

#Celebrating Silver

25 years of
Serving,
Loving,
Healing



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OUR BEGINNINGS & *Milestones*



St Luke's Hospital for the Elderly was officially opened on October 18.

1996

St Luke's ElderCare Ltd was registered to extend healthcare services through various centres partnering with nearby churches.



1999



St Luke's Hospital for the Elderly was renamed St Luke's Hospital as it expanded its services to serve a larger community.

2004

An outpatient clinic was built, with X-ray and dental facilities to provide continuity of care. The outpatient clinic was named St Luke's Community Clinic in 2019.



2005



St Luke's Hospital became the first winner of the President's Award for Social Impact for its achievements in making a difference to clients in the Intermediate and Long-Term Care sector.

2012



We were the first community hospital awarded the inaugural Best Practice Medal in Care Redesign Category, National Healthcare Innovation and Productivity Medals, for its Integrated Care Path project with the National University Hospital.

Launch of Patient-Turn-Volunteer programme for patients to continue their recuperation through volunteering.

A dedicated wound ward, the first in a community hospital setting, was opened.

2016

Appointed by the Agency for Integrated Care as a Lead Training Provider to build up the capacity of healthcare professionals to support the community care sector.



2018

1997



The Hongbao Project was launched as a fundraising effort and to encourage children to show compassion to the elderly sick.

2000

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



2007

The inaugural Wound Care Conference was organised, where wound care experts were invited to share their expertise with the sector.



St Luke's Hospital was the first community hospital to set up a dementia ward upon recognising that persons with dementia have special needs and require specialised care.



2014

A new wing was opened to meet the growing demand for rehabilitation care in the community.



2017



The hospital opened its palliative ward to care for patients nearing the end of life.

Awarded the overall Excellence Champion Medal for its Patient Appointment Consolidation (PAC) programme in collaboration with the National University Health System and Frontier Family Medicine Clinic.

2020



Opening of Lew Foundation Community Wound Hub to extend wound care beyond the hospital and grow capability in the community.

2021



St Luke's Hospital celebrated its 25th Anniversary.



SERVING, LOVING, HEALING The Community

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 2,300 inpatients and 3,500 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

- Compassion
- Holistic Excellence
- Respect
- Integrity
- Stewardship
- Teamwork



Our Hospital Services



- o Medical care
- o Rehabilitation care
 - Physiotherapy
 - Occupational therapy
 - Speech therapy
 - Music therapy
 - Art therapy
- o Wound care
- o Dementia care
- o Palliative care
- o Geriatric care
- o Mental wellness
- o Medical social services
- o Pastoral care
- o Eye and dental clinics
- o Dietetics
- o Radiology
- o Pharmacy
- o Laboratory services
- o Home care

St Luke's ElderCare

Our sister organisation, St Luke's ElderCare (SLEC), is committed to caring for elders in the community.

2021-2022 was a year of preparation and remaining steadfast in serving the elders in the second year of the pandemic. Building on its island-wide network of services, SLEC worked closely with partners to align with the national shift towards a population health approach.

Despite the disruptions due to the pandemic, SLEC continued to support over 5,000 elders in the past year, including 1,548 daycare elders, 2,409 day rehab elders, 199 nursing home elders, 116 Active Ageing Hub @ Bishan members and 851 Home Care elders.

Staff were recognised at various national and international awards. Amongst 70 finalists from eight countries at the 10th Eldercare Innovation Awards 2022, SLEC was accorded three awards. St Luke's ElderCare Residence @ Ang Mo Kio, clinched

the Facility of the Year - Residential award for our "Home Away from Home" approach to residential care. SLEC was also a finalist in two more categories - "Remembering the Good Old Days" in the Facility of the Year - Day Care Centre category and "My Colourful Life Story" in the Innovation of the Year - Social Engagement Programme category. At the SingHealth Quality Awards (SHQSA) 2022, SLEC was conferred with 3 Star Awards, 18 Gold Awards and 111 Silver Awards.

In the coming year, SLEC's focus will be on identifying areas of excellence in care provision, education and research for the well-being of elders.

The partnership between SLH and SLEC remains strong anchored by the same mission, vision and values. Both organisations work closely to complement each other's unique services with the aim to provide comprehensive care to transform the community.

CHAIRMAN'S *Message*



In 2021, we celebrated our silver jubilee with much joy and anticipation for the future. From a vision that came into being, we give glory to the Lord for enabling us to build this place of healing and hope.

The theme for our 25th anniversary "Celebrating Silver" signifies a double celebration of our silver jubilee and also silver years. Age is just a number and with a positive mindset comes many possibilities. We are committed to helping our patients and the community age well and enjoy their silver years.

CELEBRATING SILVER

To kickstart "Celebrating Silver", we launched Singapore's first-ever "Silver Hair" campaign which encouraged the public to take and share photos of themselves using our silver hair filter, spreading the message of positive ageing. The #GoSilverSG campaign garnered more than 30,000 posts, likes and comments. In this annual report, you would also have a glimpse of how the Board of Directors and Senior Management, with "silver hair", stay healthy in various ways.

We also featured real life stories of 25 inspirational individuals aged 65 and above through an e-book "Being Silver". The 25 profiles in the book demonstrate how they overcome challenges and strengthen their physical, emotional and social well-being. Five of the profiles had their stories spotlighted in the film "Being Silver", which was also a key fundraiser for the year.



“**CYCLING** HELPS TO INCREASE MY CARDIOVASCULAR FITNESS AND IMPROVE JOINT MOBILITY.”

STAYING TRUE TO OUR PURPOSE

As I reflect on our silver jubilee and how far we have come, I am also reminded of our beginnings. St Luke's Hospital (SLH) is special in its founding, where a group of healthcare workers and Christians driven by a desire to serve the elderly sick came together to establish a hospital for recovery between an acute episode and home. SLH, the first hospital for the elderly sick, was thus a landmark development on the socio-medical community healthcare landscape.

Over the years, we adapted and expanded to meet growing needs such as in areas of dementia and palliative care. We responded with specially-built wards and healthcare teams equipped and passionate to improve the quality of life of patients and caregivers. SLH has gone beyond being an intermediary to a key healthcare provider, caring holistically for the community.

VALUE FOR PATIENTS, PEOPLE, PARTNERS

To ensure that we remain responsive to current and future healthcare needs, we commissioned a strategic review exercise and developed our envisioned picture of success, which is to:

Achieve Value for Patients, People and Partners, anchored on the 4Rs of being Reliable, Relational, Responsive and Responsible.

We adopted five strategic themes and set up corresponding workgroups to oversee and roll out initiatives in order to achieve our picture of success. The five themes are:

1 Patient Value Proposition

To be a Christian healthcare provider of choice, enriching lives through the delivery

of purposeful, value-driven care and co-creation of meaningful care experience.

2 Staff Value Proposition

We are a Christian healthcare provider, committed to building a purpose-driven workforce and creating a conducive work environment that brings value for our staff.

3 Financial Sustainability

To ensure the financial stability and growth of SLH to fulfill its vision and mission

4 Partnerships and Marketing

Building and living SLH as a trusted brand; A Christian healthcare partner of choice to meet evolving needs through Serving, Loving, Healing.

5 Innovation

We embrace a collaborative and sustainable innovative culture, one that is driven by organisational purpose and strategic foresight to bring added value to and with communities.

With the emergence of COVID-19 since 2020 which intensified operational activities, we saw the importance of continuing this strategic implementation and in tandem adding on elements to drive SLH forward into its "Version 2.0"—a stronger and better SLH.

Last but not least, I would like to thank board members, Dr Ernest Chew and Mr Jeyaraj Indra Raj, who stepped down on 31 March 2022. As Vice Chairman and Honorary Secretary respectively, they provided key insights and strong governance. We welcome Mr Khoo Teng Cheong, Mr Alex Lo and Dr Danny Ng to the Board.

Dr Peng Chung Mien
Chairman
St Luke's Hospital

CEO'S *Message*

“
| ‘CELEBRATE SILVER’
BY RENEWING MY STRENGTH THROUGH
EXERCISING THE 4S: STRENGTH,
STAMINA, SKILLS AND SUPPLENESS.”



My first connection with St Luke's Hospital (SLH) was through a brick. Back then, I was a medical student and during the construction of the hospital, I bought a brick as part of its fundraising campaign. Inspired by its mission as a Christian community hospital, I later joined SLH as a full-time staff.

I believe that God has placed each one of us, including myself, in SLH for a purpose and I thank God for the opportunity to serve the community.

A NEED FOR HEALTHY TENSIONS

During COVID-19, I allowed myself to indulge in unhealthy diets which led to undesirable consequences. When the realisation of weight gain hit me, I decided to make a conscious effort to lose the extra weight and improve my overall health.

