 300 staff, and the hospital has about 500 staff.

Dr Kenny Tan, who was Chief Operating Officer for both St Luke's Hospital and St Luke's ElderCare in 2013, relinquished this position and assumed the position of CEO of St Luke's ElderCare Ltd in 2016.

These changes are also to accommodate growth and maturity in both organisations and position the two sister organisations to better serve our elderly communities. Both will endeavour to continuously add value in their services to the elderly.

Without the dedication and hard work of our staff and partners, we would not be where we are today. Above all, we thank our Heavenly Father. He first loved us and placed love in our hearts for us to be able to serve, love and heal others.

Finally I thank the board members for their governance and leadership, our corporate partners, volunteers, donors and staff for their efforts to transform community care.



CEO'S MESSAGE

My affiliation with St Luke's Hospital started over 20 years ago. I remember the day when I supported the hospital's cause and signed up as a volunteer doctor when the hospital opened its doors.

I joined the hospital as an employee after completing my postgraduate training in family medicine. I was impressed by St Luke's culture, the care provided and the passion of my peers and seniors in wanting to give their best for patients. Moreover, there were already many good doctors in acute hospitals and primary care clinics, compared to the lack of medical professionals in community hospitals. There was greater potential to bridge gaps in this field and I wanted to help make a difference. I have never regretted my decision, as I was given the opportunity to mature both as a clinician and as a leader, with the hospital sponsoring my further studies and training in geriatric medicine and healthcare management. This, together with the practical experience the hospital offered in clinical and administrative areas, made my development and training more complete.

Over the years, clinical care has become more complex. We have patients who have not only multiple health conditions but also complex social and emotional

issues. For example, patients who have had stroke lose more than their ability to move. They sometimes also lose their jobs, their esteem and their meaning in life, especially if they are sole breadwinners. When people struggle with years of chronic illnesses, they need more than medicine and physical therapy.

We saw a need to enhance the way we care for our patients by "caring for the whole person". We created a care model that involves a multi-disciplinary team of doctors, nurses, therapists, medical social workers, chaplains and other allied health professionals providing excellent clinical, psychosocial and pastoral care.

Our generalist medical team with post-graduate training in family and geriatric medicine was reinforced by visiting specialists to provide individualised and comprehensive care for patients. Our dedicated multi-disciplinary dementia care team oversees an enhanced dementia programme that encompasses engaging and stimulating activities for patients in a dedicated dementia ward. They also provide care to patients in the community with our Home Intervention Programme. The nursing team added a dedicated wound ward service that also provides a conducive

environment for training in wound management. The rehabilitation team invested in robotics such as the G-EO System to help patients recover faster.

What hasn't changed over the years is our culture of serving, loving and healing. We aim to make St Luke's a community hospital of choice for staff, patients and partners. For staff, we continue to foster a conducive work culture and environment, with opportunities for staff learning and development. For our patients and partners, we continue to offer a unique holistic care model and comprehensive range of services.

I am grateful to have a team of capable, passionate and committed staff and volunteers. Through the many years of working together, we have fostered good teamwork. We also benefitted through generous donations from our partners. Their donations allowed us to help our patients and invest in new facilities and equipment.

It is said that the whole is more than the sum of its parts. With the combined efforts of everyone, we are poised to become a greater blessing to the community that God has called us to serve.

With the combined efforts of everyone, we are poised to become a greater blessing to the community that God has called us to serve.



A/Prof Tan Boon Yeow
Chief Executive Officer
St Luke's Hospital



ABOUT US

St Luke's Hospital, named after the patron saint of the medical profession; was the first hospital in Singapore dedicated to the elderly sick.

We have expanded our services beyond the elderly to enrich more lives. An Institution of a Public Character, we care for 2,000 inpatients and 2,000 outpatients each year, regardless of race, language or religion. As illnesses can be long and chronic, we care holistically for patients' physical, emotional and psychosocial well-being.

Impactful and innovative in transforming community care, we were the first recipient of the President's Award for Social Impact (2012), and the first community hospital to receive the National Healthcare Innovation and Productivity Medal (National University Hospital - St Luke's Hospital Integrated Care Path, 2016).

VISION

Transforming
Community Care



MISSION

To be a Christian healthcare
provider enriching lives in the
communities



CORE VALUES

Compassion

Holistic Excellence

Respect

Integrity

Stewardship

Teamwork

BOARD OF DIRECTORS



Dr Peng Chung Mien
(w.e.f. 1 February 2008)
Chairman

Chief Executive Officer
The Farrer Park Company
Bethesda (Bedok – Tampines) Church
Graduates' Christian Fellowship



Dr Ernest Chew Chin Tiong
(w.e.f. 19 October 1992)
Vice Chairman

History Consultant
Findings Education
Bethesda (Frankel Estate) Church



Mr Jeyaraj Indra Raj
(w.e.f. 19 October 1992)
Hon Secretary

Partner
Harold Seet & Indra Raj
Wesley Methodist Church



Mr Choo Eng Beng
(w.e.f. 28 October 2013)
Hon Treasurer

Partner
PricewaterhouseCoopers LLP
Church of Singapore



Mr Victor Lim Teck Chuan
(w.e.f. 24 October 2011)

Deputy General Manager
Convenience Business
NTUC Fairprice
Bartley Christian Church



Mr Khoo Teng Cheong
(w.e.f. 1 July 2013)

Managing Director, Group Head
Learning & Talent Development
DBS Bank
Bethesda Katong Church



Mr Tan Chee Koon, Samuel
(w.e.f. 1 March 2015)

Exco Member
Presbyterian Community Services



Ms Tan Wee King
(w.e.f. 15 March 2017)

President
Singapore Nurses' Christian Fellowship



Prof Ho Yew Kee
(w.e.f. 1 February 2008)

Associate Provost
(SkillsFuture & Staff Development)
Singapore Institute of Technology (SIT)



Mr Chua Song Khim
(w.e.f. 1 March 2011)

