



# BETTER, STRONGER TOGETHER

ANNUAL REPORT 2020/21



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“ Meeting needs has always been our *raison d’être*, and we will continue to labour and be present where the needs are and deliver care right where it is needed in all seasons. ”

## CHAIRMAN'S MESSAGE

Much of 2020 was spent fighting the evolving pandemic, dealing with much unknown while putting in efforts to ensure safety for all. As a healthcare organisation caring for many frail, elderly patients, St Luke's Hospital committed itself to first and foremost protecting this vulnerable population. We quickly put in place measures to ensure our patients stayed safe, healthy and strong.

### STAYING SAFE, HEALTHY AND STRONG

At the onset of the pandemic, we swiftly implemented safety measures and were the first community hospital to implement workplace zoning and transitional wards. This reduced the risk of cross infection, while ensuring that patients could participate in their rehabilitation and receive the care they needed.

While much of the nation's attention was on the pandemic, there were many who continued to require care after a health crisis such as stroke, or after a surgery. We ensured that our inpatient and outpatient services remained accessible, so that patients can have the best recovery outcome.

As the COVID-19 pandemic situation prolonged, we also needed to look out for the emotional health of our patients. When visitor restrictions were implemented, we recognised that our patients might miss their loved ones, who played an important role in their recovery journey.

We set up electronic devices for patients to connect with their loved ones. We also started a daily “radio” chat show and music programme, Good Morning, St Luke's, sending messages of encouragement from our staff and other guests. Caring for the whole person was essential, helping our patients not only become well but also to become whole.

### HEALTHCARE HEROES

In the time of need, many of our staff stepped up and some went beyond their call of duty to render help to other organisations. Our hospital's Infection Control Committee led all staff, from front-liners to backend administrators, in the fight against the evolving virus. They were awarded the COVID-19 Hero Award at the Singapore Health Quality Service Awards (SHQSA). When a cluster formed at a nursing home, its staff were quarantined and could no longer look after its residents. Our hospital's Senior Nurse Educator, Su Anqi, was one of those

who responded to the call for help and went in to care for their patients. For her selfless service, she was also given the SHQSA COVID-19 Hero Award.

As part of the larger healthcare body, we are ever so grateful to our partners who offered support and encouragement in the first instance. Throughout the year, we also received donation-in-kind items from many partners such as NUHS, Agency for Integrated Care and more. These were solely to spur us on and build solidarity within the healthcare body.

Our spirits were also kept high by the numerous donors, schools, corporates and volunteers who donated items such as masks, hand sanitisers, meals, or sent cards and videos to our patients and staff. These were part of Project Warm Hearts, a ground up initiative by staff, joined by supporters giving through cash donations and donations-in-kind. Thank you for letting us know that we were truly never alone in fighting the pandemic.

I would like to thank board members, including Mr Choo Eng Beng who has stepped down, for their voluntary service and providing strategic guidance to the hospital's management.

God's hand has always been seen in the building and work of St Luke's Hospital — “unless the Lord builds the house, those who build it labour in vain. Unless the Lord watches over the city, the watchman stays awake in vain.” (Psalm 127:1). The hospital was founded when our pioneers — a group of godly men and women — saw a need for a facility for the growing ageing population. Meeting needs has always been our *raison d’être*, and we will continue to labour and be present where the needs are and deliver care right where it is needed in all seasons. This is our vision of enriching lives in the communities and transforming community care.

**Dr Peng Chung Mien**  
Chairman  
St Luke's Hospital



“  
St Luke's Hospital Version 2.0 retains the features of 1.0 plus a new-found courage and strength that signifies our growth as a team. ”

## CEO'S MESSAGE

In this pandemic, many of us may find ourselves in a “liminal space”. The Cambridge Dictionary defines “liminal” as “between or belonging to two places, states, etc”. It comes from the word “limin” which means “threshold”. When you stand on a threshold (in a doorway), you have exited one room, but have not yet entered another. It's an in-between moment.

Liminal space is a concept that has come to my attention as I reflected on the COVID-19 pandemic and the changes it has brought to our lives. We have had changes in work arrangements and taken on new roles or responsibilities at work and at home.

### COPING WITH CHANGES AND TRANSITIONS

A “liminal space” is in fact the crucial in-between time — when a lot actually happens and yet nothing appears to be happening. It has also been described as a place or state of being in which one feels different, off, or downright uncomfortable.

I have also had a number of liminal spaces in my life that shaped me to who I am today. Assuming the role of CEO of St Luke's Hospital in 2016 was one such instance. Transiting into the new role would never have been possible without the help of a community comprising family, trusted friends, colleagues and staff. It is important to know our feelings about liminal spaces, to better deal with the apprehensions of navigating uncharted territories and also look for the necessary support to guide us through this phase of liminality.

It can also be said that St Luke's Hospital was birthed out of a liminal phase. It was during the time when a report from the Advisory Council on the Aged in 1988 highlighted the lack of eldercare facilities in Singapore to cope with the growing ageing population. The pressing need and urgency to act moved our pioneers to gather like-minded people from different professions and pool resources from various avenues.

It was certainly challenging and with much hard work while dealing with uncertainties and changes. But our pioneers remained steadfast, knowing God was with them and guiding them in their labour. Eventually, with support from a number of churches and Christian organisations who have become our foundation members, they set up the first hospital in Singapore dedicated to the elderly sick in 1996.

Over the years, our hospital grew, adapting and responding to meeting more needs. We strengthened our core services and started new ones, including rehabilitation, dementia care, wound care, palliative care and outpatient care.

### VERSION 2.0 – BETTER, STRONGER TOGETHER

COVID-19 has forced all of us into a liminal space. It accelerated the need for change and was the acid test of whether plans worked. Undoubtedly uncomfortable, there is also much room for growth and innovation as long as we stay true to our purpose, adopt a growth mindset and build our resilience. St Luke's Hospital is ushered into a new Version 2.0 as an organisation.

In FY20, we leveraged technology to deliver care to patients in the comfort of their homes, reducing time and transport cost for them. The physical distancing did not dampen our plans and we worked around it using virtual platforms, for example, in conducting a community health screening programme, Project SilverCare, and our wound conference.

Version 1.0 of St Luke's Hospital had certain distinctives such as “Serving, Loving, Healing”, that is, healthcare professionals caring for patients with one mind, one heart and a culture of warmth and friendliness. We hear that from patients and caregivers, and even partners.

St Luke's Hospital Version 2.0 retains the features of 1.0 plus a new-found courage and strength that signifies our growth as a team. We have a collective anticipation of better things to come as we explore new possibilities through multiple conversations with one another and with our sovereign and faithful God leading us in all things. We look forward to the unwavering support from staff and partners to meet needs God's way.

**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.

Over the years, we have expanded our services beyond the elderly to meet changing needs, enriching more lives. An Institution of a Public Character, we care for 2,000 inpatients and 3,000 outpatients each year, regardless of race, language or religion. As illnesses may 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). We partnered the National University Health System (NUHS) to pioneer the Patient Appointment Consolidation (PAC) programme, which won the overall Excellence Champion Medal in the National Healthcare Innovation and Productivity Medals in 2017.



## VISION

Transforming community care

## MISSION

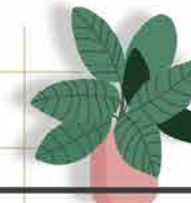
To be a Christian healthcare provider enriching lives in the communities

## CORE VALUES

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

## SERVICES TO PATIENTS

- Medical care
- Rehabilitation care, including physiotherapy, occupational, speech, music and art therapy
- Wound care
- Dementia care
- Palliative care
- Geriatric care
- Mental wellness
- Medical social services
- Pastoral care
- Eye and dental clinics
- Dietetics
- Radiology
- Pharmacy
- Laboratory services
- Home care



## ST LUKE'S ELDERCARE

Our sister organisation, St Luke's ElderCare (SLEC), is committed to caring for elders in the community through services provided in its nursing home sited in Ang Mo Kio and 23 senior care centres located islandwide.

In Financial Year 2020, SLEC also faced its challenges but overcame them by uniting in a deeper purpose and making a concerted effort to support its seniors. In April 2020, during the circuit breaker period, SLEC centres were mandated to close temporarily. To support its elders and family members during the tough times, the Together@SLEC initiative was introduced. A multi-disciplinary team of care staff, counsellors and therapists came together to engage its elders who were unable to leave their homes. In the midst of the pandemic in May 2020, SLEC also opened its first 189-bedded residential care facility for elders with high care needs.

