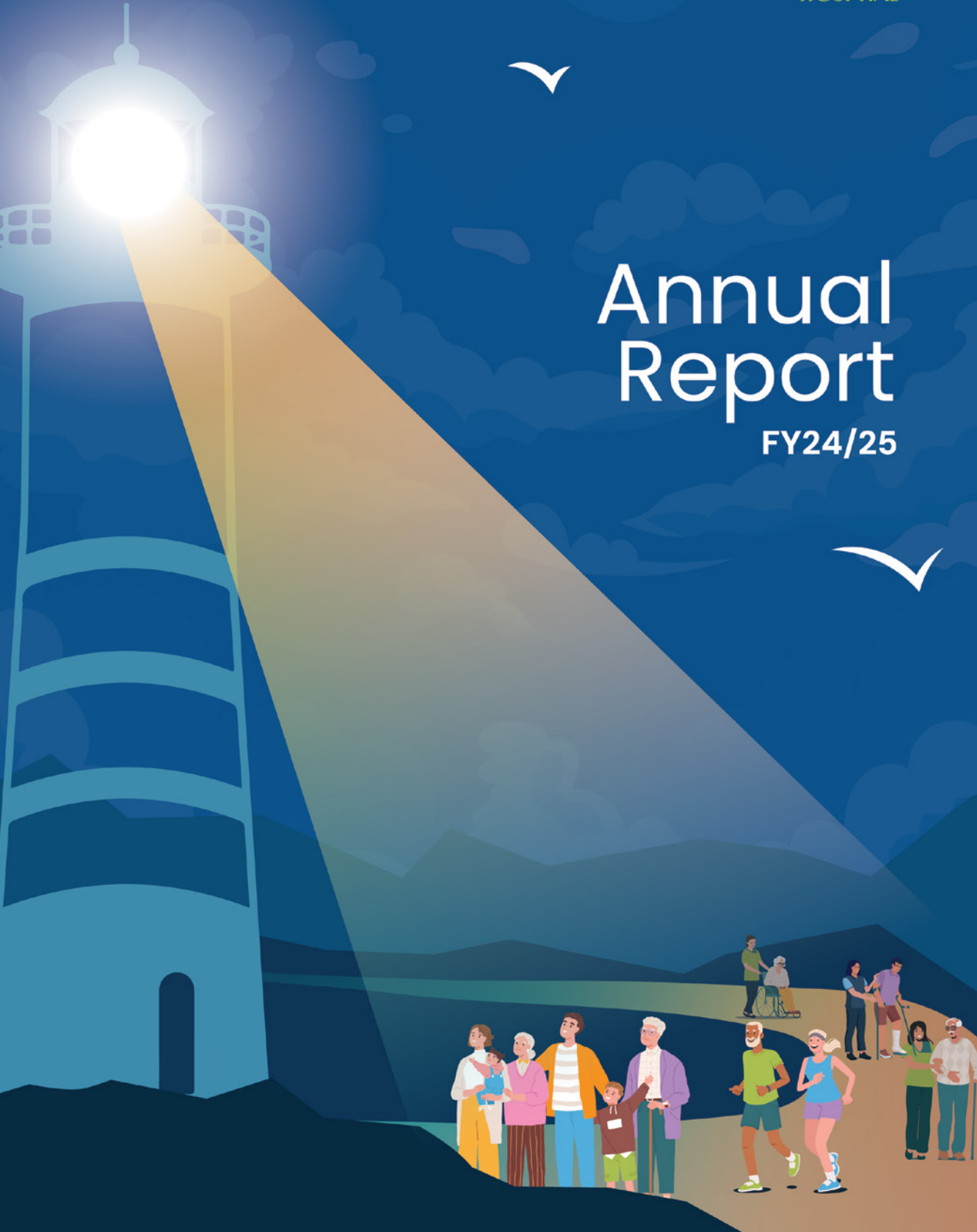


# Annual Report

FY24/25



**IPC Number**  
HEF0004/G

**IPC Status Effective Date**  
Till 22 September 2025

**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  
**Bankers:** Bank of Singapore Ltd, DBS Bank Ltd, OCBC Bank, BNP Paribas

St Luke's Hospital is in compliance with the Code of Governance for Charities and IPCs.  
It's 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.