Chief Executive Officer
NTUC Health Co-operative Limited



**Ms Tan Wan Joo
(Mrs Wee Wan Joo)**
(w.e.f. 1 September 2016)

Director
St Luke's ElderCare Ltd
Member
AIC Medifund Committee for the Portable
Subsidy Scheme



Mr Teo Lai Wah Timothy
(w.e.f. 1 September 2016)

Chairman
St Luke's ElderCare Ltd
Independent Director
Guocoland Ltd
Hon Treasurer
St Luke's Hospital (May 2006 to August 2010)

Honorary Advisor

Mr S Dhanabalan

Former Chairman
Temasek Holdings

Alternate Board Members

1. Mrs Helen Ko (Lim Bee Lian)

(w.e.f. 24 October 2011)

Executive Director
Beyond Age Pte Ltd
Bartley Christian Church

2. Mr Lo Weng Fai (Alex Lo)

(w.e.f. 1 March 2017)

Elder
Bethesda (Frankel Estate) Church

3. Mr Francis Maniam

(w.e.f. 1 March 1994)

Elder
Bethesda Katong Church

4. Mr Allan Wong Kwok Wai

(w.e.f. 23 August 2010)

Chairman
CRIG & COCM
Graduates' Christian Fellowship

5. Dr Genedine Gundena A Villanueva

(w.e.f. 15 March 2017)

Associate Professor
Health and Social Sciences
Cluster Programme Director
(Nursing)
Singapore Institute of Technology
(SIT)

Singapore Nurses' Christian
Fellowship

6. Mr Jonathan Kok Hei Mun

(w.e.f. 1 March 2015)

Partner
RHTLaw Taylor Wessing LLP
Presbyterian Community Services

7. Dr Danny Ng Bock Hon

(w.e.f. 10 May 2004)

Clinical Director
Renovaré Pte Ltd
Wesley Methodist Church

- We thank Ms Judy Chor Swee Suet (Singapore Nurses' Christian Fellowship) for her service as a board member till 14 March 2017.

- We thank Mr Quek Mong Hua (Bethesda Frankel Estate Church) for his service as an alternate board member till 28 February 2017

Annex I: Committees

SENIOR MANAGEMENT



1. **A/Prof Tan Boon Yeow**
Chief Executive Officer
(w.e.f. 19 August 2016)
2. **Ms Jenny Oo**
Deputy Director
Pharmacy
3. **Mr Daryl Tan**
Deputy Director
Information Technology
4. **Ms Susie Goh**
Director Of Nursing
Nursing Services
5. **Ms Leo Bek Hoon**
Director
Human Resource & Administration
6. **Mr Kenneth Lam**
Assistant Director
Operations / Outpatient Services
7. **Mr Gribson Chan**
Deputy Director
Rehabilitative Services
8. **Ms Tan Bee Ker**
Principal Chaplain
Chaplaincy Department
9. **Ms Cheung Siew Li**
Deputy Director
Care Integration Department
10. **Mr Sitoh Tuck Cheong**
Director
Finance
11. **Dr Chia Tee Hien**
Acting Medical Director
Medical Services
12. **Ms Alice Phua**
Assistant Director
Nursing (Training & Administration)
13. **Mr Kevin Lee**
Deputy Director
Corporate Communications &
Partnerships
Not in picture

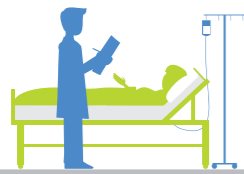


Organisation Structure

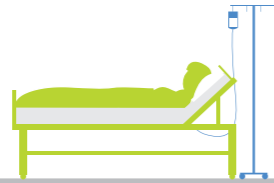
St Luke's Hospital has the following divisions / departments: Medical, Nursing, Rehabilitation, Pharmacy, Outpatient, Chaplaincy, Care & Integration, Corporate Communications & Partnerships, Finance, HR & Admin, IT, Operations, Strategy & Projects.

OUR YEAR IN NUMBERS

Inpatient



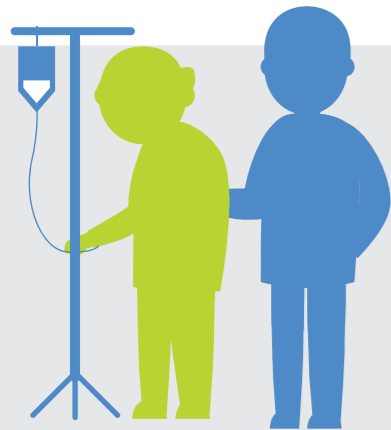
Number of admissions
1,973



Occupancy rate
85%



Percentage of patients admitted for rehabilitation
93%



79%

Percentage of patients discharged from St Luke's Hospital improved significantly* in their ability to perform basic activities like personal grooming, feeding and moving about independently

*10 point or more improvement as measured by the Modified Barthel Index

Examples of Modified Barthel Index (MBI) 10 points or more improvement

	0	≥10
Feeding	Needs to be fed	Can feed self
Toilet transfer	Fully dependent	Able to get on and off toilet independently
Stairs	Unable to climb	Able to go up and down safely without help

Percentage of subsidised patients

75%

of subsidised patients with household per capita income of **\$1,800** or less per month

Outpatient



Total number of outpatient clinic patients
2,039

Number of outpatient clinic patients
1,430

Number of day rehab patients
353

Number of home care patients
256

Number of outpatient clinic visits

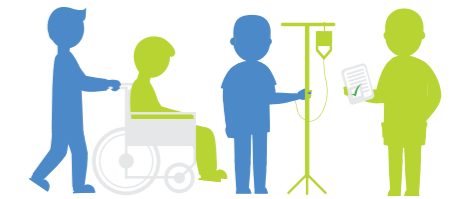
13,696

Number of day rehab visits

16,337

Number of home care visits

2,737



Total number of outpatient clinic attendances
32,770

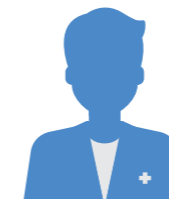
Patient satisfaction



Satisfaction rate (good and excellent ratings)