With many engagements having to move online, SLEC organised its first virtual introductory session for new volunteers and virtual health talks for current volunteers. It also held its 2nd Pastor and Church Leader Forum to inform and update church partners about ministry developments.

In the midst of a pandemic, SLEC also saw the need to redefine, reconnect and transform the way it gathered support and recognition of its cause. Fundraising initiatives such as Food with Love, Give with Love and Donate Your BBT (bubble tea) Fund were designed to raise awareness and support.

The past year also saw significant awards and accolades in areas of its day care, day rehabilitation, service experience improvement and active ageing programmes, together with individual staff awards for outstanding care.

Building upon each organisation's strengths, the partnership between St Luke's Hospital and St Luke's ElderCare remains strong for greater collaboration and benefits to the community care sector.

To read SLEC Annual Report 2020/21, visit: [bit.ly/slec\\_ar](http://bit.ly/slec_ar)

# BOARD OF DIRECTORS



- 1**  
**Dr Peng Chung Mien\***  
Chairman w.e.f. 3 Oct 2013  
Vice Chairman 1 Oct 2010—2 Oct 2013  
Board member w.e.f. 1 Feb 2008  
Chief Executive Officer, The Farrer Park Company  
Graduates' Christian Fellowship\*\* (4/4)
- 2**  
**Dr Ernest Chew Chin Tiong\***  
Vice Chairman w.e.f. 3 Oct 2013  
Vice Chairman 1 Jun 1999—30 Sep 2010  
Board member w.e.f. 19 Oct 1992  
History Consultant, Findings Education  
Bethesda Frankel Estate Church\*\* (3/4)
- 3**  
**Mr Jeyaraj Indra Raj\***  
Hon Secretary w.e.f. 19 Oct 1992  
Board member w.e.f. 19 Oct 1992  
Partner, Harold Seet & Indra Raj Wesley Methodist Church\*\* (4/4)
- 4**  
**Mrs Rosana Quek - Lim Beng Hoon**  
Hon Treasurer w.e.f. 1 Feb 2020  
Board member w.e.f. 1 Dec 2019 (4/4)
- 5**  
**Ms Tan Wee King\***  
Board member w.e.f. 24 Jan 2011  
Singapore Nurses' Christian Fellowship\*\* (4/4)
- 6**  
**Dr Jeffrey Lum Kah Leong**  
Board member w.e.f. 3 Jan 2018  
International Medical Advisor, OMF International  
Bartley Christian Church\*\* (4/4)
- 7**  
**Mr Lim Huey Sheng**  
Board member w.e.f. 1 Apr 2020  
Bethesda (Katong) Church\*\* (4/4)  
Office Manager, Bethesda (Katong) Church
- 8**  
**Mr Foong Daw Ching**  
Executive Director, St Luke's Hospital Board 1 Feb 2019—31 Jan 2020  
Hon Treasurer 25 Jun 2018—31 Mar 2019  
Board member w.e.f. 25 Jun 2018  
Chairman 8 May 2006—29 Sep 2013  
Hon Treasurer 19 Oct 1992—7 May 2006  
Board member 19 Oct 1992—29 Sep 2013  
Church of Singapore\*\* (4/4)
- 9**  
**Mr Jonathan Kok Hei Mun**  
Board member w.e.f. 15 May 2019  
Partner, Withers KhattarWong LLP  
Presbyterian Community Services\*\* (4/4)

- 10**  
**Ms Tan Wan Joo (Mrs Wee Wan Joo)**  
Board member w.e.f. 1 Sep 2016  
Representative of St Luke's ElderCare Ltd (4/4)

- 11**  
**Mr Choo Eng Beng\***  
Hon Treasurer 25 Jun 2014—24 Jun 2018  
Board member 8 May 2006—31 Mar 2021  
Partner, PricewaterhouseCoopers LLP (4/4)

\* Board members who have served more than 10 consecutive years have been valuable to the board, instrumental in providing knowledge and expertise.

\*\* Foundation Member

Where applicable, occupations of board members are stated.

Numbers in brackets refer to board meeting attendance (number of meetings attended / number of scheduled meetings in the year).

We thank the following for their service: Mr Choo Eng Beng (till 31 Mar 2021)

Annex I: BOARD COMMITTEES

- 12**  
**Mr Chua Song Khim\***  
Board member w.e.f. 1 Mar 2011  
Deputy Chief Executive, National University Health System (4/4)

- 13**  
**Mr Ho Kuen Loon**  
Board member w.e.f. 1 Jul 2020  
Group Chief Executive Officer, Fullerton Healthcare Corporation (4/4)

- 14**  
Honorary Advisor  
**Mr S Dhanabalan**  
Former Chairman, Temasek Holdings



# SENIOR MANAGEMENT



**1**  
**A/Prof Tan Boon Yeow**  
 Chief Executive Officer  
 (w.e.f. 19 August 2016)

**4**  
**Mr Kenneth Lam**  
 Deputy Director  
 Operations  
 Rehabilitation Services

**7**  
**Ms Cheung Siew Li**  
 Director  
 Care & Integration

**10**  
**Ms Yvonne Lim**  
 Deputy Director  
 Finance

**12**  
**Mr Daryl Tan**  
 Deputy Director  
 Information Technology

**2**  
**Dr Chia Tee Hien**  
 Medical Director  
 Medical Services

**5**  
**Ms Jenny Oo**  
 Director  
 Pharmacy  
 Quality & Risk Management,  
 CEO Office

**8**  
**Mr Timothy Poon**  
 Acting Head  
 Chaplaincy

**11**  
**Ms Leo Bek Hoon**  
 Director  
 Human Resource &  
 Administration

**3**  
**Ms Alice Phua**  
 Director  
 Nursing Services

**6**  
**Ms Yvonne Lau**  
 Deputy Director  
 St Luke's Community  
 Wound Centre  
 St Luke's Academy

**9**  
**Ms Surin Lee**  
 Assistant Director  
 Corporate Communications  
 & Partnerships



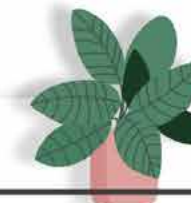
## ORGANISATIONAL STRUCTURE

St Luke's Hospital has the following departments: Medical, Nursing, Rehabilitation, St Luke's Community Wound Centre, Care & Integration, Chaplaincy, Corporate Communications & Partnerships, Finance, HR & Admin, IT, Operations and St Luke's Academy.

Information as of 1 April 2021



# OUR YEAR IN NUMBERS



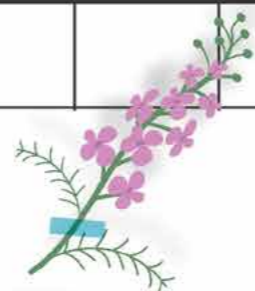
## INPATIENTS



NUMBER OF  
ADMISSIONS  
**2,379**



OCCUPANCY  
RATE  
**83%**



REHABILITATION  
EFFICIENCY SCORE  
**0.84**

This score indicates rehabilitation outcomes achieved in relation to improvements in Modified Barthel Index (MBI). MBI measures the ability to perform basic activities like personal grooming, eating, moving about independently and other activities. Patients who have 0 points in the component of "stair climbing" are unable to perform this task. Patients with 10 points are able to go up and down the stairs safely without help.

A higher rehabilitation efficiency score indicates the same improvement in MBI score can be achieved with a shorter hospital stay. For example, an efficiency score of 0.84 refers to an average per day increase of 0.84 MBI score for rehabilitative patients over their average length of stay. A patient who stays for 10 days attains an improvement of 8.4 points.