The cover design embodies St Luke's Hospital's promise to journey with patients through our ecosystem of care — spanning preventive, curative to end of life. SLH stands as a beacon of light, guiding patients and their loved ones through challenges with compassion and hope.

# Lighting the Way Forward

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“ Together, let us build  
a community of care  
that transforms and  
enriches lives. ”



## Chairman's Message

FY24/25 has marked a significant chapter in St Luke's Hospital's 29-year journey of healing, hope, and service. We are deeply grateful for the many hearts and hands that have contributed to our mission and shaped the care we deliver today.

As Singapore's population continues to age, we stand ready to be a trusted health partner to meet evolving needs—aligned with the government's call to anchor care in the community by building health beyond hospital walls and pioneer new models of care with our partners.

Over the past year, we supported more than **7,200 patients and beneficiaries** across our **inpatient, outpatient, home, and community-based care services**—reflecting our commitment to accessible, person-centred, and integrated care. From **preventive, to curative, and end-of-life care**, we remain dedicated to restoring each patient from wellness to wholeness.

Guided by our **2030 Vision: Beacon of Light**, we continue to pursue our aspiration of becoming the **Best Community Hospital in Asia** and establishing a **Community Hospital Health System**. Our strategic focus remains anchored in three pillars of **Building Enterprise, Teams and Culture** in achieving our 2030 Vision, to create value for our people, patients and partners.

### Defining Best Care and Experience

Central to our care philosophy is the **Clinical, Social, Pastoral (CSP)** model, which goes beyond physical treatment to support emotional, psychological, and social well-being of a person.

We've accelerated our shift towards **value-based care**—focusing on better outcomes and patient experience while making the most of our resources. Through the formation of **Integrated Practice Units**, condition-specific multidisciplinary teams are established to address patients' medical, functional, and psychosocial needs in a more focused and coordinated way. Timely access to and analysis of data empowers our frontline teams to close care gaps, track progress, and drive targeted improvements.

We also continue to enhance our physical environment, where our **refreshed wards and common spaces** now offer more welcoming, healing settings for our patients and families.

### Deepening Collaboration Across the Community

Beyond hospital walls, we continue to strengthen ties across the community and healthcare landscape. In the Bukit Batok and Western region, we are building an integrated care ecosystem with Active Ageing Centres, Senior Care Centres, Nursing Homes, and faith-based organisations.

This year, we were honoured to be appointed Lead Admin Coordinator for the **Integrated Community Care Provider (ICCP)** in Bukit Batok Zone 2. Under the guidance of the Agency for Integrated Care (AIC), we work closely with partners to coordinate care, enabling our seniors to age well in the community. This role presents a unique opportunity to shape a new model of care—especially with the presence of a community hospital and Singapore's first Community Care Apartment located in this region.

In addition, as an **AIC-appointed Learning Institute**, we have equipped over **2,100 healthcare professionals and staff** in our clinical focus areas — **Rehabilitation, Dementia, Wound, and Palliative Care** — building sector-wide capability for greater collective impact.

Looking ahead, our priorities are clear: to **build a care ecosystem that is sustainable, scalable, and future-ready**—grounded in compassion and whole-person care. We will continue to expand our services in line with national healthcare priorities, particularly in preventive and primary care, mental health, and palliative care.

To our **Board of Directors, foundation members, healthcare and church partners, corporates, donors, volunteers, and Team SLH** — thank you. You are the heartbeat of our mission. With God's grace and the continued partnership of all who believe in our calling, I am confident that St Luke's Hospital will grow in both reach and impact.

I'm reminded of the encouragement in Galatians 6:9 – “Let us not become weary in doing good, for at the proper time we will reap a harvest if we do not give up.” May we continue to serve with courage, excellence, and steadfast compassion. Together, let us build a community of care that transforms and enriches lives.

**Mr Khoo Teng Cheong**  
Chairman  
St Luke's Hospital



## CEO's Message

Strengthening foundations, elevating care, and laying the groundwork for future growth marked a year of intentional building for St Luke's Hospital. Every milestone reached in FY24/25 reflects a shared commitment to build — ourselves, our teams, and our organisation — with purpose and conviction.