92%

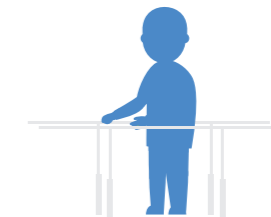
Manpower



Medical
26



Nursing
224



Therapists and other allied health professionals
132

(Medical social workers, therapists, pharmacists, ancillary & support care)



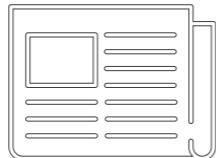


Operations and admin
95

Total: 477

Annex II: The people who serve, love and heal, including national awards won

RESEARCH IN NUMBERS

	 Posters	 Oral presentations	 Articles / Journals
FY 2014	4	2	3
FY 2015	14	9	5
FY 2016	9	10	7

Annex III: Research and Education

SERVING LOVING HEALING

St Luke's Hospital, or "SLH", transforms community care by serving the community, loving without discrimination and healing the body and comforting those low in spirit. We do this by caring for the whole person, with individualised and coordinated care.



SERVING



The team at St Luke's Hospital has dedicated their lives to the mission and vision. Many team members have been with the hospital for one or even two decades, growing and learning with the organisation. They continue to serve and motivate others around them today as we build the next generation of leaders.

The team has explored different ways to deliver health care.

Dementia care +

St Luke's Hospital has a dedicated, specially-designed dementia ward. Staff in the ward have an interest in and are trained in the care of patients with dementia. The multi-disciplinary team manages an enhanced dementia programme with engaging activities for patients, such as communal lunches, group and individual activities, and diversional therapy.

The dementia ward underwent enhancement in October 2016, transforming it into a place with a homely feel and a garden in the

courtyard, so that it is a comfortable home away from home for patients and their caregivers who visit. This enhancement was made possible by a \$1 million donation for the dementia ward.

To serve the wider community, the dementia care team organised the Dementia Awareness Day event on 21 September 2016. General practitioners in the western sector, community partners and members of the public were invited to find out more about dementia and care for the elderly.



Rehabilitation initiatives +

G-EO System

G-EO, partially derived from Latin, meaning "I – walk", is an automated walking device with electrical stimulation developed to help patients regain their ability to walk. G-EO System also has an electrical therapy function to help stimulate muscles at the right time and activate muscles to walk. Besides helping patients walk on level ground, G-EO also trains patients to climb stairs, overcome kerbs and board vehicles. St Luke's Hospital is the first hospital in Singapore with such a system.

With the G-EO System, rehabilitation may increase up to seven times in intensity. Patients

may walk up to 800 steps within 20 minutes on the G-EO System. This means patients can recover faster.



In addition to stroke rehabilitation, G-EO System has been shown to improve the walking speed of patients with Parkinson's disease. Other potential applications for G-EO System include rehabilitation for patients with spinal cord injury, traumatic brain injury, multiple sclerosis and Guillain-Barre Syndrome.

Nursing initiatives +

An increasing number of patients with more complex pressure injuries and diabetic ulcer wounds have been admitted over the years. These patients need more comprehensive assessment and management as they face higher risk of infection. To better care for them, St Luke's Hospital completed a dedicated wound ward in October 2016.

This specially-designed ward:

- Enables effective air exchange up to seven times per hour, to maintain a clean air environment for patients and staff. It also maintains air pressure difference which reduces infection.
- Has designated treatment rooms for wound management and training.

The nursing team is preparing to obtain, from the National Resuscitation Council, accreditation as a Basic Cardiac Life Support Training Centre to train doctors, nurses, allied health and administrative staff.

The team is also planning to set up a Simulation Lab to enhance teaching and make learning more realistic and enjoyable for nurses.

Community Eye Clinic +

The Community Eye Clinic, an initiative in collaboration with the Ophthalmology Department of National University Hospital, started

in St Luke's Outpatient Clinic on 22 April 2016. Besides providing eye-related clinical services, this programme also trains our doctors

to better manage patients with eye-related conditions.

Research, Education, Innovation +

We have been growing our research. We seek to enrich the lives of patients through quality care and also work with other healthcare institutions and students to participate in research and education. A working committee was formed to formulate strategies, establish oversight and provide support for academic-related projects.

We have contributed in the following ways:

- Formed collaborations with educational institutions and professional academic bodies including Nanyang Polytechnic, Institute of Technical Education, National University of Singapore, National University Health System, College of Family Physicians, Trinity Theological College and Covenant Vision School of Ministry in the training of social, healthcare and theological students. Training is delivered in formats

such as clinical attachments, workshops and lectures. Some of our staff also hold adjunct academic positions with local universities.

- Organised conferences and clinical training such as neuro-development treatment training and Wound Conference. Our nurses reached a milestone in 2016 when St Luke's Hospital organised the 10th Wound Conference, on 15 April 2016.



- Our rehabilitation team looks at innovative ways to help our patients, developing the "Hand of Hope" and is working with industry partners to trial different rehabilitation equipment.
- Being active in scientific conferences, presenting posters and oral presentations on topics such as dementia care, post-discharge care, balance training and clinical quality.

LOVING



Many parties — partners, donors and volunteers — have come alongside St Luke's Hospital to carry out its mission of transforming community care within and outside the hospital, in Singapore and beyond.

Creating partnerships +

To strengthen care for patients, St Luke's Hospital formalised 27 partnerships, including partnerships with government agencies, acute hospitals such as Jurong Health Services, home care providers and churches during the financial year.



We worked with National University Health System – Regional Health System (NUHS RHS) on the NUHS-RHS Integrated Interventions and Care Extension (NICE) Programme and Appropriate Right Siting of Care Programme, extending community care to NUH patients with multiple hospital admissions and chronic conditions respectively. In collaboration with National University Hospital, we have also established a community eye clinic, increasing patients' accessibility to eye care.



We supported community partners such as Home Nursing Foundation and Tetsuyu Home Care with medical, nursing, medical social work and therapy manpower as well as training. We established collaborations with Touch Home Care and Tzu Chi Foundation to facilitate direct admissions of home care patients to St Luke's Hospital for short-term subacute care.