PERCENTAGE OF  
SUBSIDISED PATIENTS  
WITH HOUSEHOLD  
PER CAPITA INCOME  
OF \$2,000 A MONTH OR LESS  
**79%**



PATIENT  
SATISFACTION  
**95%**  
Satisfaction rate  
(good and excellent  
ratings)

## OUTPATIENTS



TOTAL NUMBER OF OUTPATIENTS

**3,545**

- Number of outpatient clinic patients **2,203**
- Number of day rehab patients **864**
- Number of home care patients **478**

TOTAL NUMBER OF  
OUTPATIENT ATTENDANCES

**32,704**

- Number of outpatient clinic visits **13,038**
- Number of day rehab visits **14,498**
- Number of home care visits **5,168**



## MANPOWER

TOTAL MANPOWER

**519**

- Medical **29**
- Nursing **227**
- Allied health **134**
- Operations and admin **129**



## TRAINING

NUMBER OF STAFF TRAINED  
THROUGH ST LUKE'S ACADEMY

**616**

(staff from hospitals, nursing homes, other organisations in the community care sector and St Luke's Hospital)



## PARTNERSHIPS

NUMBER OF  
COLLABORATIVE PARTNERS

**97**



# BETTER, STRONGER TOGETHER

COVID-19 has changed much of the way we work and care for patients. Safety of our patients remained our top priority, especially when many of them belong to the vulnerable group. We managed, adapted and adopted new ways of care, scaling up our capabilities and expanding our reach beyond physical boundaries. We look forward to transforming community care in new ways, and hope to become better, stronger together.

## STAYING SAFE

At the onset of the pandemic, St Luke's Hospital swiftly put in place safety measures and was the first community hospital to implement a transitional ward. We also put in place other measures such as having staff work in separate zones to prevent cross infection and making our services available through virtual platforms. All these helped to keep our patients safe while providing the rehabilitation that they need to recover well.

### Virtual Therapy, Actual Benefits

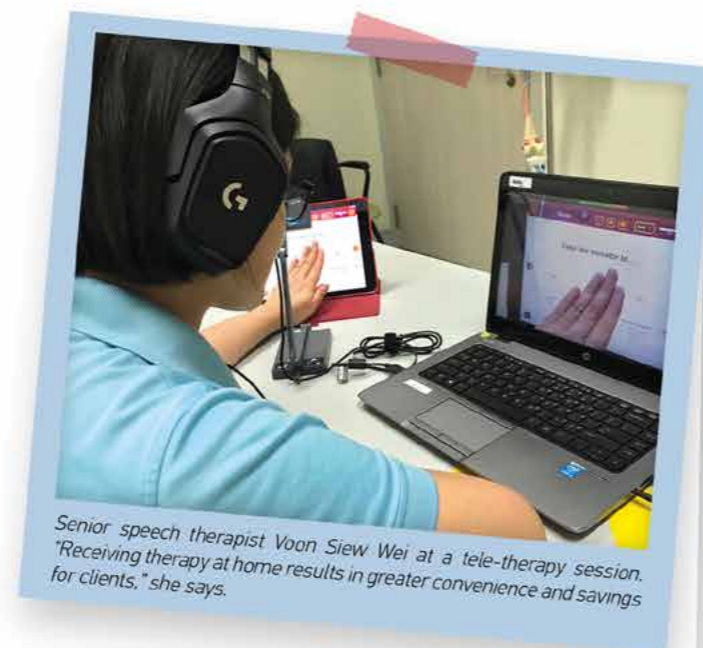
St Luke's Hospital speech therapists have seen more clients taking part virtually in speech therapy during the COVID-19 period.

*"Allowing clients to receive therapy at home not only results in greater time efficiency, but also greater convenience and savings for clients," said senior speech therapist Voon Siew Wei.*

Mr Quek (not his full name) had a stroke last Christmas. After an operation and care in several hospitals, he was referred to St Luke's Hospital for rehabilitation as he had aphasia (acquired communication impairment). During circuit breaker, certain services were deferred or reduced to lower the risk of COVID-19 transmission. His wife signed him up for our virtual speech therapy service. "I thought it is better than not having any rehabilitation at all," she said.

Mrs Quek was happy with tele-treatment. If Mr Quek, 62, had to leave home, he needed a wheelchair "and transport is challenging and costly". She said, "Tele-treatment has helped us save time and money." Tele-treatment also helped Mr Quek stay home and stay safe; like other seniors, he would be particularly vulnerable to COVID-19.

Mrs Quek also helped to facilitate the tele-treatment sessions, allowing her "to learn how to practise with him on the days when no sessions are scheduled". Mr Quek is making some progress, says his wife. "Now, he is able to say some words but we know that it will take time for him to get even better."



Senior speech therapist Voon Siew Wei at a tele-therapy session. "Receiving therapy at home results in greater convenience and savings for clients," she says.

## Stay Safe, Stay Masked

There's a part for everyone, to keep ourselves including friends and family, safe. St Luke's Hospital produced resources including a video on how to wear surgical and fabric masks correctly.



## Protecting Ourselves To Protect Others

St Luke's Hospital started its hospital-wide COVID-19 vaccination exercise on 19 January 2021, with 58 staff vaccinated on the first day. Hundreds of hospital staff received their vaccination, joining the efforts to minimise the risk of transmission and keeping our patients safe.



CEO of St Luke's Hospital A/Prof Tan Boon Yeow is the first among hundreds of hospital staff and vendors to be vaccinated. He is "heartened by the strong response" of the team to be vaccinated.



Director of Nursing Alice Phua says, "It is crucial for us frontliners to be vaccinated to protect our patients and our loved ones."



Senior Staff Nurse Malathi Maruthasalamoorthy with Medical Director Dr Chia Tee Hien. Dr Chia is glad to be "part of the global effort to contain this pandemic".

## STAYING HEALTHY

Even during the pandemic, people may still face healthcare issues that can lead to serious, sometimes life-threatening illnesses. St Luke's Hospital continued to provide much-needed treatment for our patients. Staying healthy is also essential

### A Friend To Wound Care

As the world fights the prevalent pandemic, wounds continue to be a "hidden epidemic" carrying heavy physical, emotional, psychological and financial cost for patients and families.

In an effort to support the local healthcare community in wound prevention and treatments, St Luke's Community Wound Centre conducted its first virtual wound conference on 5 March 2021. More than 300 healthcare professionals participated in the conference themed "Skin vs Wound – Friend or Foe?", which saw local and overseas experts discuss how to care for the wound as well as the patient inflicted with the condition.

Ellie Lindsay, founder of the Leg Club in England and keynote speaker at the conference, shared how a social prescribing model of care is a "friend" to wound care. The Club prides itself in providing a non-clinical environment for its patients

in the fight against COVID-19. Through our health screening programme, which was conducted virtually this time, we ensured that the residents in our community remained healthy and safe.

to receive treatment and at the same time, provide mutual social support for each other. This helps to bring patients out of disease-related social isolation and have a better quality of life.

With a dedicated wound ward and multi-disciplinary team, St Luke's Hospital cares for patients with complex wounds, helping them to recover and reintegrate in the community. The hospital also partners with healthcare institutions to train healthcare professionals in intermediate wound care management course which is accredited by the European Wound Management Association.

Leveraging on collaborative partnerships, St Luke's Hospital remains committed to extend and grow wound care capacity and capabilities in the community through clinical care, education, training, research and innovation.



St Luke's Community Wound Centre conducted its first virtual wound conference on 5 March 2021.



Participants took part in a panel discussion moderated by Wound Care Consultant Jan Rice at the hospital's 14th Wound Conference.

### Tele-Health Screening: Help That Is A Phone Call Away

The combination of committed partners and technology enabled frailty screening for elderly Bukit Batok residents to continue despite COVID-19.

The Project SilverCare (PSC) team, with NUHS Family Medicine (FM) Residency doctors, used to visit residents as part of the comprehensive frailty intervention programme that includes face-to-face screening, assessment, intervention and follow up to address the medical, physical, nutritional, cognitive, and psychosocial aspects. In view of the pandemic, the visits could not proceed this year.

However, after months of suspension, the Western SilverCare (WSC) programme, also known as Jin Jia Ho! or Bagus! had resumed its activities for the elderly at Fei Yue Senior Activity Centres and Tzu Chi Seniors Engagement & Enabling Node (SEEN). The resumption of activities made it possible to carry out the frailty screening exercise. Fei Yue and Tzu Chi first identified frail and pre-frail elderly residents in Silversort, a pre-screening segment.

The PSC team then conducted tele-screening of these residents using a geriatric assessment tool to know the underlying causes of frailty as well as their cognitive, psychosocial, nutritional and medical state. The assessment was conducted over the phone, with FM Residency doctors overseeing the students via video calls.