### Advancing Care with Purpose

We continue to build capabilities to better serve patients with complex and chronic needs, particularly in our peaks of excellence such as **rehabilitation**. This year, we launched several **pioneering initiatives** that exemplify our commitment to clinical excellence and person-centred innovation.

At our charity dinner, we unveiled **iReX, Singapore's first integrated rehabilitation and exercise programme**. Led by allied health professionals, it blends traditional therapy with music and art therapy to address patients' holistic needs. By integrating rehabilitation with fitness, iReX empowers individuals to move beyond recovery towards greater independence and a better quality of life.

To support individuals with mild cognitive impairment or dementia, and their caregivers, we launched the music therapy-led **Community Inclusive Choir**. Through shared musical expression, the choir fosters social connection, reduces isolation, and uplifts the emotional well-being of both participants and caregivers.

We also continued advancing our work in **robotic-assisted rehabilitation**, steadily building our capabilities since joining the multi-centre iMove (Improving MObility Via Exoskeleton) project in 2018. This year, our physiotherapist became the **first in Singapore to attain Level Three certification** for the **Ekso GT™ Exoskeleton** — a meaningful milestone in enhancing advanced rehab care.

At the heart of our work are our people. I am proud that SLH was once again **certified as a Great Place to Work®**, affirming the strength of our culture rooted in trust, unity, and shared purpose. We remain committed to nurturing a workplace where every team member is valued, supported, and inspired to serve with heart.

We made meaningful strides in innovation and operational excellence. This year, we were honoured with the **Charity Transparency Award**, recognising our commitment to

strong governance and ethical stewardship—principles that foster lasting trust with donors, partners, and the community. Our **Centralised Asset Management System** also earned the **AIC Community Care Excellence Award – Team (Gold)**, highlighting our drive to harness technology for better care delivery.

### Building for the Future

Looking ahead, we are focused on building a stronger and more responsive care ecosystem by enhancing services and upgrading our facilities to meet evolving community needs.

We are committed to advancing **innovation and digital solutions**—such as telehealth and remote monitoring — to support chronic disease management, reduce hospital visits, and enable early interventions.

At the same time, we will continue to **invest in our people, strengthen strategic partnerships, and drive operational excellence** through process optimisation and technology for lasting impact.

We know we cannot build alone. Every patient cared for, every initiative launched, every step forward — has been made possible by the collective strength of our staff, donors, partners and volunteers. I thank each of you for the role you play in building the SLH of today and tomorrow.

As we continue to heal, help and bring hope to those we serve, may we remember that our work is rooted in purpose, sustained by faith, and carried out with excellence. Together, let us keep building — with hope in our hearts, strength in our hands, and a shared vision to transform lives.

*"According to the grace of God which was given to me, as a wise master builder I have laid the foundation, and another builds on it. But let each one take heed how he builds on it. Now if anyone builds on this foundation with gold, silver, precious stones, wood, hay, straw, each one's work will become clear; for the Day will declare it, because it will be revealed by fire; and the fire will test each one's work, of what sort it is. If anyone's work which he has built on it endures, he will receive a reward." - 1 Corinthians 3:10, 12-14 NKJV*

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



“ Amidst growing healthcare needs, our mission stands clear: to serve with compassion and purpose, enriching the lives of every person entrusted to our care. ”






BEING A BEACON OF LIGHT


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

An Institution of a Public Character, we care for more than 7,200 patients and beneficiaries each year, regardless of race, language or religion. Through our Clinical, Social, Pastoral (CSP) care model, we transform lives holistically beyond physical health.


HOLISTIC CARE MODEL



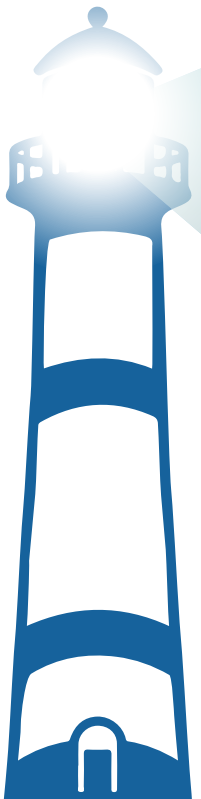
**Clinical**  
Our dedicated clinical team of doctors, nurses, therapists and allied health professionals provides comprehensive care for our patients, optimising their medical conditions while restoring and enhancing their functional abilities.