Since then, I have developed new habits in my diet and exercise. It was painful at the start, but I soon discovered the need for “healthy tensions”. An example of a healthy tension is muscles in our body needing to undergo sufficient stress or tension before there is growth in bulk and strength.

The ability to handle tensions well is necessary for growth, not just in the health aspect but in various areas of our lives.

At the organisational level, there is likewise a need for healthy tensions so that organisations do not fall into a complacent or lacklustre state. Healthy tensions can also give rise to innovation and creativity. Therefore, organisations should embrace and view tensions in a positive light.

SLH has developed strategies to propel us into our “Version 2.0” so that we can better manage tensions and thrive in the “new norm”. The elements of SLH 2.0 are:

1 Being Purpose Driven

Our purpose drives our actions, processes and eventually outcomes.

2 Embracing a Growth and Learning Mindset

Constantly challenge ourselves to see, think and therefore act differently.

3 Growing in Resilience

To adapt and thrive amidst the evolving landscape.

4 Practising Innovation

Develop and deliver new or improved processes, services, technologies and systems.

5 Enhancing Collaboration

Align goals, building trust and deepening collaborations.

THE NEXT 25 YEARS

In the past 25 years, we have very much focused on rehabilitation and recovery. Looking ahead, we want to strengthen health, reduce the risk of diseases and promote active ageing. We also hope to be the enabler for healthy communities so that more can enjoy and celebrate their silver years.

We have already started work in strengthening health for our community through initiatives such as our community frailty intervention programme “Western Silvercare” for Bukit Batok residents. We work with various community partners to monitor and strengthen the health of residents, so that they can maintain good health for as long as possible.

SLH will continue to meet the needs of the community. Our work with various partners will strengthen the system and better coordinate care.

Finally, SLH is not the work of one person, but a team. The whole is indeed greater than the sum of its parts. Beyond our staff, many supporters such as volunteers, donors and partners have contributed in immense ways. I wish to truly thank them for giving their time and talent to support and enable us to continue serving, loving and healing.

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



Dr Peng Chung Mien



Dr Ernest Chew Chin Tiong



Mr Jeyaraj Indra Raj



Mrs Rosana Quek
- Lim Beng Hoon



Ms Tan Wee King



Dr Jeffrey Lum Kah Leong



Mr Lim Huey Sheng



Mr Foong Daw Ching



Mr Jonathan Kok Hei Mun



Mr Chua Song Khim



Mr Ho Kuen Loon



Mr S Dhanabalan

BOARD OF Directors

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**

Dr Ernest Chew Chin Tiong*
Vice Chairman 3 Oct 2013–31 Mar 2022
Vice Chairman 1 Jun 1999–30 Sep 2010
Board member 19 Oct 1992–31 Mar 2022
History Consultant, Findings Education
Bethesda Frankel Estate Church**

Mr Jeyaraj Indra Raj*
Hon Secretary 19 Oct 1992–31 Mar 2022
Board member 19 Oct 1992–31 Mar 2022
Partner, Harold Seet & Indra Raj
Wesley Methodist Church**

Mrs Rosana Quek - Lim Beng Hoon
Hon Treasurer w.e.f. 1 Feb 2020
Board member w.e.f. 1 Dec 2019

Ms Tan Wee King*
Board member w.e.f. 24 Jan 2011
Singapore Nurses' Christian Fellowship**

Dr Jeffrey Lum Kah Leong
Board member w.e.f. 3 Jan 2018
International Medical Advisor,
OMF International
Bartley Christian Church**

Mr Lim Huey Sheng
Board member w.e.f. 1 Apr 2020
Bethesda (Katong) Church**
Office Manager, Bethesda
(Katong) Church

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**

Mr Jonathan Kok Hei Mun
Board member w.e.f. 15 May 2019
Partner, Withers KhattarWong LLP
Presbyterian Community Services**

Ms Tan Wan Joo (Mrs Wee Wan Joo)
Board member 1 Sep 2016–25 Mar 2022
Representative of St Luke's ElderCare Ltd

Mr Chua Song Khim*
Board member w.e.f. 1 Mar 2011
Deputy Chief Executive, National University
Health System

Mr Ho Kuen Loon
Board member w.e.f. 1 Jul 2020
Group Chief Executive Officer, Fullerton
Healthcare Corporation

Honorary Advisor
Mr S Dhanabalan
Member of the Presidential Council for
Minority Rights



* 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.

We welcome the following to the board (w.e.f. 1 April 2022):

- Mr Khoo Teng Cheong, Bethesda (Katong) Church
- Mr Alex Lo, Bethesda Frankel Estate Church
- Dr Danny Ng, Wesley Methodist Church

We thank the following for their service (till 31 March 2022):

- Dr Ernest Chew
- Mr Jeyaraj Indra Raj

We remember the late Ms Tan Wan Joo (Mrs Wee Wan Joo) for her invaluable contributions to St Luke's Hospital since its inception. Her passion for the underprivileged and her generosity will continue to inspire us to serve faithfully in all that we do.

CORPORATE Governance

The main purpose of the Board of Directors is to provide St Luke's Hospital (SLH) with strategic direction and operational control of all activities in a manner where its members exercise independent judgement and act in the best interests of SLH as a whole, irrespective of personal, professional, commercial or other interest, loyalties or affiliations.

The selection of Board members is predicated on these two principles:

1. Alignment with the mission, vision and values of the hospital.

2. Possess specific domain expertise and experience that is able to optimise the Board's efficiency in decision making and advancing the organisation towards achieving its vision and mission.

All new directors attend an induction programme which will equip them with knowledge of the hospital's activities, strategic direction and governance practices.

An annual self-assessment survey is conducted among the Board members to evaluate the effectiveness of the Board.

BOARD MEMBER	NUMBER OF BOARD MEETINGS	ATTENDANCE
Dr Peng Chung Mien	4	4
Dr Ernest Chew Chin Tiong	4	4
Mr Jeyaraj Indra Raj	4	4
Mrs Rosana Quek - Lim Beng Hoon	4	4
Ms Tan Wee King	4	4
Dr Jeffrey Lum Kah Leong	4	4
Mr Lim Huey Sheng	4	4
Mr Foong Daw Ching	4	3
Mr Jonathan Kok Hei Mun	4	4
Ms Tan Wan Joo (Mrs Wee Wan Joo)	4	3
Mr Chua Song Khim	4	4
Mr Ho Kuen Loon	4	3

BOARD Committees

Advisory Council

The Council advises the Board of Directors on policy matters, and renders counsel and recommendations to the Board.

Executive Committee

The purpose of the Executive Committee is to provide organisational direction for the Chief Executive Officer and the Board.

Medical Advisory Committee

The Committee makes recommendations on professional and clinical matters and policies to the Board of Directors. The committee also advises the Board on the development of clinical services for the hospital, monitors and evaluates clinical standards to ensure quality in patient care, reviews accreditation guidelines and make decisions on accreditation issues, and advises the Board on ethical issues in relation to patient care and research.

Chaplaincy Committee

The Committee sets the vision, direction and policies of the chaplaincy ministry. They review the progress of the chaplaincy ministry to ensure its vision and objectives are met. They also look into promoting the chaplaincy ministry among churches and institutions to increase awareness, support and partnership.

Human Resource Committee

The Committee assists the Board in human resource matters which include advisory on major human resource principles and policies, interviewing, reviewing and recommending the development

and compensation package for senior management, reviewing succession planning for key management positions as well as reviewing recommendations for bonus and compensation packages for staff.

Audit Committee

The main role of the Committee is to assist the Board of Directors in fulfilling its oversight and fiduciary responsibilities to the hospital and to act in the interest of the hospital's members and stakeholders as a whole.

Investment Committee

The Committee recommends and provides advice on the appropriate investment strategies for the hospital. They set investment policies which are in line with the risk tolerances approved by the Board of Directors and also carry out half yearly reviews of the investment strategies and performances.

Fundraising Committee

The Committee plans fundraising strategies and events, and co-opts suitable members to organise fundraising efforts if necessary. They also assist in soliciting grants from various stakeholders.

Nomination Committee

The Committee leads the process for all nominations for appointment, re-appointment of the Executive Committee and Board of Directors. They review the structure, size and composition of the Board and make recommendations. Their role also includes review of the succession planning of the Board.