Doctors reviewed the data collected, then called residents to recommend next steps, such as outpatient medical appointment or rehabilitation services that specifically targeted individual causes of frailty. If residents needed social intervention, St Luke's Hospital care coordinators were available to help.

Dr Koh Ting Yi, lead of NUHS FM Residency doctors, said, "The tele-screening went smoothly overall." Low Yue Wey, lead of PSC 2020, said the decision to proceed with the screening was challenging but worth the effort, as it reached out to the elderly who were even more isolated during the pandemic. He said some of the elderly residents "even spent over an hour chatting with our volunteers!"

The PSC team comprises students from NUS Medicine, Alice Lee Centre for Nursing Studies and NUS Department of Pharmacy.



Dr Kovardhini Tamilselvam from NUHS Family Medicine Residency with medical student Ong Jia Xin during tele-screening with an elderly resident.



MP for Bukit Batok Murali Pillai (seated) speaks to a medical student and a Bukit Batok resident. (Standing, from left) Dr Kovardhini Tamilselvam and Dr Koh Ting Yi of NUHS FM Residency, and A/Prof Tan Boon Yeow, CEO & Senior Consultant of St Luke's Hospital.



Screen capture of some of the PSC team members.





## STAYING STRONG

Staying strong physically, mentally and emotionally is crucial in facing the long-drawn pandemic. Our patients require the support of their families and loved ones to keep them going in

their period of recovery. On top of physical recovery, we helped to connect them with their loved ones and reduce the possible social isolation they face, building health and resilience.

### Cancer Rehabilitation

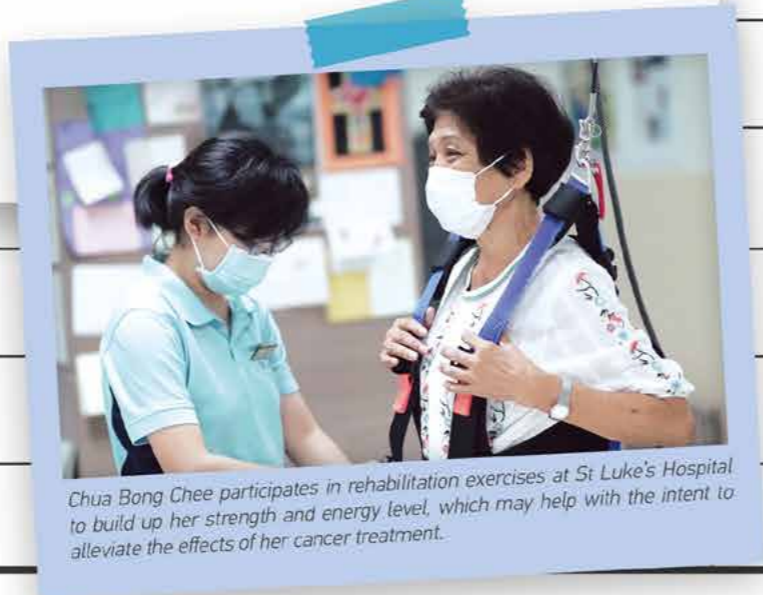
Chua Bong Chee, 69, was diagnosed with stage three cancer. Two operations and chemotherapy left her feeling exhausted. Her oncologist at National University Cancer Institute referred her to the cancer rehabilitation programme at St Luke's Hospital. The programme serves to alleviate the effects of cancer and its treatment, and to potentially improve survival rate, physical strength and quality of life.

Through the programme, Bong Chee gained more energy, strength and better balance in walking. With the renewed confidence, she developed a positive mindset to keep herself healthy physically and mentally. She said, "You have to take charge of your own health and happiness, nobody can do it for you."

The days pass quickly for Bong Chee now as she spends her time meaningfully, exercising, cooking meals suitable for cancer condition and spending time with her family.

*"Deputy Director of Rehabilitation Services, Kenneth Lam, said, "Cancer is challenging for patients and their caregivers. However, it may strengthen their determination to live life to the fullest. Cancer rehabilitation may help patients better navigate this care journey by building up their strength to mitigate the side effects of treatment and work towards better survivorship."*

Cancer rehabilitation at St Luke's Hospital is available during pre-rehabilitation (before cancer surgery / treatment), treatment (during chemotherapy / radiation therapy) and post-treatment (after operation). The team includes therapists trained in lymphedema management for chronic swelling in the lower limbs.



*Chua Bong Chee participates in rehabilitation exercises at St Luke's Hospital to build up her strength and energy level, which may help with the intent to alleviate the effects of her cancer treatment.*

Scan the QR code to watch how the cancer rehabilitation programme helped Chua Bong Chee.

[bit.ly/chua\\_bc](https://bit.ly/chua_bc)

### A Tablet To Improve Mood

When hospital visits were restricted due to COVID-19, Teo Chiew Tien's children could no longer spend all day with her every day. Her daughter, Susie Tan said, "We were quite sad and worried as we did not know how she would react."

Mdm Teo, 89, became moody and the ward nurses noticed it. Senior Nurse Manager Nancy Chua (now Assistant Director of Nursing, Clinical) knew that when Mdm Teo transfers to a nursing home, visitor restrictions would apply there too. The hospital made arrangements so Mdm Teo "could see her family more often", and surprised Susie with a video call using a tablet.

Seeing Susie on screen, Mdm Teo was surprised too. Mdm Teo was glad to see her 80th birthday celebration photos, and photos of her grandchildren. Her very first call lasted 30 minutes.

*Susie said, "The video call really helped us, to know that our mum is well."*



*Teo Chiew Tien having her first video call with her children, reassuring them that "mum is well". The call was arranged by St Luke's Hospital.*



## Safely Distant, Socially Close

For safety, hospital visits were restricted to protect patients from COVID-19 infections. Patients missed the physical presence of their loved ones.

As a hospital that cares for the whole person through physical, psychosocial and pastoral care, we started a programme, Good Morning, St Luke's. This short "radio show", broadcast over the hospital's public announcement system, was hosted by the hospital's music therapist Isabel Tan and Timothy Khoo of Desert Odyssey. During the inaugural broadcast in April 2020, Isabel performed the song "Stand by Me". Mdm Goh Guay Hua, 73, who was hospitalised after a fall, was "delighted to hear the soothing song". She said, "Singing makes me happy."

Besides hospital staff, other guests were invited to share their stories. One of them is Mdm Koh Yock Kim, an ex-patient of the hospital. She wanted to let patients who were away from their families know "many people are there for them".

Volunteers at home also started "virtual volunteering" in May 2020. Through mobile TVs in wards, patients and volunteers interacted, and volunteers sang songs to lift up their mood.



Philip Lim from Volunteer Guitar Connection performs "virtually", bringing cheer to the ward during a trial in April 2020. At the bedside is speech therapist Ian Shen.

Hear Yock Kim's story and encouraging stories from other guests on Good Morning, St Luke's.



[bit.ly/gdmorningslh](http://bit.ly/gdmorningslh)

# PARTNERSHIPS

We work with many partners, including community organisations and individuals, to deliver a wide range of care in a coordinated manner. In this unprecedented year, we are grateful for the help and care we received from our partners, donors and volunteers. It is through collaborations with these stakeholders that we can transform community care together.

## Project Warm Hearts

Project Warm Hearts is an encouraging ground up initiative by our staff to encourage each other with gifts of appreciation. Supporters including the hospital's partners have given through either cash donations (tax deductible) for special treats or donations-in-kind (no tax deduction) of care packs to

encourage staff. We appreciate those who have kept us in mind like NUHS, South West CDC, Grain, Aruba and many more. Massive thanks for cheering us on, as we serve and keep our patients and staff safe and healthy.



Goh Ling Ling (second from right) with Rosemarie Leyson Cantalejo (centre). Photo courtesy of Charissa Rosario (first from left).

## Warm Food, Warm Hearts

Rosemarie Leyson Cantalejo has not visited her eight-year-old daughter in the Philippines after international travel halted a year ago due to the pandemic. During video calls, her daughter asked if Rosemarie could "come home for good".

To warm the hearts of homesick colleagues such as Rosemarie, St Luke's Hospital initiated "Hospitality begins@home". In this project, local staff opened their homes to host their colleagues from abroad, offering hearty meals to warm hearts.