Beyond the patient population, we also partnered NUS, NUHS, Jurong Health Services, People's Association, Singapore National Eye Centre and Standard Chartered Bank in Project SilverCare, a health screening event in Ayer Rajah, benefiting 273 residents. Recognising the value of improving

the health of the population through preventive care and early intervention, we will continue to work with partners such as grassroots organisations to anchor population health initiatives in Bukit Batok.

We have established ourselves as a clinical placement site for medical and nursing students from NUS, NUHS, Ngee Ann Polytechnic and Singapore Institute of Technology. We also support community providers and educational institutions in clinical care, training, research and innovation. We aim to become a community resource hub to enhance care for patients and caregivers, drive population health initiatives and build the capability of healthcare providers and students.

Transforming communities beyond Singapore +

A multi-disciplinary team from St Luke's Hospital, National University Hospital and Singapore General Hospital went to train medical professionals at the 2nd Affiliate Hospital of Kunming Medical University in Yunnan, China. Over three days in June 2016, the Singapore team shared extensively with over 100 medical professionals, comprising doctors, nurses and therapists who, in turn, share best practices with their colleagues.

This programme is part of a three-year-long project, Enhancing Healthcare Services for the Ageing Population in Yunnan, by the Singapore International Foundation.



Fundraising +

Charity Luncheon

St Luke's Hospital and St Luke's ElderCare organised the Dymon Asia - St Luke's Appeal Luncheon on 5 August 2016. Held at One Farrer Hotel & Spa, more than 160 guests gained insight about the work of St Luke's.

Guest of Honour, former Senior Minister of State for Law & Home Affairs and Chairman of the Home Team Volunteer Network Steering Committee, A/Prof Ho Peng Kee, spoke about the key challenges facing Singapore and how to foster a spirit of volunteerism, harness the capabilities of youths and improve family life.



Love & Share Hongbao Donation Drive

The Hongbao Donation Drive received great support from kindergartens, schools and churches. The number of participants grew from 38 in 2016 to 59 in 2017.

Keppel Charity Golf

Keppel Club adopted St Luke's Hospital as a beneficiary of Keppel Charity Golf 2016. Over 260 golfers attended the event organised by the 112-year-old club. The event raised over \$1 million for ten beneficiaries as part of the club's corporate social responsibility programme.

Volunteering +

Volunteering from the heart

Richard Tay, a retiree of 16 years, has dedicated his time and energy to St Luke's Hospital.

Mr Tay provides haircut services to patients. He also accompanies those who are unable to go on their own to medical appointments at acute hospitals for specialist treatment.

When he meets demanding patients, he reminds himself they are unwell. Some may be all alone, which is why care for the whole person, respect

and free haircuts mean a lot to them. He is encouraged by the dedication of nurses, whom he sees chatting with patients to cheer them up, giving both physical and emotional care.

Mr Tay hopes to inspire others to volunteer and has some tips: "Don't take things personally. Understand the big picture. They might not tell you what they're facing and may have reasons for behaving in such a way. Have compassion!"



Helping the elderly to eat, speak and smile

As a dental student, Nicholas Lim wanted to serve the elderly. After graduating as a dentist, he chose to volunteer at St Luke's Hospital, which has a dental clinic.

The dental clinic, like the outpatient clinic and other facilities, was set up so that patients could access services at one location without having to travel to multiple places.

Through dentistry, Dr Lim helps to restore patients' ability to eat and speak effectively; abilities which people often take for granted until they are impaired.

Volunteering in St Luke's taught him lessons in geriatric dentistry which he seldom gets to experience in his workplace. Besides the challenge of making dental treatment comfortable, serving the elderly helped him rethink approaches to dental treatment.

He recalled a patient who needed to be reviewed for problems related to her dentures. She entered the clinic feeling moody as she did not want dental treatment given the discomfort. He realised "she needed to express her concerns to someone who empathised with her". Therefore, he assured her that

"the treatment will not take a long time and will be useful".

After adjusting her dentures and cleaning them thoroughly, the nurse and he commented that she looked prettier with clean dentures. Immediately, her frown turned into a cheery smile.



HEALING



Healing at St Luke's Hospital continues even after patients are discharged from the hospital. From patients to volunteers, they motivate and encourage other patients and caregivers.

Patient story +

Giving comfort during a long journey

Patients who are chronically ill may be worn out from their illness and other struggles, such as the meaning of life and death. The answers to some struggles are beyond the reach of medication and physical therapy.

"There may be confusion, anxiety and sometimes conflict," said Head Chaplain Tan Bee Ker. "They need a listening ear, a loving touch and someone to lift their spirits." This is where the chaplains journey alongside patients and their families to help them "work through confusion, handle stress and come to decisions".

The journey may be long. One such patient was the late Mr O (not his real name), who had motor neuron disease. Ms Tan was with for Mr O and his family for 16 months.

Once, Mr O dreamt of a man dressed in a white robe in a desert. Referring to a Chinese idiom, the man said that what was lost could

be a blessing in disguise. When he awoke, Mr O asked Ms Tan if the man in the dream was God. Subsequently, Mr O's simple, yet heartfelt desires were met without him saying a word. He had craved for kopi (coffee), chai tao kueh (radish cake) and satay. These were all brought to him by friends without being asked, recalled Ms Tan.

Another time, when Mr O missed his sister badly, his sister felt drawn to visit him in hospital. When he missed two of his friends from China, they too contacted him out of the blue. Said Ms Tan about Mr O: "He was deeply touched by the answers to his unspoken prayers." When Mr O was unable to speak, Ms Tan worked out with him a way to painstakingly spell things out through eye blinks and a communication board with symbols and alphabets. Ms Tan said: "This process took a lot of time but greatly helped Mr O, and left a deep impression on his family."



When Mr O passed away in 2005, Ms Tan was there to comfort his family. Twelve years later in 2016, one of Mr O's sons invited Ms Tan to his wedding. There, Mr O's family thanked her for all she had done for them during the 16 months.

Ms Tan finds the chaplaincy ministry of compassion and touching hearts rewarding. She said: "I'm glad to have been able to help Mr O and his family. This is the fulfilling work of the Chaplaincy."