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
(3 October 2013–31 March 2022)
Vice Chairman

Mr Jeyaraj Indra Raj
(19 October 1992–31 March 2022)
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
(24 February 2014–28 February 2022)

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

Dr Genedine Lim
(w.e.f. 1 March 2022)

CHAPLAINCY COMMITTEE

Dr Ernest Chew
(1 January 2007–31 March 2022)
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
(1 April 2020–31 March 2022)
Chairman

Mr Khoo Teng Cheong
(1 April 2020–31 March 2022)
Vice 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)

Mr Lim Huey Sheng
(w.e.f. 1 April 2020)

AUDIT COMMITTEE

Mr Ho Kuen Loon
(w.e.f. 1 April 2021)
Chairman

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

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

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
(1 July 2006–31 March 2022)
Chairman

Dr Eileen Aw
(1 July 2006–30 June 2021)

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
(1 January 2007–31 March 2022)

Mr Jeyaraj Indra Raj
(15 November 2016–31 March 2022)

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 Lim Lay Beng
(w.e.f. 1 April 2017)

Ms Chan Mun Yee, Janice
(w.e.f. 1 April 2017)

Mr Chong Yue-En
(w.e.f. 1 April 2021)

NOTE**EXECUTIVE COMMITTEE:**

Mr Khoo Teng Cheong joined as Vice Chairman on 1 April 2022

Mr Jonathan Kok joined as Hon Secretary on 1 April 2022

Mr Foong Daw Ching joined as a member on 1 April 2022

CHAPLAINCY COMMITTEE:

Dr Ernest Chew stepped down as Chairman on 31 March 2022 and remains a member w.e.f. 1 April 2022

Dr Jeffrey Lum appointed as Chairman on 1 April 2022

HUMAN RESOURCE COMMITTEE:

Mr Khoo Teng Cheong appointed as Chairman on 1 April 2022

Dr Danny Ng appointed as Vice Chairman on 1 April 2022

FUNDRAISING COMMITTEE:

Mr Jeyaraj Indra Raj stepped down as Chairman on 31 March 2022 and remains a member w.e.f. 1 April 2022

Mr Alex Lo appointed as Chairman on 1 April 2022

Mrs Yeo Su Chen joined as a member on 1 April 2022

NOMINATION COMMITTEE:

Mr Khoo Teng Cheong joined as a member on 1 April 2022

Mr Jonathan Kok joined as a member on 1 April 2022

SENIOR Management



A/Prof Tan Boon Yeow



Dr Chia Tee Hien



Ms Alice Phua



Mr Kenneth Lam



Ms Jenny Oo



Ms Yvonne Lau



Ms Cheung Siew Li



Mr Timothy Poon



Ms Surin Lee



Ms Yvonne Lim



Ms Leo Bek Hoon



Mr Daryl Tan

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

Dr Chia Tee Hien
Medical Director
Medical Services

Ms Alice Phua
Director
Nursing Services

Mr Kenneth Lam
Deputy Director
Operations
Rehabilitation Services

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

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

Ms Cheung Siew Li
Director
Care & Integration

Mr Timothy Poon
Acting Head
Chaplaincy

Ms Surin Lee
Assistant Director
Corporate Communications
& Partnerships

Ms Yvonne Lim
Deputy Director
Finance

Ms Leo Bek Hoon
Director
Human Resource &
Administration

Mr Daryl Tan
Deputy Director
Information Technology

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.

CELEBRATING Silver 25TH ANNIVERSARY HIGHLIGHTS

Ageing is a natural part of life. But age is just a number. A positive mindset and a healthy lifestyle can help us live a meaningful and fulfilling life. The theme of our 25th anniversary, "Celebrating Silver" called upon the community to join us to raise awareness on staying healthy in our silver years.

#GOSILVERSG

Singapore's first-ever "Silver Hair" campaign to inspire positive ageing and raise funds for our patients. The campaign, which ran from 1 August 2021 to 30 September 2021, garnered more than 30,000 posts, likes and comments.



BEING SILVER BOOK

We uncovered the life stories of 25 Silver Inspirations who do not let their age define them.



BEING SILVER FILM

Five Silver Inspirations were featured in our fundraising documentary film. Their extraordinary lives — from body building to modelling — defied the stereotypes of ageing and proved to be an inspiration for both the young and old.



The film premiered on 15 October 2021. In his message during the film's virtual premiere, Minister for Health Mr Ong Ye Kung congratulated St Luke's Hospital for growing from strength to strength into an important Community Hospital over the years, starting out with rehabilitative care, but gradually expanding to include wound, dementia, palliative care and even outpatient care.



25 DAYS OF DELIGHT

For 25 days, our patients enjoyed special treats of gifts and goodies. We thank our generous donors for delighting our patients and giving them that extra cheer in their recovery journey.



HERITAGE WALL

We were honoured to have Minister of State, Ministry of Culture, Community and Youth and Ministry of Trade & Industry, Low Yen Ling, officially launch our Heritage Wall.

Representatives from St Luke's Hospital and South West CDC also joined the launch event, unveiling the 24-metre long wall that showcases and celebrates our milestones of serving, loving and healing the community since 1996.



KALEIDOSCOPE

A group of patients each lent a splash of colour to represent their individual endeavours to recover, return home and reintegrate into the community. The medley of colours resonates with their bursting zest for life, just as St Luke's Hospital looks forward to another 25 years of vibrancy in Serving, Loving and Healing for the community.



(From left) Dr Peng Chung Mien, Chairman, St Luke's Hospital, A/Prof Tan Boon Yeow, CEO, St Luke's Hospital, Ms Low Yen Ling, Minister of State, Ministry of Culture, Community and Youth & Ministry of Trade and Industry, Dr Ernest Chew, Vice Chairman, St Luke's Hospital, Ms Yong Puay Khim, General Manager of South West CDC at the official launch of St Luke's Hospital Heritage Wall. The wall showcases the significant milestones of the hospital in serving, loving and healing the community.

CELEBRATING SILVER WITH OUR LEADERS

Featuring our Board of Directors and Senior Management with "silver hair", we share how they stay active and healthy.



Jonathan Kok

"I stay active by being involved in activities outside of work."



Mrs Rosana Quek -
Lim Beng Hoon

"Health is wealth. I keep my body healthy with zumba and pilates, and my mind active by volunteering."



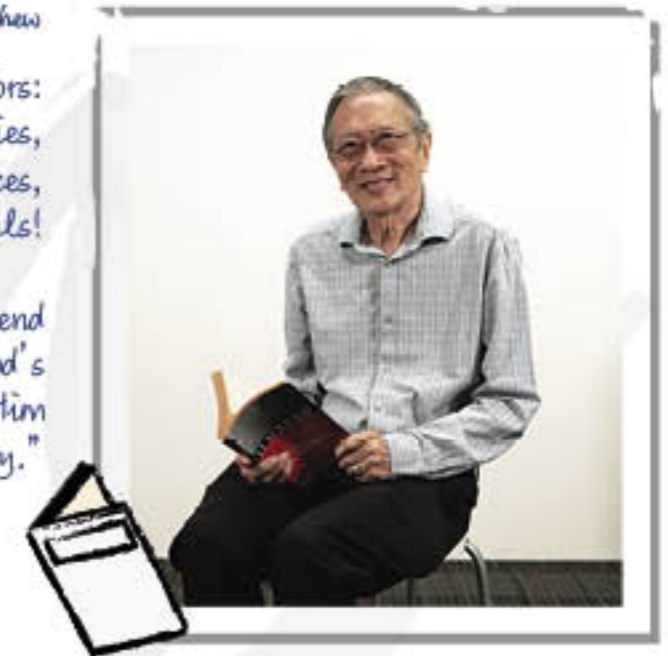
Mr Chua Song Khim

"3 in 1: Eat right, Exercise enough, Sleep well."



Mr Ho Kuen Lon

"Exercise well, sleep well, eat well, less stress."



Dr Ernest Chew

"Help for Seniors: Hear their Stories, Honour their Services, and Heal their Souls!"

"For this, we depend entirely on God's grace, and give Him the glory."



Ms Tan Wee King

"A daily walk/slow jog/swim gives my grateful "biconically-paced" heart a refreshing workout, and keeps my blood flowing through smoothly and nourishing all my ageing body systems."



Mr Jeyraj Indra Raj

"Playing the trumpet in an ensemble brings me great joy."



Dr Jeffrey Lum

"Biking gives me a sense of freedom and enjoyment of the natural elements of the sun and wind. It helps me take my mind off things."



Mr Fong Daw Ching

"Bird photography, also known as birding, takes me to various parks, keeping me healthy and alert."



Mr Lim Huey Sheng

"Regular brisk walking helps me stay healthy."



Ms Alice Phua

“Anyone who keeps the ability to see beauty never grows old” – Franz Kafka. Staying active and healthy is all in the mind. If you choose to be positive, you will always be healthy.”