**Social**  
Our medical social workers and care coordinators help patients and caregivers cope with financial and psychosocial issues, supporting them in their transition and integration back into the community.



**Pastoral**  
Our counsellors and chaplains provide a listening ear and emotional or spiritual support to help lift spirits, facilitate restoration and build the confidence and resilience of our patients and caregivers.



VISION

Transforming community care

MISSION

A Christian healthcare provider enriching lives in the communities

CORE VALUES

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

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

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

# CHRIST

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

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

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

CORE SERVICES

**Inpatient Care**  
Rehabilitative and sub-acute care through general and specialised wards.



**Outpatient Care**  
Primary, preventative and restorative care through St Luke's Community Clinic, Community Gym and Day Rehabilitation Centre.

**Home Care**  
Comprehensive medical, nursing and rehabilitative care for home-bound patients.



**Community Care**  
Programmes that empower individuals to maintain independence, social engagement and quality of life.

PEAKS OF EXCELLENCE

**Dementia Care**  
Holistic care for persons living with dementia, including assessments, interventions and care coordination.



**Palliative Care**  
Compassionate, person-centred care to maintain dignity and enhance quality of life for patients facing life-limiting conditions.

**Rehabilitation Care**  
Integrated therapy to restore functional ability for daily living, promoting independence, fitness and well-being.

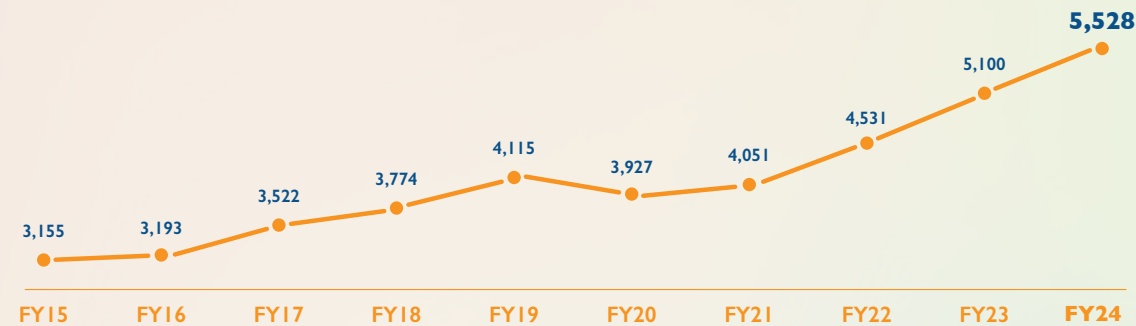


**Wound Care**  
Specialised management and treatment of acute, complex and chronic wounds to support effective healing.

# Our Year in Numbers

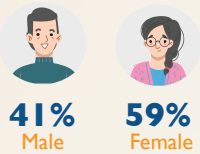
## Patients Served

\*Unique numbers

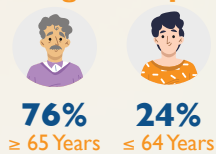


## Patient Profile

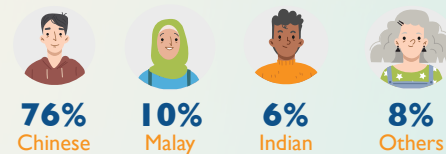
### Gender



### Age Group



### Race



## Inpatient Care

**2,543**  
Admissions

**85.4%**  
Occupancy Rate

**51.6%**  
Rehabilitation Efficiency Score

**69.6%**  
Subsidised Patients with Per Capita Household Income of \$2,100 a month or less

**96.4%**  
Patient Satisfaction Rate Good and excellent ratings

## Outpatient Care

**2,649**  
St Luke's Community Clinic Patients

**1,475**  
Day Rehabilitation Centre Patients

## Home Care

**765**  
Total Patients

**11,054**  
St Luke's Community Clinic Visits

**31,051**  
Day Rehabilitation Centre Visits

**9,225**  
Total Visits

## Community Programmes

**778**

Western Silvercare Beneficiaries

**527**

Community Intervention Team Beneficiaries

**154**

Nursing Home Support Programme Beneficiaries

**35**

Community Inclusive Choir Beneficiaries

Wound Consultancy Services:

**10**

Nursing Homes

**184**

Beneficiaries

## Manpower

**588**

Total Manpower

**38** | Medical

**252** | Nursing

**142** | Allied Health

**156** | Operations and Admin

## Volunteers

**1,311**

Volunteers

**9,240**

Volunteer Hours

## Learning and Development

**27**

Staff Sponsorships (Masters, Degree, Diploma and Certification Programmes)

**8**

Student Sponsorships

**182**

Leadership Developments, Overseas Conferences & Clinical Attachments

## Training

**2,101**

Healthcare Professionals (From hospitals, nursing homes, other organisations in the community care sector and St Luke's Hospital)

Students From Other Institutions:

**588**

Students

**4,910.5**

Student Days





## HIGHLIGHTS OF THE YEAR

# iReX: Revolutionising Rehabilitation with Fitness

St Luke's Hospital (SLH) has launched iReX, Singapore's first integrated rehabilitation and exercise programme within a community hospital setting, in response to the rising demand for holistic rehabilitation services.

With an estimated 20,000 people requiring rehabilitation each year after major health events such as stroke, heart attack, or cancer, the need for accessible and effective

*"As someone with Type 2 Diabetes and high blood pressure, I am very grateful for iReX's support in both rehabilitation and fitness. I am much happier and healthier, thanks to their holistic support."*

Mdm Tan Soeh Hoon  
iReX Participant



recovery support continues to grow, especially as Singapore approaches "super-aged" status by 2026. In line with national initiatives such as Age Well SG and Healthier SG, iReX represents a new model of care that goes beyond traditional therapy.

Developed by SLH's multidisciplinary allied health team, iReX combines physiotherapy, occupational therapy, and speech therapy with creative modalities like music and art therapy. This whole-person approach addresses not only the physical, but also the emotional and social aspects of recovery for empowering patients to regain function, independence, and quality of life.

iReX also bridges rehabilitation with **personalised fitness training and group exercises**, empowering patients to maintain strength, balance, and endurance after formal rehab. Over **1,200 patients** have reported significant outcomes, including improved mobility, and energy levels.

In addition to physical improvements, participants reported meaningful gains in social and emotional well-being such as improved communication, expression, social engagement, and overall life satisfaction.

## Strength Improvements:

Over **20%** improvement  
in grip, knee extension, and hip strength

## Functional Improvements:

Over **10%** improvement  
in sit-to-stand time and walking times



## Patient-Reported Outcomes:

Over **50%** improvement  
in patients feeling less fatigued and more energised to carry out daily routines



Learn more about  
Mr Yong's journey





# Humanitude®: Advancing Person- Centred Care

Humanitude® is an innovative care methodology designed to support vulnerable older adults, including persons living with dementia. In the past year, our staff participated in comprehensive training programmes aimed at equipping them with practical skills and techniques for delivering compassionate, person-centred care.

The introduction of Humanitude® at SLH marked a significant shift in our care approach. Applying the core pillars of Humanitude®—gaze, touch, speech, and verticality—staff reported a renewed perspective on care, along with enhanced resilience and overall well-being. This methodology reaffirmed the profound impact of human connection transcending age, cognitive status, physical ability, and strengthened our commitment to dignified, empathetic care.



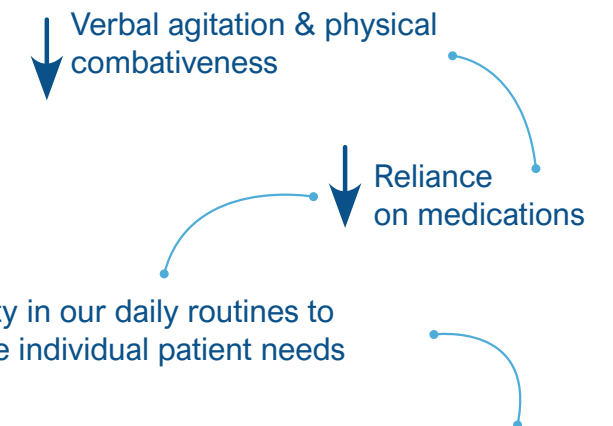
Learn more about  
the Humanitude®  
Care Action-Training  
Programme