Staff Nurse Goh Ling Ling became a host as it was "a good way" for her colleagues from overseas "to know that we treat them like our family". She hosted four colleagues who work in her ward, including Rosemarie, and prepared steamboat to share the local culture as Chinese New Year was drawing near.

"This was a special bonding session for us," said Rosemarie about the gathering on 22 January 2021.



Hospitality begins@home was held from January to February 2021. About 40 locals hosted 200 foreign colleagues over the period. Adhered with infection control, local hosts and their guests kept the visit to within own work zone in the same hospital.



01 Out of her own initiative, undergraduate Joy Eng, together with her friends and the public, raised funds and put together care packs for St Luke's Hospital staff. Over 100 people, including students and working adults, contributed. Among them were Woodgrove Primary School students, who wrote handmade cards. One of them wrote, "We will play our part by not going outside ... Keep up the hard work as it is making a difference."

02 The secure connectivity kits donated by Aruba, a Hewlett Packard Enterprise company, helped to provide reliable network at the hospital's visitor screening point and other locations. Screening, tracking and registration of visitors using an internet-enabled visitor management system is part of the hospital's COVID-19 safety measures.

03 Nurses are cheered up by the note of encouragement and drinks from NUHS to thank healthcare workers for their dedication.

04 When there was a shortage of masks, Razer, a lifestyle brand for gamers, started producing surgical masks. One donor, who wished to remain anonymous, bought thousands of masks and asked Razer to donate them "to support frontline healthcare workers and the elderly". St Luke's Hospital was one of the recipients of these masks.

## Bringing Patients From Darkness To Light

The hospital's first virtual charity concert, Voices of Light, raised about \$660,000, thanks to the kindness of donors and supporters. The concert was about the patient journey from darkness—caused by illness—to light, as they receive loving care and go home to their families.

Mr Tharman Shanmugaratnam, Senior Minister and Coordinating Minister for Social Policies, guest of honour for the Concert, said it is essential to care for patients at every step of their journey to recovery, "be it through physiotherapy, speech therapy or occupational therapy, and of course, still getting quality nursing care and other supportive treatment".

Citing how St Luke's Hospital has been caring for its patients in a holistic way since its inception in 1996, SM Tharman

concurred that the whole care provision around for a patient is "not just the physical and medical aspects, but also the social and emotional".

Performing at the concert on 6 November 2020 were home-grown soprano-soloist Lauren Yeo, violinist Yap Shu Mei and singer-songwriter Crystal Goh. Sinclair Ang, a jazz specialist, choreographed a dance for St Luke's Hospital's front-line staff, performing the Lindy Hop at the hospital gym.

The concert finale featured a choir of volunteers from the hospital's foundation members. Eric Watson, 2019 Cultural Medallion recipient, was the concert's music director. He said that even in times of crisis, "we are not alone; we have God's help and there is a community of people trying to help".



(From left) Concert music director Eric Watson, with soprano-soloist Lauren Yeo, violinist Yap Shu Mei and singer-songwriter Crystal Goh. The concert reimagines spaces in the hospital, transforming them into spaces for creative expression and a renewed sense of hope, energy and light.

## Healing The Wounded

Lew Foundation has donated \$1.5 million, disbursed over three years, to St Luke's Hospital to set up the Lew Foundation Community Wound Hub. The Hub enables the hospital to extend wound care beyond the hospital and help more people, including those who are bed-bound and wheelchair-bound in nursing homes.

"Wound care is a meaningful cause. This funding will help patients with wounds recover and return home earlier. Residents of Lew Foundation-funded nursing homes would also benefit greatly, with better care of pressure injuries and other wounds," said Chairman of Lew Foundation Lew Chee Beng at the official opening of the wound hub on 17 September 2020.

Wounds may cause both physical and psychological distress. Pain is a regular accompanying factor and prolonged exposure to pain may result in depression-like symptoms. Wounds, especially those that are significantly large and odorous, may also affect self-esteem and lead people to feel miserable.

Since June, St Luke's Hospital has provided wound consultancy services to St. Andrew's Nursing Home (SANH) (Taman

Jurong). Forty SANH (Taman Jurong) nurses are also expected to be trained to care for different types of wounds, through "Train the Trainer Training Scheme". Trained nurses would in turn train more nurses, enabling more residents to benefit from improved wound care.

82-year-old resident Yu Boon Kee appreciates the new care model. He was an inpatient at St Luke's Hospital before admission to SANH (Taman Jurong). He is glad to continue receiving wound care at SANH (Taman Jurong). In addition to SLH wound care specialist attending to the residents' needs, SANH (Taman Jurong) nurses also receive SLH training. "This is a boon to all the nursing home residents," said Boon Kee. St Luke's Hospital will also work with NTUC Health Nursing Home (Geylang East) and NTUC Health Nursing Home (Chai Chee) to train its nurses on wound care management.

A/Prof Tan Boon Yeow, CEO of St Luke's Hospital, said, "The grant will help improve patient care outcomes, reduce readmission risk and lower cost for patients and healthcare system. Through partnership with the nursing homes, we hope to achieve a multiplier effect to improve the quality of life for more patients in the community."



Caroline Tan (right), Assistant Nurse Clinician at St Luke's Hospital, provides wound care training to Naqiyah Binte Yusuf, Staff Nurse, St. Andrew's Nursing Home (Taman Jurong). Photo courtesy of St. Andrew's Nursing Home (Taman Jurong).

# CARE FOR THE WHOLE PERSON

We care for 2,000 inpatients and 3,000 outpatients each year, regardless of race, language or religion. We seek to serve the community, love without discrimination and heal body, mind and spirit. For more stories about the patients we help, visit [fb.com/slhsg](https://fb.com/slhsg) or [bit.ly/slhpatientstories](https://bit.ly/slhpatientstories).

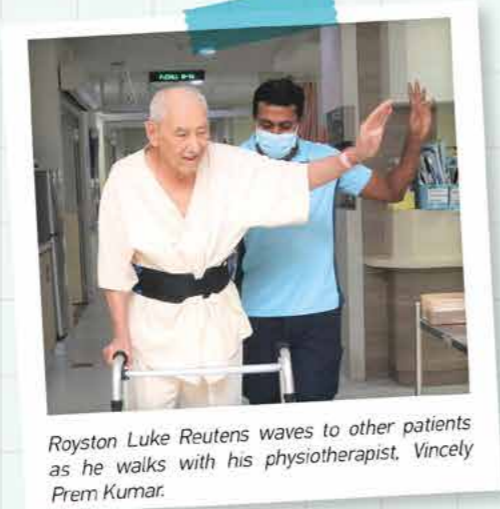
## Looking Forward To Look After Wife

Royston Luke Reutens, 85, had looked after his wife at home. She has poor vision and he helped to administer her eye drops daily. He did most of the household chores including cooking. He was at home with his wife when he felt "a change" in his walking. He was admitted to an acute hospital and underwent a surgery due to a brain bleed. As his wife had no one else at home to care for her, she moved in with her brother.

After surgery, Royston transferred to St Luke's Hospital. With his declined condition of having to use a wheelchair, deteriorating memory and the need for medication to control his blood sugar level, he became downcast. However, our hospital staff showered him with warmth and care, and that helped him "feel at home". He said, "The staff are very friendly, they call you by your name. Every morning, the nurses and doctors would greet you and talk to you."

He warmed up quickly to the "friendly and helpful" therapists and enjoyed rehabilitation. From being wheelchair bound, he

progressed to using a rollator frame. Occupational therapy such as counting money and "buying" items at the hospital's "mini-mart" in the gym also helped prepare him to return home. He looks forward to caring for his wife again.



Royston Luke Reutens waves to other patients as he walks with his physiotherapist, Vincely Prem Kumar.



## Hearty Therapy

Rohani Bte Ahyar, 60, enjoyed cooking and baking. She would cook three meals a day for her husband and herself. "When my grandchildren visit, I also bake bread and pizza for them," Rohani exclaimed joyfully. At times, she would make as many as 30 hotdog buns in a batch.



Rohani, with her therapist Hamizah, learnt new ways to hold kitchen utensils after a stroke. This renewed her confidence to cook and bake.

After a stroke, Rohani received both inpatient and subsequently outpatient rehabilitation at St Luke's Hospital. During an outpatient therapy session, Hamizah Nordin, our occupational therapist, found out that Rohani longed to cook again.