Ms Yvonne Lau

“My daily morning rhythm involves HIIT, stretching, toning, running.”



Ms Jenny Co

“Being intentional in spending time with family and friends.”



Ms Cheung Siew Li

“Eat fresh, avoid processed and sugary food as much as possible.”



Dr Chia Tee Hien

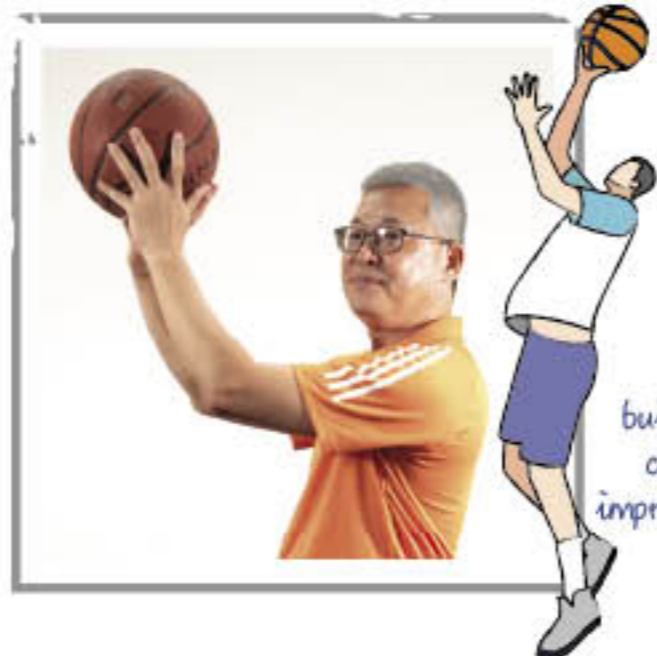
“Take time to do the things you love and not be too hard on yourself.”

“Ms Surin Lee
Have a determined mindset to exercise. Take the initiative to engage in social activities for better well-being.”



Ms Leo Bek Hoon

“Enjoying God's creation through hiking. Hiking also helps to improve my fitness.”



Mr Timothy Poon

“Ball games are great for building hand-eye coordination and improving reflexes.”



Ms Yvonne Lim

“I love the outdoors – cycle, play tennis or jog around Bedok reservoir.”



Mr Kenneth Lam

“The fast-paced game of rugby keeps me on my feet.”

OUR YEAR *in Numbers*

INPATIENTS



NUMBER OF ADMISSIONS
2,250



OCCUPANCY RATE
83%

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

PATIENT SATISFACTION
96% Satisfaction rate (good and excellent ratings)

0.69 REHABILITATION EFFICIENCY SCORE¹



OUTPATIENTS

TOTAL NUMBER OF OUTPATIENTS

3,919

- Number of St Luke's Community Clinic patients **2,253**
- Number of day rehab patients **1,062**
- Number of home care patients **604**



TOTAL NUMBER OF OUTPATIENT ATTENDANCES

35,646

- Number of outpatient clinic visits **12,636**
- Number of day rehab visits **16,812**
- Number of home care visits **6,198**



¹ 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 0.69 refers to an average per day increase of 0.69 MBI score for rehabilitative patients over their average length of stay. A patient who stays for 10 days attains an improvement of 6.9 points.

MANPOWER

TOTAL MANPOWER

505

Medical **36**

Nursing **220**

Allied health **130**

Operations and admin **119**



TRAINING

NUMBER OF HEALTHCARE PROFESSIONALS TRAINED THROUGH ST LUKE'S ACADEMY

599

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



MEDIA & SOCIAL MEDIA REACH

WEBSITE

62,251 visitors

SOCIAL MEDIA (Facebook, Instagram)

591,495 reach

MASS MEDIA (Radio, TV, Newspaper, Online Media)

60 media coverage

PARTNERSHIPS

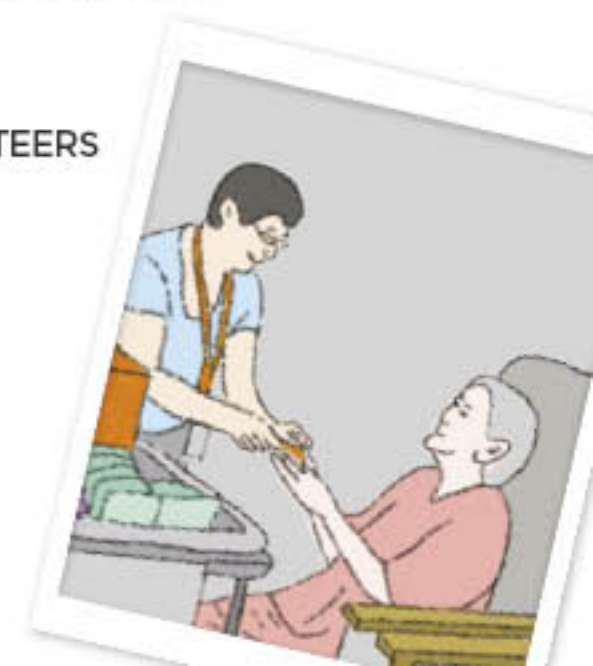
NUMBER OF COLLABORATIVE PARTNERS **125**

VOLUNTEERS

NUMBER OF PATIENTS ENGAGED **9,568**

NUMBER OF VOLUNTEERS **1,441**

NUMBER OF VOLUNTEER HOURS **5,180**



OUR Impact

We have enhanced our key areas of care — rehabilitation, dementia care, wound care, palliative care and outpatient care — to better serve our patients and their caregivers.

REHABILITATION CARE

Our team of physiotherapists, occupational, speech, music and also art therapists addresses various aspects of our patients' health to restore their strength and functional ability.

Combating Frailty

Sedentary lifestyle is associated with health risks under extended period of inactivity. Consistent inactivity leads to frailty and mobility may be challenged eventually to perform daily activities.

Using the right techniques to exercise to strengthen our muscles and reverse muscle loss is essential.

Our physiotherapists developed a series of eight simple exercises to share with the public on how to stay active and combat frailty.

• Return to the original position and repeat 10 times as 1 set.
• Ideally, you should do 3 sets.

Scan the QR code to watch the video.
bit.ly/combattrailty

Restoring Independence Through Meaningful Activities

Aside from the patient's pyjamas and the hospital environment in the backdrop, you would think that Ho Chin Choo, 65, is back at home, tending to her garden and preparing a meal.

This is what Occupational Therapists wish to achieve for their patients — to rehabilitate them back to independence and allow them to continue with their daily activities as much as possible. Occupational Therapists empower clients to discover their potential and capability through the use of activities that are meaningful to them.



Chin Choo tending to a plot of kangkong on hospital grounds with her daughter.



Chin Choo proudly showcasing her first self-made yam cake.



Helping Patients to Converse Again

Yin Ting, 81, "was still planning to do a lot more" when he was diagnosed with Parkinson's Disease (PD) in 2017. As his disease progressed, his speech and physical functions declined exponentially.

Speaking became difficult for Yin Ting. He found himself constantly having to swallow his saliva and phlegm, making conversation hard. "I realise that some of my friends cannot understand me," he laments.

What he did not know was that he was mumbling and speaking softer. He thought he was speaking normally. This change in speech perception affects communication but can be corrected by speech training, which will recalibrate the feedback mismatch that patients with PD experience.

Yin Ting started to receive loud speech therapy. His speech therapist Karryn Kam, a certified Lee Silverman Voice Therapy (LSVT) practitioner, customised interventions based on his needs. The customisation is based on LSVT- LOUD, an evidence-based speech therapy treatment for people with PD and other neurological conditions.

Knowing his interest in singing hymns, his speech therapist introduced music therapy into some of his sessions. During music sessions, he was taught how to manage his breathing momentum and vocal projection. With continued practice at home, he is able to speak at an audible volume without much strain. He also looks forward to singing his favourite hymns with a renewed confidence.



Speech therapist Karryn Kam and music therapist Isabel Tan pacing Yin Ting as he sings one of his favourite hymns. When his volume dwindles, Karryn gives a signal to go louder.

DEMENTIA CARE

Since 2007, our dementia ward team has been caring for persons with dementia by providing care for the whole person through medical, rehabilitative and psychosocial care. The team continues to advocate for awareness and education in dementia care to meet the needs of persons with dementia and their caregivers.