“ We love because HE first loved us. ”

1 John 4:19

Patient-Turned-Volunteer Programme +

The Patient-Turned-Volunteer (PTV) Programme is a platform for patients to volunteer as they recover from their physical impairment.

When patients experience the joy of helping others, their confidence is strengthened, as they see their value to society even when living with disability.

Before volunteering, patients are interviewed to find out more about their work experiences, hobbies and interests. This helps the hospital



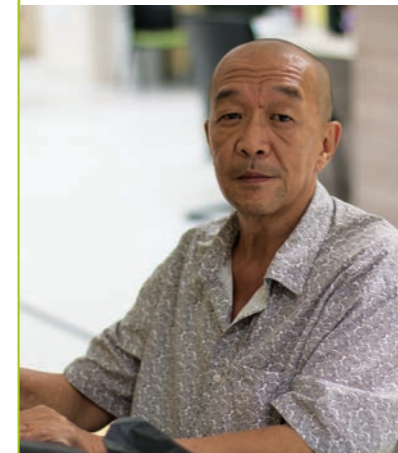
match tasks that interest them. Applicants may choose from the list of tasks available in the various hospital departments and start training.

The PTV Programme was established on 1 May 2016. The team successfully recruited 25 former patients and 15 active patient volunteers as at 31 March 2017.

As job coaching is provided, volunteers have the opportunity to learn new skills or share their

skills. Given the flexible nature of the programme, volunteers have a choice of activities. For example, volunteers interested in music have led patients in singing or played piano for patients undergoing physical therapy sessions.

The volunteers also serve as role models for current patients undergoing rehabilitation. The inpatient clients are inspired to continue their recovery journey after seeing how others have overcome their challenges and moved on in life.



COMMITTEES

Advisory Council

Dr Bobby Sng
(w.e.f. 1 March 2005)

Dr Eileen Aw
(w.e.f. 1 March 2005)

Prof Lee Hin Peng
(w.e.f. 15 September 2014)

Executive Committee

Dr Peng Chung Mien
(w.e.f. 3 October 2013)
Chairman

Dr Ernest Chew
(w.e.f. 3 October 2013)
Vice Chairman

Mr Jeyaraj Indra Raj
(w.e.f. 19 October 1992)
Hon Secretary

Mr Choo Eng Beng
(w.e.f. 25 June 2014)
Hon Treasurer

Medical Advisory Committee

A/Prof Pang Weng Sun
(w.e.f. 1 June 2002)
Chairman

Dr Jason Yap
(w.e.f. 1 June 2002)

Dr Lim Lean Huat
(w.e.f. 1 September 2005)

Dr Chan Kay Fei
(w.e.f. 1 September 2005)

A/Prof Louis Tan Chew Seng
(w.e.f. 1 September 2005)

A/Prof Aymeric Lim Yu Tang
(Stepped down w.e.f. September 2016)

Dr Gerald Chua Seng Wee
(w.e.f. 1 June 2010)

Dr Goh Siew Hor
(w.e.f. 1 July 2013)

Ms Chor Swee Suet Judy
(w.e.f. 24 February 2014)

A/Prof Lau Tang Ching
(w.e.f. 1 October 2016)

Chaplaincy Committee

Dr Ernest Chew
(w.e.f. 1 January 2007)
Chairman

Dr Danny Ng
(w.e.f. 1 June 2009)

Rev John Chang Jen Yen
(w.e.f. 1 May 2014)

Rev David Lim Chee Kwang
(w.e.f. 1 February 2015)

Human Resource Committee

Mr Khoo Teng Cheong
(w.e.f. 18 November 2013)
Chairman

Mrs Wee Soo Jong
(w.e.f. 1 January 1995)

Ms Seah Yen Goon (Diana)
(w.e.f. 1 March 2008)

Mr William Thien
(w.e.f. 1 January 2011)

Dr Goh Khean Teik
(w.e.f. 1 May 2015)

Mrs Wee Wan Joo
(w.e.f. 1 September 2016)

Medifund Committee

Mr Francis Maniam
(w.e.f. 1 June 2001)
Chairman

Ms Gwee Pek Hoon
(Stepped down w.e.f. 1 April 2017)

Dr Goh Soon Noi
(w.e.f. 1 June 2001)

Ms Ho Gang Hiang
(w.e.f. 1 April 2005)

Mr David Lee Kim Hwee
(w.e.f. 5 January 2010)

Audit Committee

Prof Ho Yew Kee
(w.e.f. 1 July 2006)
Chairman

Mr Phillip Lee
(w.e.f. 1 July 2006)

Mr Yeo Ek Khuan
(w.e.f. 1 July 2006)

Mr Graham Berry
(Stepped down w.e.f. July 2016)

Mr Ho Kuen Loon
(w.e.f. 1 December 2014)

Mr Lee Chee Yeng
(w.e.f. 1 September 2016)

Investment Committee

Mr John Lau Tai Chong
(w.e.f. 1 March 2007)
Chairman

Mr Ho Li Wen
(w.e.f. 1 June 2011)

Mr Lim Say Yan
(Stepped down w.e.f. April 2016)

Mrs Rosana Quek –Lim Beng Hoon
(w.e.f. 15 February 2017)

Ms Michelle C. Tan
(w.e.f. 1 November 2015)

Fund Raising Committee

Mr Jeyaraj Indra Raj
(w.e.f. 1 July 2006)
Chairman

Dr Eileen Aw
(w.e.f. 1 July 2006)

Mr Choo Eng Beng
(w.e.f. 1 July 2012)

Mr Victor Lim
(w.e.f. 23 August 2012)

Nomination Committee

Dr Peng Chung Mien
(w.e.f. 1 June 2001)
Chairman

Dr Ernest Chew
(w.e.f. 1 January 2007)

Mr Khoo Teng Cheong
(w.e.f. 25 November 2013)

Mr Jeyaraj Indra Raj
(w.e.f. 15 November 2016)

Mr Choo Eng Beng
(w.e.f. 15 November 2016)



THE PEOPLE WHO SERVE LOVE & HEAL

St Luke's Hospital has won multiple awards for innovation, clinical and service quality, and exemplary service.