She therefore introduced cooking sessions as part of the therapy session for Rohani at the hospital's Day Rehabilitation Centre. She said, "Rohani was very engaged during the session. She even progressed to lead the cooking or baking sessions."

Rohani learnt new ways to hold kitchen utensils despite weakness in her limbs. This renewed her confidence to return to her kitchen to cook and bake. She said, "I can use machines to knead the dough but I prefer to knead it with my hands."

Once again, Rohani's family enjoys the wonderful, familiar taste of her home-cooked food, and her grandchildren no longer ask, "No bread today?" Rohani even resumed crocheting, her other hobby, once more.

## New Year, New Home

Sim Siew Heng, 57, had no home to return to when it was time for her discharge from St Luke's Hospital. Her medical social worker, Mervin Leong, helped her look for a place to stay. The first landlord backed out as Siew Heng was wheelchair-bound. Subsequent attempts failed too, when co-tenants could not agree on various terms of their living arrangement.

Looking at Siew Heng's growing hospital bills, accumulated from over a year of hospitalisation, Mervin made an urgent application for a rental unit on her behalf as a single applicant. This application was approved in two weeks under special appeal.

Mervin then accompanied her to HDB to collect the key to her new home and applied for GIRO to pay for her utilities so that she need not go in a wheelchair to make payments every month. He also found help to clean her home, install lights, set up home appliances and move her belongings. He also worked with community and cluster support services to coordinate the multiple services for her to be able to cope well at home.

Siew Heng was grateful for all the help. Before her hospitalisation, she could only make cup noodles for herself. Thanks to her occupational therapists who taught her during her stay at St Luke's Hospital, Siew Heng said, "I can sweep and clean the house all by myself now!"



Medical social worker, Mervin Leong, with Sim Siew Heng, who is pleased with her new home and new-found independence.

Scan the QR code to watch how Medical Social Worker Mervin Leong helped Sim Siew Heng settle into her new home.



[bit.ly/slh\\_mother](https://bit.ly/slh_mother)



# ANNEX I: BOARD COMMITTEES

## ADVISORY COUNCIL

### 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

### Mrs Rosana Quek - Lim Beng Hoon

(w.e.f. 1 February 2020)  
Hon Treasurer

## MEDICAL ADVISORY COMMITTEE

### A/Prof Pang Weng Sun

(w.e.f. 1 June 2002)  
Chairman

### A/Prof Jason Yap

(w.e.f. 1 June 2002)

### A/Prof Lim Lean Huat

(w.e.f. 1 September 2005)

### A/Prof Chan Kay Fei

(w.e.f. 1 September 2005)

### A/Prof Louis Tan Chew Seng

(w.e.f. 1 September 2005)

### A/Prof 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)

### Dr Jeffrey Lum

(w.e.f. 1 December 2019)

## HUMAN RESOURCE COMMITTEE

### Dr Ernest Chew

(w.e.f. 1 April 2020)  
Chairman

### Mrs Wee Soo Jong

(w.e.f. 1 January 1995)

### Ms Seah Yen Goon (Diana)

(w.e.f. 1 March 2008)

### Mr Khoo Teng Cheong

(w.e.f. 18 November 2013)

### Mr William Thien

(w.e.f. 1 January 2011)

### Dr Goh Khean Teik

(w.e.f. 1 May 2015)

### Mr Lim Huey Sheng

(w.e.f. 1 April 2020)

## AUDIT COMMITTEE

### Mr Choo Eng Beng

(1 April 2019–31 March 2021)  
Chairman

### Mr Phillip Lee

(w.e.f. 1 July 2006)

### Mr Yeo Ek Khuan

(w.e.f. 1 July 2006)

### Mr Ho Kuen Loon

(w.e.f. 1 December 2014)

### Prof Neo Boon Siong

(w.e.f. 1 August 2019)

## INVESTMENT COMMITTEE

### Mr John Lau Tai Chong

(w.e.f. 1 March 2007)  
Chairman

### Mrs Rosana Quek - Lim Beng Hoon

(w.e.f. 15 February 2017)

### Ms Michelle C. Tan

(w.e.f. 1 November 2015)

## FUNDRAISING 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)

## NOMINATION COMMITTEE

### Dr Peng Chung Mien

(w.e.f. 3 October 2013)  
Chairman

### Dr Ernest Chew

(w.e.f. 1 January 2007)

### Mr Jeyaraj Indra Raj

(w.e.f. 15 November 2016)

### Mrs Rosana Quek - Lim Beng Hoon

(w.e.f. 1 February 2020)

## OTHER COMMITTEES

### MEDIFUND COMMITTEE

#### Mr David Lee Kim Hwee

(w.e.f. 22 April 2020)  
Chairman

#### Dr Goh Soon Noi

(w.e.f. 1 June 2001)

#### Ms Ho Gang Hiang

(1 April 2005–31 March 2021)\*\*

#### Ms Lim Lay Beng

(w.e.f. 1 April 2017)

#### Ms Chan Mun Yee, Janice

(w.e.f. 1 April 2017)

\* Mr Ho Kuen Loon, Chairman, Audit Committee w.e.f. 1 April 2021

\*\* Mr Chong Yue-En, Member, MediFund Committee w.e.f. 1 April 2021

# ANNEX II: THE PEOPLE WHO SERVE, LOVE & HEAL



## Helping Patients with Living Before Leaving

As her patient had been a chef, Occupational Therapist Cheryl Lee arranged for him to cook nasi lemak for his family and helped him compile a recipe book for them.

While looking after another patient, Cheryl found out that the patient's son, in another hospital, was also in the last stage of life. Cheryl and her colleagues created opportunities for the mother to visit the son, so they could spend meaningful moments such as dining together.

The above were some ways that Cheryl helped patients in the palliative ward, knowing these may be her patients' last wishes. In the palliative ward, patients often need help coping with physical, psychological, spiritual and social issues such as pain, worry, anger, and the meaning of life and death.

Committed and courageous, Cheryl collaborates with her multi-disciplinary palliative care team members to look after end-of-life patients. For example, she works closely with the art therapist and others in caregiver support group therapy sessions, to establish pet-assisted services in the hospital. She was also involved in kick-starting oncology services in the hospital and upskilled with lymphoedema training to provide better care for patients.

Cheryl's motivation is simple with these insights, "We go through ups and downs in life. For some, life is tougher. We all need a little kindness and love. These are what I can give to my patients."

In recognition of her work, Cheryl was presented the Courage Fund Healthcare Humanity Awards Intermediate Long-Term Care Sector (ILTC) Category on 8 December 2020. The award recognises outstanding healthcare workers who are inspirational role models for going the extra mile to offer care and comfort to the sick and infirmed. The Courage Fund is administered by the National Healthcare Group.



Cheryl Lee, Occupational Therapist, does her best to keep patients comfortable and engages them in activities that are meaningful to them.

## Our Unsung Heroes Keeping Us Safe

When the COVID-19 pandemic outbreak first started, measures were put in place quickly to safeguard the safety and well-being of staff, patients and visitors at St Luke's Hospital (SLH).

Our infection control committee (ICC) began to lead all staff, from front-liners to backend administrators, in the fight against the evolving virus. The ICC team led by Senior Staff Physician Dr Benjamin Lazam, alongside Staff Registrar Dr Fe Marie

Curameng, Senior Nurse Clinician Asnah Binte Ibrahim and Senior Staff Nurse Malathi Maruthasalmoorthy, raced against time to develop and adapt timely safety measures stipulated by Ministry of Health's advisories.

As a result, SLH was the first community hospital to implement workplace zoning and transitional wards to reduce risk of cross-infections. "At St Luke's Hospital, we take care of our staff, patients and their families the way we want our own loved ones to be taken care of," said Dr Benjamin.

Dr Benjamin was one of eight exemplary staff from SLH to be awarded the COVID-19 Hero Award under the Singapore Health Quality Service Awards (SHQSA) on 29 March 2021.

Mr Gan Kim Yong, Minister of Health, was the guest of honour to grace this nation-wide event to recognise and celebrate the exemplary efforts of healthcare professionals in improving patient experience. He thanked healthcare heroes for "going above and beyond" during these difficult times.



"A big salute to all SLH heroes for your resilience in the face of adversity. Throughout the fight against COVID-19, you had placed patients' needs above your own! Thank you, for being here for patients and their families." said A/Prof Tan Boon Yeow, CEO, St Luke's Hospital.