Connecting With Persons With Dementia

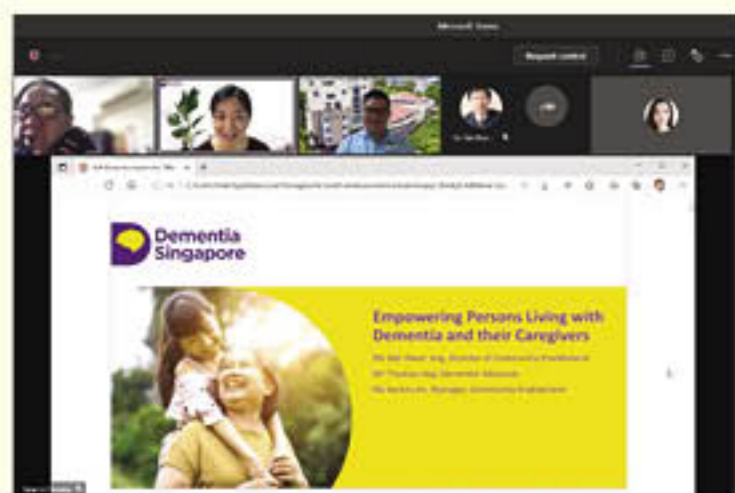
Our Dementia Care Team launched a "Connect with Me!" toolkit to support persons with dementia and their caregivers.

These customised toolkits, funded by The Majority Trust, include various activities, games and sensory items curated with abilities and interests of persons with dementia in mind to help caregivers to engage their loved ones meaningfully at home.

This toolkits have been used with our inpatients, outpatients as well as persons with dementia in our Home Care Service and Home Intervention Programme since December 2021.

Reminding us that our frame of reference should no longer be person-with-DEMENTIA, but PERSON-with-dementia, A/Prof Tan Boon Yeow, CEO of St Luke's Hospital says, "We can still find ways to maintain or enhance the quality of life for persons with dementia and make the caregiving experience a positive one."

The toolkit was launched at St Luke's Hospital's Dementia Awareness Day event on 16 November 2021.



Ms Koh Hwan Jing, Director of Community Enablement from Dementia Singapore shared the importance of engaging Persons with Dementia and their caregivers with SLH staff via a virtual talk at the Dementia Awareness Day event.



WOUND CARE

Chronic wounds can impact one's physical, emotional and psychological health, and incur financial costs for patients and their caregivers. Early intervention and education can often help prevent pressure injuries, improve patient outcomes and reduce pressure injury-related hospital admissions, comorbidities and mortality.

St Luke's Hospital remains dedicated in providing quality wound care services in the community through clinical care, research and training.

Micro E-Learning Course for Caregivers

Caregivers can now pick up basic know-how in the prevention and management of pressure injuries from the comfort of their home and on the go.

Understanding the needs of individuals who care for family members with pressure injuries, the inaugural micro e-learning course was specially curated to provide comprehensive care management for caregivers.

Each topic contains a series of one-minute reads, short video clips and quizzes so that

caregivers can quickly pick up the basics of pressure injury management.

A joint partnership between St Luke's Hospital and Singapore University of Social Sciences, the micro e-learning course was launched at the 15th Annual Wound Conference organised by SLH on 11 March 2022.

The course is designed for family caregivers who are caring for their elderly family members or individuals who are interested to learn more about managing pressure injuries.



More than 300 healthcare professionals participated in the 15th Annual Wound Conference conference themed "Skin vs Wound – Friend or Foe?".



Screenshot of the micro e-learning course. Caregivers can learn how to perform wound dressing for their loved ones.



PALLIATIVE CARE

Since the opening of our palliative ward in 2017, we have served more than 500 patients. We remain committed to improving the quality of life for patients and their loved ones through clinical, social and pastoral support.

Group Music Therapy for Palliative Care

With late-stage cancer that has metastasized, Mr Loh spends most days resting on his bed in the palliative ward. As his physical condition declined, his care team and loved ones found it increasingly challenging to engage him in activities that were once meaningful to him.

Recognising these signs, the palliative care team decided to tap on his preference for music and recommended him to start group music therapy, a complementary approach



to maintain or improve the quality of life for end-of-life patients.

In such sessions, music therapists conduct a structured group programme, including singing, music and movement, as well as instrumental playing to facilitate group togetherness and promote group cohesion.

When the music therapist played a song describing the mountainous area of Sichuan in China, Mr Loh sang solo and with the group, tapped along to the tunes and shared about the countries he had been to in the past. "During the group sessions, I feel less lonely. The upbeat rhythm also cheers me up," said Mr Loh.



▲ Mr Loh (first from left) participates in a group music therapy session, where patients have the opportunity to work on a group music task together, bringing back a sense of belonging and togetherness in their lives.

OUTPATIENT CARE

Our outpatient services including St Luke's Community Clinic, Day Rehabilitation Centre and home care services seek to meet community health needs in a comprehensive manner. We also work with partners to strengthen community care.



Truly a Community Hospital



▲ Teng Boon and Belinda visit SLH for their medical appointments together.

Ooi Teng Boon and his wife have been married for over 40 years. Together, their healthcare needs have been taken care of by St Luke's Hospital (SLH) for more than 10 years.

It began when Teng Boon suffered a stroke in 2006. His mood and morale plunged, and his family felt an equal sense of helplessness.

At that time, their son, then a university student, often visited his father at SLH.

Teng Boon's wife, Belinda, recalls how the nurses often stopped by to reassure her son. She recounts, "The nurses would tell him 'Don't worry, we will take care of him.'"

Teng Boon, now 71, survived the ordeal and regained physical mobility through rehabilitation. He decided to stay on with SLH for his outpatient medical consultations and was followed up by A/Prof Tan Boon Yeow.

Besides being Teng Boon's family physician, A/Prof Tan has become like family to them. This was also why Belinda subsequently chose to be followed up at St Luke's Community Clinic for her own medical conditions as well.

She says, "If the doctor is caring, it really makes a difference (to your health). His words carry more weight and you will listen to what he says." She has recognised the improvement in both her and her husband's health.

A/Prof Tan's thoughtfulness also warmed their hearts. He would arrange for Teng Boon and Belinda's appointments to be on the same day for their convenience.

When he found out that Teng Boon had not received his COVID-19 vaccination, he immediately scheduled a slot for him.

The couple feels welcome each time they visit the clinic as "the staff treat us like

their personal friend". Teng Boon explains, "They greet us, call us by our name, and serve us with kindness and care. Their attitude has made SLH unique and truly a community hospital."



◀ Teng Boon with A/Prof Tan for his regular check-up.

intervention programme that included face-to-face screening, assessment and intervention. Due to the pandemic, the team could not conduct physical screening and pivoted to tele-screening in 2020. The team proceeded with tele-screening once more.

To garner sign ups, the team went door to door to almost 4,000 units in Bukit Batok to place PSC door hangers and brochures at the residents' gate. With support from Bukit Batok constituency, posters were also put up on physical and digital noticeboards.

Residents who signed up received a frailty screening. Using a geriatric assessment tool, the PSC team telephoned residents and evaluated their physical, medical, cognitive, nutritional and psychosocial well-being. At the same time, doctors from NUHS FM Residency and St Luke's Hospital logged in through a video call with the team to assess and advise during the screening.

Based on the results, the doctors referred residents to services such as outpatient rehabilitation that would improve and strengthen their health. In the following months, the PSC team also continued to contact residents once a month to assess their health and check if they require additional services.

The PSC team comprises students from NUS Medicine, Alice Lee Centre for Nursing Studies and NUS Department of Pharmacy. Almost 50 residents were screened on 13 and 20 Nov 2021.

PSC is part of Western SilverCare (WSC), a community programme partnering with neighbouring Active Ageing Centres with activities aimed to reduce or reverse frailty for seniors 60 years and above living in Bukit Batok.

COMMUNITY CARE

Preventing Frailty in the Community

As COVID-19 continues to threaten the health of many, especially older persons, the Project SilverCare (PSC) team saw the critical need to carry on its frailty screening in 2021.

PSC team lead, Chang Ting Yu, said, "The pandemic has revealed how vulnerable our seniors are. Furthermore, safe distancing measures have exacerbated social isolation. Now more than ever, we need to step up our outreach efforts to vulnerable seniors."

The PSC team, with NUHS Family Medicine (FM) Residency doctors, used to visit residents as part of a comprehensive frailty



▲ The PSC team put up door hangers at houses in the neighbourhood to encourage sign up.



◀ Murali Pillai (seated), MP for Bukit Batok, spoke to a resident through the tele-screening. (Standing from left to right) A/Prof Tan Boon Yeow, CEO of SLH, Dr Rachel Lu from SLH and Ng Jia Yi from the PSC team were also present.

Partnerships

Collaborating to Enhance Dementia Care

In search of enhancement to Dementia care, a collaborative MOU was signed between St Luke's Hospital (SLH) and TZPBC Investment Pte. Ltd to co-develop innovative solutions that will elevate the delivery and monitoring of integrated, value-based care for persons with dementia.