National Healthcare Innovation and Productivity Award +

National University Hospital (NUH) – St Luke's Hospital (SLH) Integrated Care Path (ICP) was awarded the inaugural Best Practice Medal in Care Redesign Category, for the National Healthcare Innovation and Productivity (HIP) Medals 2016.

The ICP project provided significant cost savings for patients undergoing total knee and hip replacement, and the healthcare system. This was done through facilitating timely transfer of patients from NUH to SLH for rehabilitation by re-designing current work processes involving the transfer of patients between the two institutions.

The primary outcomes were significant cost savings for both

patients and the healthcare system. An average of 8.5 NUH-SLH beds were saved for patients who underwent total knee replacement and 3.1 bed days for patients who underwent total hip replacement in 2015. This translated to a total cost saving of about \$1.6 million over two years (2014 and 2015).

Patients who underwent the programme had their care journey from NUH to SLH mapped out, significantly reducing the stress caregivers face when their loved ones are discharged from the restructured hospital. They could save time and start their rehabilitation earlier, leading to faster functional recovery.



Healthcare Humanity Award Winners 2016 +

The Healthcare Humanity Awards recognise outstanding healthcare workers who are inspirational role models for going the extra mile during their course of work.

Dr Kenny Tan Ban Leong
Chief Operating Officer

Lo Yuk Hing
Senior Nurse Clinician

Tan Mui Lan
Advanced Practice Nurse /
Nurse Manager

Lim Sze Hui Jean
Occupational Therapist

Tan Beng Heng
Senior Patient Care Assistant

Intermediate and Long-Term Care Excellence Awards 2016

The Agency for Integrated Care's Intermediate and Long-Term Care (ILTC) Excellence Awards recognise the contributions of community care staff who have demonstrated exemplary service and commitment in delivering quality care to their patients.

Individual Award Category

These awards recognise outstanding individuals who have displayed excellent service standards and made significant contributions both within and outside their organisation.



Gold

Eva Yabut Kasim
Staff Nurse

Ruby Merlin Rioveros
Physiotherapist

Silver

Chan Guang Zheng Joseph
Therapy Assistant

Khin Wei Thet
Physiotherapist

Lim Sze Hui Jean
Occupational Therapist

Santos Marc Jayson Salvador
Nurse Aide

Suratmi Bte Siwan
Admin Assistant (Rehab)

Tan Jin Hui Charissa
Occupational Therapist

Tibay Mary Anne Platon
Physiotherapist

Toe Toe Tun
Senior Staff Nurse

Wilhelmina Pondevida Lara
Staff Nurse



Team Award Category

These awards acknowledge outstanding quality improvement projects and initiatives implemented in community care organisations.

Productivity and Innovation Award

Winner

Risk stratification of patients for post-discharge care at a community hospital

- Quek Puay Kuan, Senior Care Coordinator, Care and Integration Department (Team Leader)
- A/Prof Tan Boon Yeow, Medical Director
- Cheung Siew Li, Assistant Director, Care and Integration Department
- Sarah Lim, Executive, Care and Integration Department

Merit

Improving efficacy of occupational therapy service through robotic automation for post-stroke upper limb rehabilitation

- Gribson Chan, Deputy Director, Rehabilitation Division (Team Leader)
- Ho Man Fai, Senior Occupational Therapist
- Charissa Tan, Occupational Therapist
- Charmaine Koh, Occupational Therapist

Clinical Quality Improvement Award

Merit

An integrated multi-disciplinary model of dementia care at a community hospital

- A/Prof Tan Boon Yeow, Medical Director (Team Leader)
- Susie Goh, Director of Nursing
- Cindy See, Staff Nurse
- Isabella Liang, Senior Occupational Therapist
- Jean Lim, Occupational Therapist
- Daffodil Lim, Physiotherapist
- Cheung Siew Li, Assistant Director, Care and Integration Department
- Jasmine Yong, Manager, Medical Social Work Department
- Phua Lee Lian, Care Coordinator, Care and Integration Department
- Sarah Lim, Executive, Care and Integration Department

Service Quality Improvement Award

Merit

A seamless referral process from the restructured hospital to the community hospital

- Grace Tan, Assistant Manager, Partnerships & Projects (Team Leader)
- A/Prof Tan Boon Yeow, Medical Director
- Sarah Lim, Executive, Care and Integration Department
- Cheung Siew Li, Assistant Director, Care and Integration Department

RESEARCH & EDUCATION

Research +

Poster presentations

Title	Author	Conference
Improving accessibility for patients with difficulty accessing speech and language therapy, with TeleRehab	<ul style="list-style-type: none"> Joanne Seah Voon Siew Wei Eng Tze Hao 	International Forum on Quality and Safety in Healthcare 2016
Review of quality improvement measures on safe patient care during rehabilitation in 2013 – 2014	<ul style="list-style-type: none"> Quek Geok Hoon Doria Rely Jane Dulay Griffin Aislinn 	International Forum on Quality and Safety in Healthcare 2016
Improving the quality of stroke upper-limb rehabilitation with use of robotics as a cost-effective solution, via Stroke Therapy with Advanced Rehabilitation (STAR)	<ul style="list-style-type: none"> Tony Ho Charissa Tan Gribson Chan Charmaine Koh Nor Azilah Bte Pami 	International Forum on Quality and Safety in Healthcare 2016
Reducing admission wait time to Day Rehabilitation Centre	<ul style="list-style-type: none"> Chan Yeow Seng Sherryn Kam 	International Forum on Quality and Safety in Healthcare 2016
Role of physiotherapy in integrating patients in activity engagement and participation at home	<ul style="list-style-type: none"> Lim Huiyun Charmaine Koh Nor Azilah Bte Pami Celis Zeng Gribson Chan 	Singapore International Physiotherapy Congress 2016
Home engagement and Back On Your Feet	<ul style="list-style-type: none"> Lim Huiyun Nur Musliha Bte Mohsain 	Singapore International Physiotherapy Congress 2016
A single case study on specific anti-slip / trip training fall prevention programme	<ul style="list-style-type: none"> Nur Musliha Bte Mohsain Yap Thian Yong Celeste Saw Gribson Chan 	7th Biennial Australian and New Zealand Falls Prevention Conference
Perturbation training for stroke survivors in a day rehabilitation centre	<ul style="list-style-type: none"> Nur Musliha Bte Mohsain Loh Chian Poo Wei Yun Chieh Celeste Saw Gribson Chan 	7th Biennial Australian and New Zealand Falls Prevention Conference
Single case report on robot-assisted gait training in patient with Lance Adams Syndrome	Gan Jing Tap	Healthcare Quality Forum 2017