*“I encountered a patient with moderate dementia who was experiencing behavioural and psychological symptoms. In a state of distress, she shouted and attempted to wrap the call bell cord around her neck. By applying the Humanitude® approach and sensory capture techniques, I was able to calm her, help her sit upright in bed, and eventually bring her to the garden for a change of environment. Once she was more settled, I began to explore her personhood to better understand her background, preferences, and needs. By honouring each patient’s dignity and basic human needs, staff are able to form meaningful connections with patients.”*

Loh Yean Ting  
Assistant Nurse Manager



## Notable Improvements:



*“Humanitude® allowed staff to truly connect with individuals, building stronger relationships, deeper understanding and an improved care approach for persons living with dementia. It also fostered a community of practice—where team members continuously learn from one another, share experiences, and uphold a common philosophy of compassionate, person-centred care.”*

Joseph Chua  
Senior Occupational Therapist and Humanitude® Trainer







## Community Inclusive Choir: Connecting Through Music

Community Inclusive Choir (CIC) is a unique community-based programme led by credentialed music therapists. Designed for individuals with mild cognitive impairment or dementia, and their caregivers, this 12-week programme aims to reduce social isolation and enhance quality of life through the power of music.

Unlike traditional choirs, CIC focuses on non-musical outcomes, such as improving socio-emotional skills, communication, and overall well-being. With professional music therapists guiding each session, the programme offers an inclusive, supportive environment that adapts to participants' needs, enabling every individual to participate meaningfully and confidently.

### Key Benefits:



Increased confidence, empowerment, and engagement



Reduction in symptoms of depression



Enhanced health and well-being, with a greater sense of belonging and purpose



View the performance

Piloted in May 2024, the programme concluded with a heartfelt performance showcase of Greg Gilpin's "Why We Sing" during the SLH Nurses' Day celebration. In FY24, the programme held 36 sessions with positive feedback, and further runs are currently underway.

With one in eleven older adults aged 60 and above in Singapore living with dementia, initiatives like CIC play a vital role in building a more dementia-inclusive community, one where individuals and caregivers can connect, express, and thrive through shared musical experiences. Dr Tan Xueli, Lead of Music Therapy, remarked: "At SLH, we are dedicated to creating programmes that offer hope, support, and a sense of belonging for those living with dementia and their caregivers."

*"Before joining the choir, he often kept to himself. Now, his mood has improved, and he's made new friends. Singing is something he enjoys and keeps his brain active. We appreciate the individualised attention and patience from the music therapist."*

Alice  
Caregiver to her husband Ee Meng with young-onset Alzheimer's and aphasia



# Centralised Asset Management System: Transforming Operational Efficiency



The cross-disciplinary teams from Finance, IT, and Operations successfully implemented a Centralised Asset Management System, which received the Team Award (Gold) under the Agency for Integrated Care (AIC) Community Care Excellence Award.

Before this initiative, locating assets was a challenge. Asset labels were often missing or illegible due to wear and tear, resulting in inefficient, manual processes that were time-consuming and prone to error.

To address these challenges, the team introduced a hospital-wide solution powered by Bluetooth-enabled asset tags, enabling real-time tracking and improved visibility of over 5,300 assets.