The collaboration seeks to enrich dementia care by offering novel, technology-enhanced care solutions to bring about effective and sustainable improvements to care outcomes and quality of life for persons with dementia and their families.



▲ SLH CEO, A/Prof Tan Boon Yew (seated, right) with TZPBC founder, Mr Tan Wee Theng (seated, left) signed an MOU to forge a partnership between the two organisations to enhance dementia care.

Donation to Purchase New Rehabilitative Equipment

On behalf of our patients, we would like to give our heartfelt appreciation to The

Ireland Funds Singapore (TIFS) for the generous donation to purchase new rehabilitative equipment for our patients.

The wear-and-tear of our equipment are extensive due to the daily usage by our patients. With TIFS' timely contribution, we were able to purchase new rehabilitation

equipment, adjustable hi-low tables, hospital beds and wheelchairs for our patients. This has enhanced patients' rehabilitation journey at our hospital.



▲ Patients with the new wheelchair and adjustable hi-low table donated by TIFS.

Decommissioned Taxi for Rehabilitation

Say hello to our new decommissioned taxi, generously donated by ComfortDelGro Taxi!

The vehicle plays a vital role in vehicle transfer training for our caregivers and patients with mobility issues. Every day, 8 to 10 patients and their caregivers

learn transfer techniques from our therapists with practical sessions using the taxi, before they are discharged. This training helps our patients become more familiarised with transport usage in a real-world environment, and regain mobility with confidence.



◀ The new taxi replaces our first decommissioned taxi which was donated by ComfortDelGro in 2014.

Celebrating Volunteers

In celebration of International Volunteer Day, more than 100 volunteers received long service awards via our hospital's Volunteer Appreciation Day event on 3 December 2021.

Celebrating Volunteers was themed and conducted virtually to celebrate volunteers' commitment and service in enriching the lives of our patients. Special performance by staff, commemorative video montage of volunteers' contributions and blessed draw with attractive prizes were part of the programme curated for our dedicated volunteers.

In his message, CEO of St Luke's Hospital, A/Prof Tan Boon Yeow, highlighted the important role volunteers play in our patients' journey, "Volunteers are a partner in the holistic care that we give to our patients, often being with us in the frontlines, enriching lives and helping patients cope with their pain and struggles."

Our Guest-of-Honour, Mr Murali Pillai, MP of Bukit Batok, also shared a special message virtually. Since the pandemic started, virtual volunteerism was borne out of necessity to enable activities to continue with minimal

disruption. He thanked volunteers for not letting physical distance limit them, and continuing to cheer patients and staff on by sending greetings and well wishes through cards, gifts and virtual engagements.

One of our awardees, Betty Lee, was awarded the 5-year long service and outstanding award.

She painstakingly hand-made over 1,000 hanging mobiles to be



placed at patients' bedside, with an aim to instil some positivity and brighten up their mood.

"I have also benefitted from volunteering, as it brought me lots of joy and also a healing sense of calmness amid the pandemic," said Betty.

Corporates and schools were also appreciated for volunteering. On top of raising funds and donating goodie bags, HP Singapore also organised a Christmas celebration and digital carnival for our patients. They were awarded the Outstanding Volunteer Group Award.



▲ Screenshot of some of the participants who attended the Volunteer Appreciation Day event.



▲ Our staff from different departments performed the song "Count on me" to appreciate the volunteers for their unwavering support.



Blessings for the New Year



▲ On behalf of the hospital, Assistant Director of Nursing Nancy Chua gave mandarin oranges to patients to wish them well for the new year.

Giving mandarin oranges during the festive Lunar New Year has always been a symbolic way of giving well wishes to loved ones for the new year. Continuing our hospital's annual tradition, our staff gave out mandarin oranges and handmade Lunar New Year cards to all inpatients and outpatients on 7 February 2022, wishing them happiness and good health.

A big thank you to HP Singapore for gifting the mandarin oranges, and our dedicated

volunteers for preparing the creative handmade cards with heartwarming messages.

"With restrictions in place, many patients were not able to spend Lunar New Year with their loved ones. We hope our well wishes brought some cheer and made them feel at home during the festive season," said Nancy Chua, Assistant Director of Nursing.

OUR Patients

2021 INSPIRATIONAL PATIENT



"I have come a long way since those dark days. I continue to work hard at my therapy sessions to regain more of my physical functions. In time, I hope to be well enough to be able to run a small food business with my wife."

◀ *Toh Boon Beng, recipient of Singapore Health Inspirational Patient & Caregiver Award 2021. Boon Beng is a stroke survivor and also a sole-breadwinner of his family of six including his elderly mother. At his lowest point, he did not want to live anymore. With family in mind coupled with support from his wife, he worked hard during rehabilitation to get better.*

WOUND CARE THAT ENABLED HIM TO RETURN HOME

"I wondered when I would be able to return home. I was surprised and grateful to the nurses when I saw my wounds healing fast."

▶ *After undergoing an emergency heart bypass surgery, Toh Siong Been was gravely concerned as to how long his surgical wound would take to heal. Siong Been received inpatient wound care at St Luke's Hospital.*



MAINTAINING STRENGTH AND MOBILITY

"Ageing is inevitable but we can do our best to maintain our health and mobility for as long as we can. I love walking and gardening, and want to do so for as long as I can."

▶ *Leong Pooi Ying, who was once told by her doctor that her hips had "degenerated and were on the brink of collapse". She underwent a hip replacement surgery and received inpatient care at St Luke's Hospital. After discharge, she wanted to do more to maintain her strength and started attending weekly Gym Tonic sessions, an evidence-based, senior-friendly strength-training programme that improves the functional abilities of the elderly.*



RESTORING QUALITY OF LIFE

"I could finally wash my face properly!"

▶ *Kertar Kaur was elated after her nasogastric (NG) tube was removed. Kertar was diagnosed with recurrent laryngeal cancer in 2020 and underwent surgery, radiation therapy and chemotherapy. She required an NG tube to be inserted for nutrition as she was unable to swallow without feeling pain. After a period of care at St Luke's Hospital, her weight stabilised and she was also able to swallow an adequate amount of soft diet well, hence her NG tube was removed. With better health and quality of life, Kertar hopes to be able to return to work.*



AWARDS & Recognition

CONSTANTLY IMPROVING TO RAISE STANDARDS OF PATIENT CARE



"The difference nurses can make to patients constantly reminds me to give whenever I can."

◀ *Su Anqi, Senior Nurse Educator — recipient of the Nurses' Merit Award 2021. Started in 1976, the Nurses' Merit Award is presented to nurses who have displayed noteworthy and exceptional performance, participated in professional development, and contributed to raising the nursing profession. Nurses are nominated for the award by their healthcare institutions and selected by a panel set up by the Ministry of Health (MOH).*

BUILDING CAPABILITY FOR BETTER PATIENT CARE



"I am grateful for this opportunity to increase my knowledge and to make a greater impact on patients' lives. I hope to incorporate the gained knowledge into the care management for the ageing population. With it, to also develop innovative solutions to meet these challenges."

▲ *Naw Bway Pale Wah (second row, first from right), one of 14 staff from St Luke's Hospital who received the Community Care Manpower Development Award (CCMDA) on 23 September 2021. Pale Wah is undertaking an 8-months full-time Diploma of Nursing in Gerontology at Nanyang Polytechnic, supported by the CCMDA. Administered by the Agency for Integrated Care, CCMDA provides new entrants, including students and mid-career switchers, and staff working in the sector with opportunities to develop professionally and grow their career in community care.*

MAKING A DIFFERENCE IN COMMUNITY CARE

"Unlike the superheroes in movies who are equipped with super gadgets to support their heroic actions, our fellow colleagues in the ILTC sector are fueled with the 'super passion' to change our community care for the better... We strongly believe that it is through collaborations that we will be able to transform community care."

▶ *A/Prof Tan Boon Yeow, CEO of St Luke's Hospital — recipient of the Supertasking Hero Award & Super Committed Hero Award 2021. The award was given at the Agency for Integrated Care Community Care Day celebrations on 25 October 2021. He was recognised for achieving 27 committee feats over the past 10 years. He has served in multiple roles, including the ILTC Quality Festival Organising Committee, the Medical Advisory Board, the National Care Assessment Framework Steering Committee, the Strategic Advisory Committee for Quality Improvement for the ILTC Sector, as well as the Research and Innovation Committee.*



DISPLAYING EXEMPLARY CARE



"I believe that as we shift to care beyond disease treatment, we need to address patients' holistic wellness as well."