## Hospital Wins 25 Awards for Service and Quality Care

St Luke's Hospital has won 3 team merit awards and 22 individual silver awards at the Community Care Excellence Awards 2020.

Reducing falls among patients was one of the award-winning projects from SLH. To better understand fall risk factors, a team of nurses implemented case-based simulation learnings. As part of the project, the team implemented "please call, don't fall" tabletop signs for patients assessed to have a higher fall risk. Enhancing medication safety and automating key performance indicator reporting were other award-winning projects.

The awards, organised by the Agency for Integrated Care, recognise the contributions of individuals and project teams who have demonstrated exemplary service and commitment in delivering quality care.

Mr Masagos Zulkifli, Minister for Social and Family Development and Second Minister for Health, was the guest of honour at the award ceremony. He thanked "everyone for your personal sacrifices and for your sustained contributions in caring for Singaporeans".

The ceremony was held virtually on 30 October 2020.



In one of the award-winning projects, patients assessed to have a higher fall risk are encouraged to call staff for help.

## Upskilling For Greater Impact On Patients' Lives

To be future-ready, community care staff "need to be open to continuous learning and skills upgrading", said Dr Koh Poh Koon, Senior Minister of State, Ministry of Health.



Kavitha D/O Sanmugam (top row, left) and Yvonne Lau (middle row, right) with some awardees and senior management after the virtual ceremony.

Dr Koh was speaking at the Community Care Manpower Development Award (CCMDA) Ceremony, held virtually, on 16 October 2020. The award, administered by the Agency for Integrated Care, provides opportunities to pursue and grow careers in the community care sector.

Among the 11 award recipients from St Luke's Hospital, Kavitha D/O Sanmugam, Advanced Practice Nurse, is grateful for the award and will undergo a clinical attachment and attend a conference on wound care to enhance her skill to make a greater impact on patients' lives.

Another awardee is Yvonne Lau, Assistant Director of St Luke's Community Wound Centre and St Luke's Academy. She hopes "to enhance our existing services and develop capabilities" in wound care.

## Helping Patients To Discharge Earlier

Therapy Assistant Sharon Quah faced a steep learning curve but, because of crucial family matters, deferred her Work-Study Diploma in Rehabilitation Care. Yet, she topped her diploma in rehabilitation care cohort to receive the course medals award.

Sharon had worked in St Luke's Hospital for several years before she signed up for the course offered by the Institute of Technical Education, Singapore. She wanted to deepen her "clinical knowledge and skills to better support the therapists and in turn help patients regain their functions in a shorter time", she said. "Hopefully, this would help them to discharge earlier."

The course covered both physiotherapy and occupational therapy, and has helped Sharon within and outside St Luke's Hospital. She was able to "adopt a more holistic perspective when seeing a patient", she said. She could also better explain the reasons behind exercises and how patients would benefit.

"My patients became more motivated and cooperative after knowing why they need to exercise," Sharon shared. For instance, one patient initially refused therapy due to pain. "However, when he realised that I was able to describe to him the signs and symptoms he was experiencing, his trust in me increased."

Sharon applied her knowledge outside the hospital on one occasion by explaining the purpose of diabetic foot screening

when the coffee shop auntie shared her unwillingness to go for her appointment.

During the course, Sharon juggled work, study and family commitments. Kenneth Lam, Deputy Director Rehabilitation Services, said, "Sharon persevered despite great difficulty and stress, yet maintained a positive attitude. We are overjoyed that Sharon not only overcame great personal trials, she was also awarded a course medal."



Therapy Assistant Sharon Quah guides a patient on how to use a motorised wheelchair.



# ANNEX III:

## RESEARCH, INNOVATION & EDUCATION

### RESEARCH

FY	Poster Presentations	Oral Presentations	Papers Published	Quality Improvement Projects
2018	4	10	7	-
2019*	23	10	8	-
2020*	26	2	11	7

Presentations and publications by, or with contribution by, St Luke's Hospital

\*Includes projects presented at St Luke's Hospital (SLH) Quality and Innovation Day

### Poster Presentations

No.	Title	Author / Contributing Author from St Luke's Hospital	Conference
1	Brain free-water increases mediate the association of blood cardiovascular biomarkers with longitudinal cognitive decline in prodromal and clinical dementia – Jul 2020	Tan Boon Yeow	Alzheimer's Association International Conference (AAIC)
2	A quality improvement project to assess pain in uncommunicative patients in a general ward setting — Oct 2020	Teoh Mei Lin Mi Shwe YK Caroline Gudai Jeffrey Ng Chia Tee Hien	Quality & Innovation Day 2020
3	A quality improvement project: Reducing 30-day readmission rate of discharged community hospital patients — Oct 2020	Karen Lim Phua Lee Lian Ong Sock Lee Samantha Chua Brenda Loh Lydia Ong Lydia Cheong	Quality & Innovation Day 2020
4	Accurate intake and output monitoring via clipboard for accurate and swift recording — Oct 2020	Mary Grace Kristine Anne Ivy Joy Jasmine Tongson Anne Nichole Su Anqi	Quality & Innovation Day 2020
5	Empowering nursing champions in quality assurances through a guide form and training — Oct 2020	Su Anqi Nancy Chua	Quality & Innovation Day 2020

### Poster Presentations (Continued)

No.	Title	Author / Contributing Author from St Luke's Hospital	Conference
6	Enhancing discharge planning through St Luke's Modules System (SLM) — Oct 2020	Jasmine Yong Ian Heng Ronnel Tuazon Andrew Samson Cheung Siew Li	Quality & Innovation Day 2020
7	Falls prevention audit: making it easy with e-audit — Oct 2020	Fahria Bte Abdul Rahman Nur Musliha Bte Mohsain Nancy Chua Saw Eh Htoo Ah Goh Shu Han	Quality & Innovation Day 2020
8	FY2020 department KPI report and CEO report automation — Oct 2020	Sandy Bui Ho Jing Xin Ho Grace Tan Ronnel Tuazon Daryl Tan	Quality & Innovation Day 2020
9	Hand hygiene feedback card - providing real time feedback to improve hand hygiene compliance — Oct 2020	Malathi Maruthasalamoorthy Asnah Binte Ibrahim Infection Control Link Nurses	Quality & Innovation Day 2020
10	Hygiene care in end-of-life — Oct 2020	Hnin Mon Soe Gracy Naw Wah Ku Phaw Judith S Ramos Mittal Emilou Flores Dora Lang	Quality & Innovation Day 2020
11	Implementation of wound box to enhance storage & retrieval of patients' wound care products — Oct 2020	Caroline Tan Yvonne Lau Florence Ang Isabel Tan Jolyn Tan Kavitha D/O Sanmugam Sook Sam Yee	Quality & Innovation Day 2020
12	Improve efficiency of oral fluid management in patient care — Oct 2020	Dorairaj Anusuya Goh Ling Ling Wong Ying Hung Julie Yeo Soe Than Than Htet Htet Linn Cajucom Romerick Adao Pwint Cho Cho Thant	Quality & Innovation Day 2020

## Poster Presentations (Continued)

No.	Title	Author / Contributing Author from St Luke's Hospital	Conference
13	Improving patient perception of hospital food through "inoculation" — Oct 2020	Kevin Lee Deborah Foong Yap Mee Li Kenneth Lam Kevin Wong Karryn Kam Alice Phua Chevy Dayrit	Quality & Innovation Day 2020
14	Improving patient's wound care journey from inpatient to outpatient setting through referral workflow & electronic wound/stoma referral templates — Oct 2020	Kavitha D/O Sanmugam Yvonne Lau Sook Sam Yee Caroline Tan Jolyn Tan Florence Ang Isabel Tan	Quality & Innovation Day 2020
15	Improving the process of monitoring emergency drug kits in St Luke's Hospital pharmacy — Oct 2020	Pearlynn Wong Foo Li Yong Loh Li Ling	Quality & Innovation Day 2020
16	Improving workflow in skin tear reduction — Oct 2020	Imelda Rivera Pagsinohin Low Pei San Miro Janini Rondera Lanceta Madel Villanueva Kachui Huimila	Quality & Innovation Day 2020
17	Increasing Home Therapy Services' (HTS) productivity — Oct 2020	Samantha Kuan Celis Zeng Fahria Bte Abdul Rahman Tan Lee Ling Cheryl Lim	Quality & Innovation Day 2020
18	Nurses' medication orders via the eIMR Resupply Module — Oct 2020	Lai Chien Kuan Alicia Chua Ou Yee En	Quality & Innovation Day 2020
19	Pilot study of a medication management consult service at St Luke's Community Clinic — Oct 2020	Wong Yoke Cheng Phan Thi Dieu Linh Pauline Ong Foo Li Yong	Quality & Innovation Day 2020
20	Prevention of medication error to patients going out for appointment with visual cues & communication process — Oct 2020	Bagto Carmi Saliong Gesolgon Nadja Lagrosa Nobles Christine Joy Ybanez	Quality & Innovation Day 2020