Oral presentations

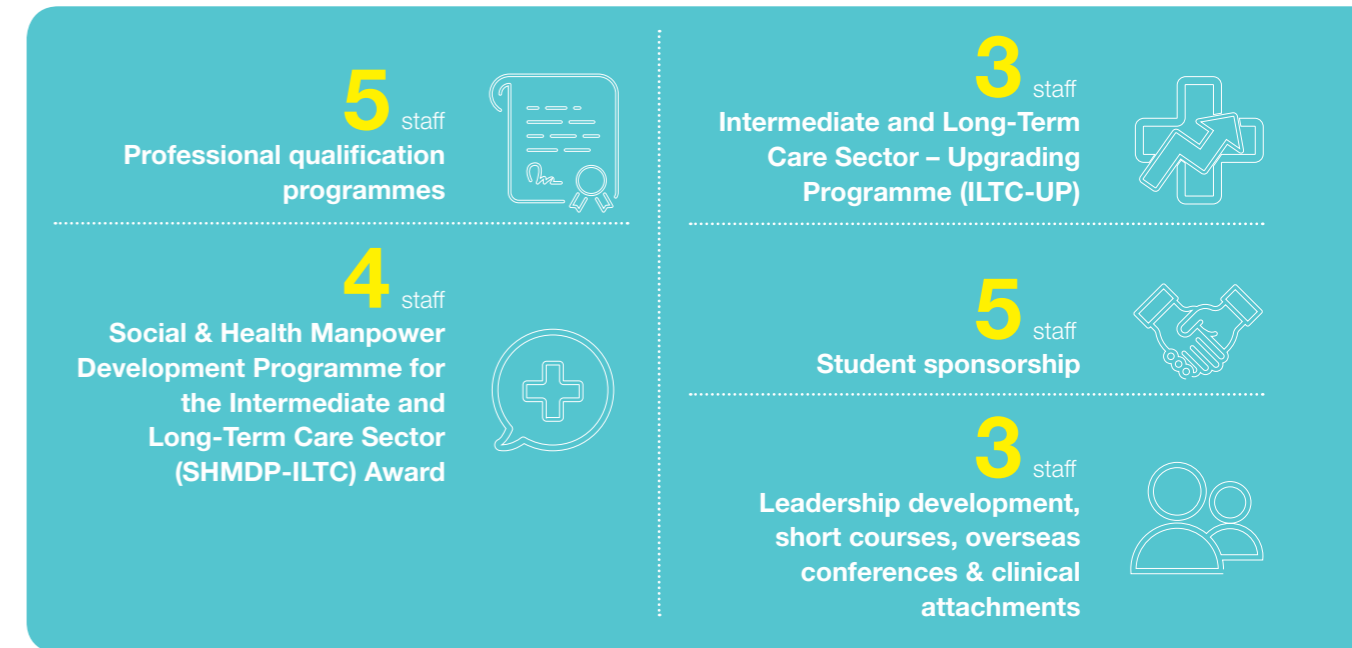
Title	Author	Conference
Initiatives implemented by St Luke's Hospital and its partners to deliver integrated and continual care for patients	A/Prof Tan Boon Yeow	Healthcare Leadership College (HLC) 5th Healthcare Policy Series
Care transitions for elderly patients after discharge	A/Prof Tan Boon Yeow	Asia Pacific Geriatric Conference
Abstract – Perceived cause, treatment and self-risk of dementia in the first-degree relatives of Alzheimer's disease patients in Singapore	Dr Tong Ka-mun	Asia Pacific Geriatric Conference 2016
Abstract – Influence of patient contact on confidence and knowledge in practical ethics	Dr Tong Ka-mun	Association for Medical Education in Europe
Home engagement and Back On Your Feet	<ul style="list-style-type: none"> Lim Huiyun Nur Musliha Bte Mohsain 	Singapore International Physiotherapy Congress 2016
Empowering caregivers of patients with dementia through an occupational therapy (OT) caregiver programme	<ul style="list-style-type: none"> Jean Lim Isabella Liang Gribson Chan Esther Lim Rachel Chew 	National Occupational Therapy Conference
Abstract – perceptions of first-degree relatives at Alzheimer's disease and source of information in an Asian population	Dr Tong Ka-mun	Copenhagen Alzheimer Dementia Conference
Up and coming initiatives – Antibiotic stewardship programme in the community hospital setting	Wong Yoke Cheng	26th Singapore Pharmacy Congress "Patient – Our Partner in Care"
Reducing fall incidents during therapy through work safety induction programme for new staff at St Luke's Hospital	<ul style="list-style-type: none"> Quek Gek Hoon Ong Weiling Griffin Aislinn Rely Jane Doria Gribson Chan 	7th Biennial Australian and New Zealand Falls Prevention Conference
Exploring the relationship between falls and behaviour and psychological symptoms of dementia	<ul style="list-style-type: none"> Jean Lim Gribson Chan 	7th Biennial Australian and New Zealand Falls Prevention Conference