▶ *Dr Linus Chua, Associate Consultant — recipient of the Superstar Award, Clinician category at the Singapore Health Quality Service Awards on 8 February 2022. Dr Chua was the medical lead for the Community Response Team, who visited homes to help diagnose and stabilise patients with urgent mental health conditions through pharmacological management, behavioural intervention and caregiver training.*



"Organisations should give space and opportunities for staff to kickstart health and wellness initiatives."



Representatives from the Health and Wellness Committee – recipient of the Best Team Merit Award at the Singapore Health Quality Service Awards on 8 February 2022. Since the onset of the pandemic, healthcare workers have faced an elevated risk of stress, burnout and other mental health challenges. To uplift the morale and mental wellbeing of our team, St Luke's Hospital Health and Wellness Committee rolled out a series of initiatives to support and encourage staff through these challenging times.



A/Prof Tan Boon Yeow, CEO, St Luke's Hospital, to the 188 exemplary staff from SLH recognised at the Singapore Health Quality Service Awards (SHQSA) ceremony on 8 February 2022. Organised by the SingHealth Duke-NUS Academic Medical Centre since 2011, the SHQSA awards and celebrates the exemplary efforts of healthcare professionals in improving patient experience.

"Our healthcare heroes have persevered and continue to understand and manage the adversity that pandemic brings. Your experience of facing adversity with resilience is your biggest strength. Each day as you overcome the challenges, it helps to stretch you and you emerge stronger than yesterday. Thank you for persevering in this journey and always giving the extra care mileage to help our patients regain their health and move from wellness to wholeness. Great job!"

COMMUNITY IN BLOOM AWARDS – GOLD



At St Luke's Hospital, our patients engage in gardening as a form of leisure as well as therapy, where they can improve their fine motor skills, standing endurance, attention span and decision making. The Community in Bloom Awards by NParks recognises excellence in gardening efforts by community groups and aims to encourage community gardeners to improve the standards of their gardens while continuing to enjoy gardening as a fun and healthy activity.

"I am glad that we are able to provide our patients an avenue to promote a greater sense of well-being. Winning this award is definitely a sweet surprise and will encourage us to consistently improve on our gardens and tap on them during leisure and even in therapy sessions."

Nor Azilah Binte Pami, Senior Occupational Therapist and Leisure Coordinator, St Luke's Hospital.



RESEARCH, INNOVATION & Education

RESEARCH

FY	Poster Presentations	Oral Presentations	Papers Published	Quality Improvement Projects
2019	23	10	8	-
2020*	26	2	11	7
2021*	26	3	12	6

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	Nurses' medication orders via the eIMR resupply module	Lai Chien Kuan, Alicia Chua, Ou Yee En	20th Asian Conference on Clinical Pharmacy— Jul 2021
2	Community Response Team (CRT) - community management of geriatric mental health	Cheung Siew Li, Linus Chua, Phua Lee Lian, Dynn Leong	6th Singapore Mental Health Conference - Aug 2021
3	Home Intervention Programme (HIP) - Community-based support for Persons with Dementia (PWDs)	Kristie Wong, Cheung Siew Li, Anne Lee, Lydia Ong	6th Singapore Mental Health Conference - Aug 2021
4	Medical education in a pandemic: results from a pilot live-streamed clinical clerking curriculum in a community hospital	Dr Jeffrey Jiang, Ng Yong Xiang, Dr Victor Loh	26th WONCA Europe Conference - Jul 2021
5	WSC- Paperless registration and referrals to SLCC	Lynette Lim, Samantha Chua, Dynn Leong	Quality & Innovation Day 2021 - Oct 2021
6	Enhancing patient's hospitalisation experience	Yvonne Lau, Lynette Lim, Chevy Dayrit, Jeffrey Ng, Fahria Bte Abdul Rahman	Quality & Innovation Day 2021 - Oct 2021
7	Enhancing nurses' knowledge in fall assessment to reduce falls	Loh Yean Ting, Rowena Jose, Paw Htoo Kaw, Wong Ying Hung, Nancy Chua, Marilyn Koh	Quality & Innovation Day 2021 - Oct 2021

POSTER PRESENTATIONS (CONTINUED)

No.	Title	Author/Contributing author from St Luke's Hospital	Conference
8	"Procurement Helper" - a programme developed to improve procurement process in SLH Pharmacy	Loh Li Ling, Wong Yoke Cheng, Pauline Ong	Quality & Innovation Day 2021 - Oct 2021
9	Improving post discharge interventions by enhancing patient and caregiver education	Karen Lim, Phua Lee Lian, Ong Sock Lee, Samantha Chua, Wong Hui Min, Lydia Ong, Lydia Cheong	Quality & Innovation Day 2021 - Oct 2021
10	Accurate monitoring of fluid intake for dialysis patients (both hemodialysis and peritoneal dialysis)	Riezel Ayuban, Ganesan Shakila, Nant Khaing Thazin, Thankachan Viji	Quality & Innovation Day 2021 - Oct 2021
11	Care and counselling as an enhancement of the CSP model of care	Sylvia Lam, Dennis Koh, Ong Yao Min	Quality & Innovation Day 2021 - Oct 2021
12	Education on MRSA-related knowledge and proper hygiene handwashing	Gary Ko Leui, Malathi Maruthasalamoorthy, Hau Sian Cing, Tin Nilar Win, Thang Pian Langh	Quality & Innovation Day 2021 - Oct 2021
13	Enhance medication safety of person with dementia/ cognitive impairment	Anusuya Dorairaj, Wendy Joshua, Ling Ling, Ying Hung, Than Than, Charissa, Thet Ninh	Quality & Innovation Day 2021 - Oct 2021
14	Enhanced skin assessment tool used during admission	Radhi, Yean Ting, Aung Ko, Elakkiya	Quality & Innovation Day 2021 - Oct 2021
15	Enhancing clients' knowledge of self blood glucose monitoring at home	Jaseema Begum, Mi Shwe Yin Kyawt, Nancy Chua	Quality & Innovation Day 2021 - Oct 2021
16	Enhancing nursing preceptors' capabilities through an innovative blended-learning approach	Anqi Su, Marilyn Koh	Quality & Innovation Day 2021 - Oct 2021
17	Improving procurement process in SLH through digitalising purchase requests and approval	Clement Chua, Kenneth Lam, Kevin Wong	Quality & Innovation Day 2021 - Oct 2021

POSTER PRESENTATIONS (CONTINUED)

No.	Title	Author/Contributing author from St Luke's Hospital	Conference
18	Improving productivity with creation of individual teaching kits for wound courses	Caroline Tan, Joan Pang, Vandana Bhavsar, Kavitha D/O Sanmugam, Kayne Kwa, Revathi Naidu, Florence Ang, Or Chee Meng, Yvonne Lau	Quality & Innovation Day 2021 – Oct 2021
19	Improving the workflow for retrieval of wound care products from central repository	Kavitha D/O Sanmugam, Yvonne Lau, Revathi Naidu, Caroline Tan, Vandana Bhavsar, Florence Ang, Joan Pang, Or Chee Meng, Kayne Kwa	Quality & Innovation Day 2021 – Oct 2021
20	Increasing the uptake of frailty physiotherapy programme among new patients to St Luke's Hospital outpatient clinic	Jeffrey Jiang, Moina Eio, Kally Ham	Quality & Innovation Day 2021 – Oct 2021
21	Lean initiative on managing standard medication returns from wards	Loh Li Ling, Alan Aguinaldo, Foo Li Yong, Lai Sau Wai, Edmund Ng, Pauline Ong, Loh Li Ling	Quality & Innovation Day 2021 – Oct 2021
22	New renal signage for haemodialysis patients	Emmylin Kalyanee Lorenzo Hannah Gail Magtalas Ohmar Than Ma Thein Thinzar Tun Josephine Tan Siew Eng	Quality & Innovation Day 2021 – Oct 2021
23	Quicker step for external NGT measurement	Catacutan Roxanne Lazo, Manatad Jeanly	Quality & Innovation Day 2021 – Oct 2021
24	Skin care bundle to improve workflow in skin tear prevention and management	Lanceta Madel Low Pei San Janini Miro Huimila Kachui Imelda Pagsinohin	Quality & Innovation Day 2021 – Oct 2021
25	SLH LearnTube Mobile Learning	Esther Lim Hwee Che Eunice Lam Su Anqi Yvonne Lau Daryl Tan Edmund Foong Chris Yap	Quality & Innovation Day 2021 – Oct 2021
26	To improve accuracy of meal charting	Wong Hui Xin, Yap Mee Li, Deborah Foong	Quality & Innovation Day 2021 – Oct 2021