## Poster Presentations (Continued)

No.	Title	Author / Contributing Author from St Luke's Hospital	Conference
21	Skin care in end-of-life — Oct 2020	Pa Pa Han Theint Gracy Vinushiya Vincent Wainwright Virginia Rae Dora Lang Su Anqi	Quality & Innovation Day 2020
22	St Luke's pharmacy pre-packing of loose tablets template — Oct 2020	Alicia Chua Ou Yee En Alan Aguinaldo	Quality & Innovation Day 2020
23	Tracking application for patient's own medications non-stocked in St Luke's Pharmacy — Oct 2020	Loh Li Ling Wong Yoke Cheng Lai Chien Kuan Pearlynn Wong Linh Phan	Quality & Innovation Day 2020
24	Assessing the safety and efficacy of Neuroaid II (MLC901) in patients with mild to moderate Alzheimer's disease stable on Cholinesterase inhibitors or Memantine: A 6-month randomized, double-blind, placebo-controlled trial with a 6-month open-label extension — Nov 2020	Tan Boon Yeow	The Alzheimer's disease THERapy with NEuroaid (ATHENE) Study
25	Dementia knowledge in healthcare staff working in community hospitals — Dec 2020	Andrea Tan	14th Alzheimer's Disease International Conference 2020
26	Evaluating effectiveness of a comprehensive, unified, personalised, dementia education tool in improving dementia knowledge and reducing caregiver stress among family caregivers of dementia patients in a community hospital in Singapore — Dec 2020	Linus Chua	Alzheimer's Disease International Conference

## Oral Presentations

No.	Title	Presenter	Event
1	Resilience in times of Covid-19 for front-line doctors (The science & art of medicine on-line) — Apr 2020	Dr Grace Chiang Sihui	The Science & Art of Medicine On-line
2	Chronic wound management — Feb 2021	Kavitha D/O Sanmugam	Nestle Health Science Gerontology Online Symposium 2021

## Papers Published

No.	Title	Author / Contributing Author from St Luke's Hospital	Paper
1	Distinct BOLD variability changes in the default mode and salience networks in Alzheimer's disease spectrum and associations with cognitive decline — Apr 2020	Tan Boon Yeow	Scientific Reports Article number: 6457 (2020) <a href="https://doi.org/10.1038/s41598-020-63540-4">https://doi.org/10.1038/s41598-020-63540-4</a>
2	Dyadic approach to supervised community rehabilitation participation in an Asian setting post-stroke: exploring the role of caregiver and patient characteristics in a prospective cohort study — Apr 2020	Tan Boon Yeow	BMJ Open 2020;10:e036631. doi:10.1136/bmjopen-2019-036631
3	A prospective longitudinal study of caregivers of community dwelling persons with severe dementia (PISCES): study protocol — May 2020	Tan Boon Yeow	Journal of Alzheimer's Disease 75 (2020) 403-416 DOI 10.3233/JAD-190897
4	Primary Care Prognostic (PCP) Index of 11-Year mortality risk: development and validation of a brief prognostic tool — Aug 2020	Grace Chiang Tan Boon Yeow	J Gen Intern Med DOI: 10.1007/s11606-020-06132-2
5	A case of atrial fibrillation in an elderly patient with recurrent falls and dementia — Sep 2020	Jeffrey Jiang	The Singapore Family Physician. 2020 Jul-Sep; 46(7): 43-47: Person centred diabetes care and meal planning for the older person <a href="https://doi.org/10.33591/sfp.46.7.uc1">https://doi.org/10.33591/sfp.46.7.uc1</a>
6	Acute lymphoblastic leukaemia in a 7-year-old presenting with lower limb pain – not just your simple growing pains! — Sep 2020	Jeffrey Jiang	The Singapore Family Physician. 2020 Jul-Sep; 46(7): 32-35: Person centred diabetes care and meal planning for the older person <a href="https://doi.org/10.33591/sfp.46.7.up1">https://doi.org/10.33591/sfp.46.7.up1</a>
7	Applying the International Classification of Functioning, disability and health (ICF) and Kawa models in family medicine - a case of an adolescent with a stroke — Sep 2020	Jeffrey Jiang	The Singapore Family Physician. 2020 Jul-Sep; 46(7): 36-41 DOI:10.33591/sfp.46.7.up2

## Papers Published (Continued)

No.	Title	Author / Contributing Author from St Luke's Hospital	Paper
8	Plasma osteopontin as a biomarker of Alzheimer's disease and vascular cognitive impairment – Feb 2021	Tan Boon Yeow	Scientific Reports 2021 Feb 17;11(1):4010. doi: 10.1038/s41598-021-83601-6
9	Effects of multi-domain lifestyle interventions on sarcopenia measures and blood biomarkers: secondary analysis of a randomised controlled trial of community-dwelling pre-frail and frail older adults – Mar 2021	Tan Boon Yeow	Aging (Albany NY). 2021 Mar 19;13(7):9330-9347. doi: 10.18632/aging.202705
10	Pathway to holistic care of psychiatric illness in national servicemen presenting in primary healthcare — Mar 2021	Jeffrey Jiang	The Singapore Family Physician Vol 47 No 3 - Osteoporosis: A Growing Primary Care Concern; 31-36 <a href="https://doi.org/10.33591/sfp.47.3.uc1">https://doi.org/10.33591/sfp.47.3.uc1</a>
11	"Can more be done to save my daughter?" - Primary palliative care for patients with unexpected, rapid cancer progression — Mar 2021	Jeffrey Jiang	The Singapore Family Physician Vol 47 No 2 - Geriatric Care 2021; 52 – 57 <a href="https://doi.org/10.33591/sfp.47.2.up1">https://doi.org/10.33591/sfp.47.2.up1</a>

## INNOVATION

No.	Title	Author
1	SLH virtual corporate orientation — Feb 2021	Esther Lim
2	Virtual evaluation forms with real time results — Feb 2021	Esther Lim Eunice Lam
3	Western Silvercare - VPN Data synchronisation — Mar 2021	Lynette Lim Dynn Leong
4	Partnership due diligence form — Mar 2021	Tan Chin Hock Lewis Ng
5	Improvement in communication: electronic payment advice — Mar 2021	Chan Chai Lee Grace Seah Wong Hua Chai
6	HDB Ease application — Mar 2021	Tan Lee Ling Myat Su Kay Khine Suratmi Bte Siwan Jasmine Kang
7	Using 5S method for inventory and distribution of rehab equipment — Mar 2021	Tan Lee Ling Myat Su Kay Khine Suratmi Bte Siwan Jasmine Kang

# EDUCATION

## Staff Training and Development

**22 STAFF**  
Professional Qualification Programme

**7 STAFF**  
Student sponsorship

**10 STAFF**  
Community Care Manpower Development Award

**110 STAFF**  
Leadership development, overseas conference & clinical attachments

## Training Students\* From Other Institutions

**FY 2018**

**559**   **3,756**

No. of students   Student days

**FY 2019**

**513**   **4,077**

No. of students   Student days

**FY 2020**

**433**   **5,382**

No. of students   Student days

\* Nursing, pharmacy, therapy and medical students

**IPC Number**  
HEF0004/G

**IPC Status Effective Date**  
Till 22 September 2022

**Charity Registration Number**  
1036

**Charity Registration Date**  
2 August 1994

**UEN**  
199205095C

**Constitution**  
Public Company Limited by Guarantee  
Governing instrument:  
Memorandum and Articles of Association  
Established 22 September 1992

**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](http://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.

2 Bukit Batok Street 11  
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