Papers published with contribution by staff from St Luke's Hospital

Title	Author	Publication
Rehabilitation outcomes after inpatient rehabilitation for lower extremity amputations in patients with diabetes	A/Prof Tan Boon Yeow	Archives of Physical Medicine and Rehabilitation, 05/2016, DOI:10.1016/j.apmr.2016.04.009
The diagnostic utility of the NINDS-CSN Neuropsychological Battery in Memory Clinics	A/Prof Tan Boon Yeow	Dementia and Geriatric Cognitive Disorders Extra, 07/2016, 6(2):276-282., DOI:10.1159/000445050
Is there an association between caregiver factors and rehabilitation outcomes in stroke?	A/Prof Tan Boon Yeow	Archives of Physical Medicine and Rehabilitation, DOI:10.1016/j.apmr.2016.08.250
The association between patient profile and caregiver factors amongst recent stroke survivors admitted to community hospitals in Singapore	A/Prof Tan Boon Yeow	The Singapore Family Physician, Vol 42(3): 88-100, Jul - Sep 2016
Inter-hemispheric functional dysconnectivity mediates the association of corpus callosum degeneration with memory impairment in AD and amnesic MCI	A/Prof Tan Boon Yeow	Scientific Reports, 09/2016, 6:32573, DOI:10.1038/srep32573
Impact of strategically located White Matter Hyperintensities on cognition in memory clinic patients with Small Vessel Disease	A/Prof Tan Boon Yeow	PLoS ONE, 11/2016; 11(11), DOI:10.1371/journal.pone.0166261
Multi-domains lifestyle interventions reduce depressive symptoms among frail and pre-frail older persons: Randomized controlled trial	<ul style="list-style-type: none"> A/Prof Tan Boon Yeow Gribson Chan 	The Journal of Nutrition, Health and Aging, 12/2016, DOI:10.1007/s12603-016-0867-y

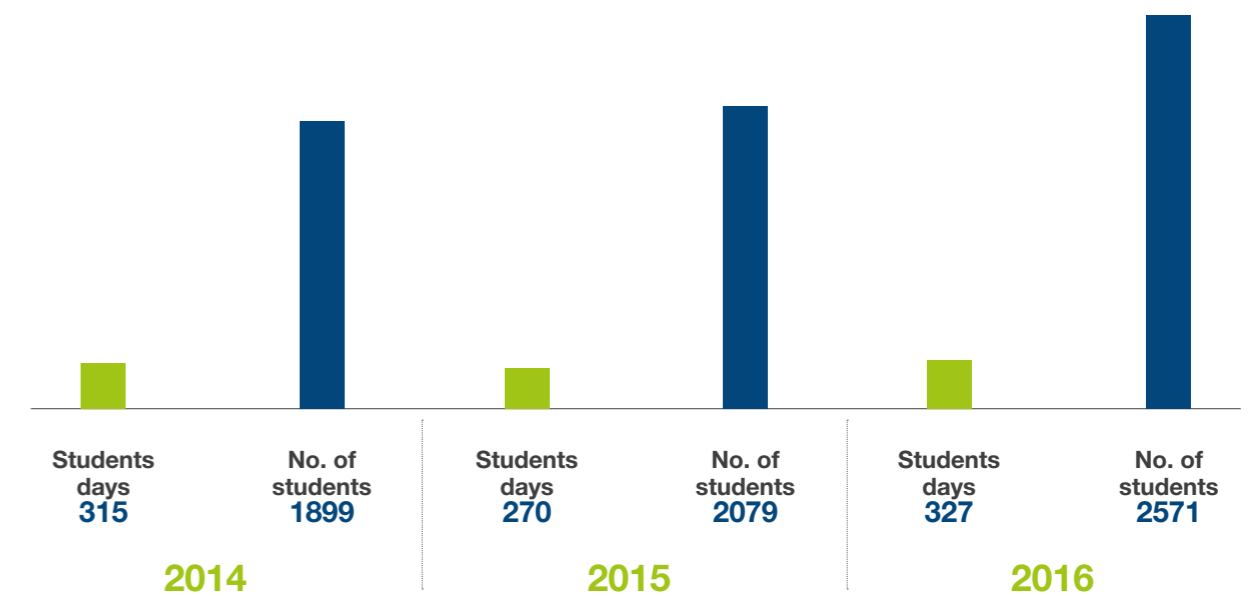
Education +

Staff training and development



Training students from other institutions

Besides undergoing training, our staff have also trained students from other institutions



Wound courses +

The nursing wound care team, led by Director of Nursing Susie Goh, has regularly conducted wound care courses for nurses from restructured hospitals and healthcare institutions in the intermediate and long term-care sectors. St Luke's Wound Centre conducted nine sessions of Basic and Intermediate Wound Care Courses from April 2016 to March 2017 on the care of complex wounds and on the use of the latest wound products available in the market.



The Wound Centre also organised two workshops — Wound Debridement Workshop from 22 to 24 June and Management of Leg Ulcers Workshop from 17 to 19 August for doctors and nurses. The workshops were conducted by Wendy White and Jan Rice, experts in wound care from Australia.

The Agency for Integrated Care awarded a tender of \$75,000 to St Luke's Hospital's Wound Centre in March 2017. This is to conduct wound courses for nurses from the intermediate and long term-care sectors, teaching them how to manage complex wounds.



IPC Number:

HEF0004/G

IPC Status Effective Date:

Till 22 September 2017

Charity Registration Number:

1036

Charity Registration Date:

2 August 1994

ROS / RCB Registration UEN:

199205095C

Constitution:

Public Company Limited by Guarantee.

Governing instrument: Memorandum and Articles of Association

Established 22 September 1992

Related Entity:

St Luke's ElderCare Ltd



Registered Address: 2 Bukit Batok Street 11, Singapore 659674

Auditor: Moore Stephens LLP

Banker: DBS Bank Ltd

St Luke's Hospital is in compliance with the Code of Governance for Charities and IPCs. Its Governance Evaluation Checklist can be viewed at the charity portal – www.charities.gov.sg.

The Annual Report should be read in conjunction with the audited financial statements which comes as a separate booklet. The required disclosures in conformity to the Charities (Accounts and Annual Report) Regulations 7 and 8 are contained in the audited financial statements. The principal activity of the Company is to establish, carry on and maintain a hospital for the community including the elderly. The Company holds assets for such activity.

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