ORAL PRESENTATIONS

No.	Title	Presenter	Event
1	Managing pressure injury: care and nutrition	Caroline Tan	Danone Nutricia Virtual Symposium: Approaching Pressure Injuries - Jun 2021
2	A three-way presentation was presented in introducing Singapore as a whole before diving into the vision/mission in St Luke's hospital, an example of a community hospital in Singapore.	Isabel Tan	International Association for Music & Medicine (IAMM) - Jun 2021
3	Incorporating music in rehabilitation: Tips from the music therapist	Isabel Tan	9 th Singapore International Parkinson Disease & Movement Disorders Symposium - Jul 2021

PAPERS PUBLISHED

No.	Title	Author/Contributing author from St Luke's Hospital	Paper
1	Stroke Rehabilitation Use and Caregiver Psychosocial Health Profiles in Singapore: A Latent Profile Transition Analysis	Tan Boon Yeow	JAMDA https://doi.org/10.1016/j.jamda.2021.02.036 - Apr 2021
2	Role of caregiver factors in outpatient medical follow-up post-stroke: observational study in Singapore	Tan Boon Yeow	BMC Family Practice https://doi.org/10.1186/s12875-021-01405-z - Apr 2021
3	A study on prevalence and associations of non-robustness in older adults aged 65 years and above attending a general practitioner clinic in Ang Mo Kio	Grace Chiang, Tan Boon Yeow	Singapore Med J https://doi.org/10.11622/smedj.2021088 - Jun 2021
4	What's New in Asthma Management	Grace Chiang	The Singapore Family Physician https://doi.org/10.33591/sfp.47.7.e - Jul 2021
5	Updates in DM + CKD Management: "Are SGLT2 Inhibitors the Answer?"	Grace Chiang	The Singapore Family Physician https://doi.org/10.33591/sfp.47.8.e - Oct 2021
6	Seeking healthcare services post-stroke: a qualitative descriptive study exploring family caregiver and stroke survivor perspectives in an asian setting	Tan Boon Yeow, Kenneth Lam	BMC Neurology https://doi.org/10.1186/s12883-021-02463-7 - Nov 2021

PAPERS PUBLISHED (CONTINUED)

No.	Title	Author / Contributing Author from St Luke's Hospital	Paper
7	Prevalence of risk of distress and associated factors among physicians, nurses and rehabilitation therapists working in a community hospital: a cross-sectional study	Grace Chiang, Chia Tee Hien, Tan Boon Yeow	SMJ https://doi.org/10.11622/smedj.2021169
8	Support system diversity among family caregivers of stroke survivors: a qualitative study exploring Asian perspectives	Tan Boon Yeow, Kenneth Lam	BMC Geriatrics https://doi.org/10.1186/s12877-021-02557-4
9	Burden of informal care in stroke survivors and its determinants: a prospective observational study in an Asian setting	Tan Boon Yeow	BMC Public Health https://doi.org/10.1186/s12889-021-11991-3
10	Association Between Cerebral Cortical Microinfarcts and Perilesional Cortical Atrophy on 3T MRI	Tan Boon Yeow	American Academy of Neurology DOI: 10.1212/WNL.00000000000013140
11	A wireless and battery-free wound infection sensor based on DNA hydrogel	Grace Chiang, Tan Boon Yeow	Science Advances DOI: 10.1126/sciadv.abj1617
12	Alzheimer's Disease Therapy With NEuroaid (ATHENE): A Randomized Double-Blind Delayed-Start Trial	Tan Boon Yeow	JAMDA https://doi.org/10.1016/j.jamda.2021.10.018

INNOVATION

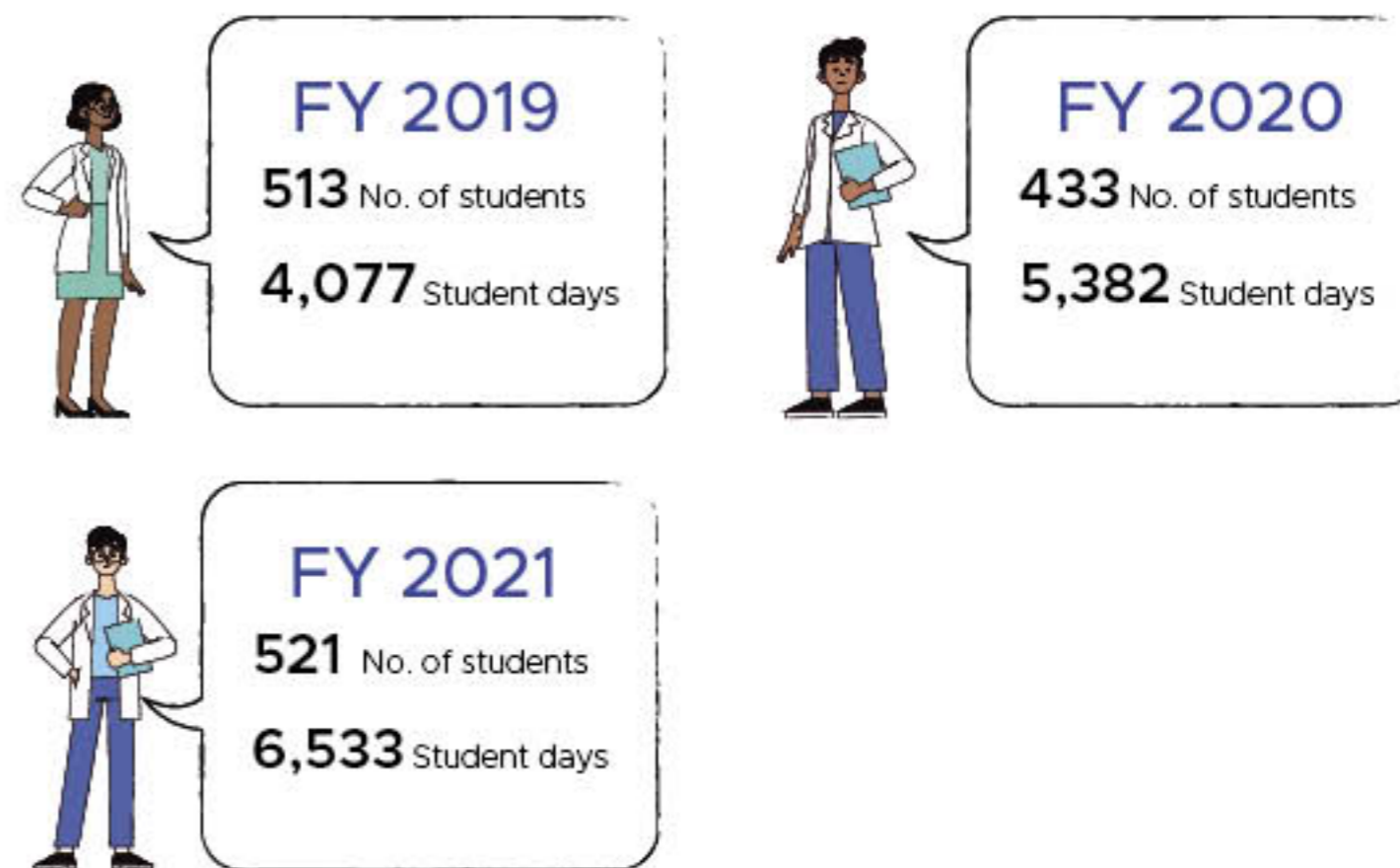
No.	Title	Author
1	Managing overall length of stay by increasing the percentage of patient discharge within 28 days through LEAN project involving referral and MSW teams – Jun 2021	Ian Heng
2	Digitize Collaterals Request & Processes and Storage Arrangement with Depts – Oct 2021	Sarah Lim
3	FY2021 Strategic Initiative Reporting Process Automation – Dec 2021	Sandy Bui
4	Internal comms revamp posters aligned with corporate image – Jan 2022	Jennifer Tay
5	Introducing WhatsApp Business – Jan 2022	Camilla Feng, Eunice Tan
6	Improvement In work processes – Deposit refund via paynow - Jan 2022	Serene Lim

EDUCATION

STAFF TRAINING AND DEVELOPMENT



TRAINING STUDENTS* FROM OTHER INSTITUTIONS



*Nursing, pharmacy, therapy and medical students

WILLING TO HELP A GOOD CAUSE



Your gift will help us to make a difference to more patients like Mr Lye.

Embattled by cancer since more than 10 years ago and a metastasis resulting in the amputation from hip down on one side, Mr Lye, 66, is now going to places with his wife, despite being left with only one leg.



As a charity hospital, most of our patients are from lower income households. They may have cancer, pneumonia, dementia, stroke, fractures, and may have undergone surgery and amputations. Your giving, big or small, can help them. To find out more, visit slh.org.sg/giving or email donor@stluke.org.sg



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

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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