**Monitor assets  
virtually and  
in real time**

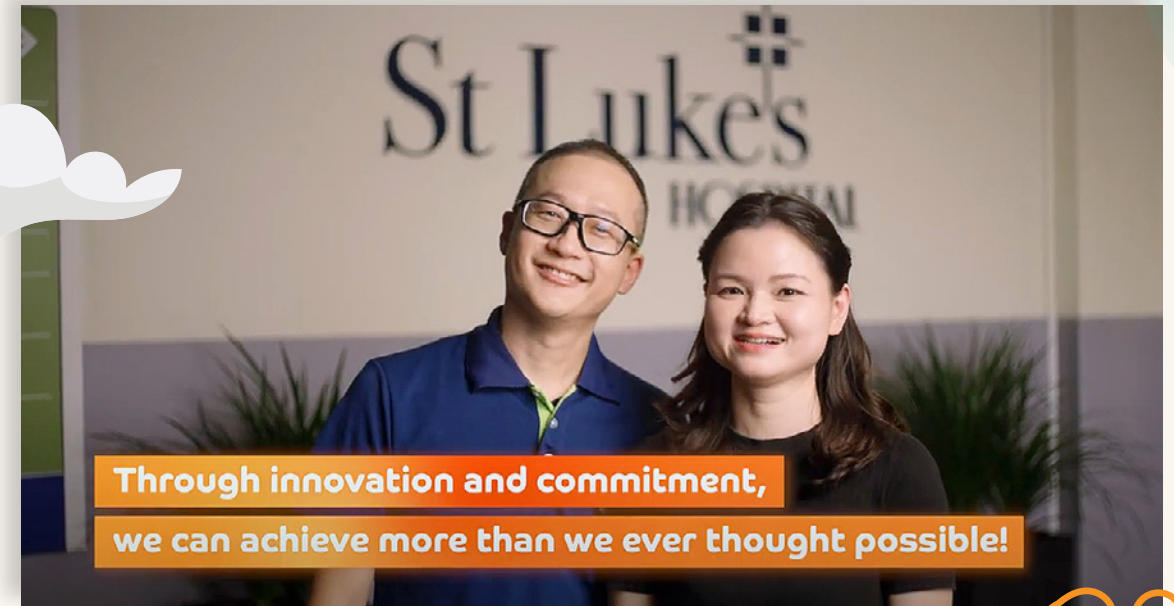


Photo source : AIC Singapore YouTube



View the  
project  
showcase

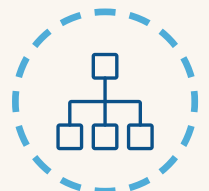
To ensure accurate tracking and a smooth migration, the team carried out a thorough data cleanup and physical asset tagging. Staff across departments were trained to take ownership of assets, fostering greater accountability.

The new system streamlines asset tracking, reduces manual effort and errors, enhances operational efficiency, and allows clinical staff to focus more on patient care.

## Key Transformations:



**Reduced reliance on  
manual recording**



**Streamlined asset  
tracking and transfers**



**Savings of over 1,400  
man-hours annually**

***This innovation  
enhanced  
operational  
efficiency while  
enabling more  
responsive  
and reliable  
patient care—  
demonstrating  
the value  
of digital  
transformation in  
healthcare.***





## ELEVATING CARE & EXPERIENCE

### Carrying On with Strength

#### Dementia Care

Moses Lim, 71, has been the sole caregiver for his wife, Jennifer, since her dementia diagnosis in 2014. Now living with late-stage dementia, Jennifer, 70, is unable to speak, respond, or move. Despite the toll, Moses remains devoted and pledges to stay with her till the end of time.

Their journey with SLH began in 2022 after Jennifer was admitted for rehabilitation following a hip fracture. SLH provided comprehensive care, including discharge planning, equipment support, and caregiver guidance. After discharge, the Community Intervention Team ensured continuity of care at home, while Moses joined SLH's dementia caregiver support group to deepen his understanding and skills.

Today, Jennifer's care continues at St Luke's Community Clinic (SLCC), where integrated consultations across disciplines offer seamless, coordinated support and provides Moses with a sense of familiarity, trust, and continuity in their care journey.

In 2024, with guidance from Shah, an Advance Care Planning (ACP) Facilitator, Moses began the process of Jennifer's ACP and Lasting Power of Attorney, making thoughtful decisions with love and foresight.



Recognising the importance of self-care, Moses also sought support through SLCC's Care & Counselling service, receiving emotional and psychological guidance.

***"Every time we go for appointments at SLCC, it feels like home. SLH not only cares for their patients, they also show care to the caregivers too."***

Moses's story reflects SLH's mission to care for the whole person and their families through every stage of illness, enabling Jennifer to live with dignity, comfort, and love.



### A Graceful Farewell

#### Palliative Care

Leong and Betty's love story began decades ago at their workplace — a quiet beginning that blossomed into a bond meant to last a lifetime. But one day, life threw them an unexpected curve — Leong was diagnosed with Stage 4 colorectal cancer.

Honouring his wish to spend his final days in peace and dignity, the family admitted him to the palliative ward at SLH. Though physically weakened, Leong found solace in Betty's presence and the support of the SLH team. With gentle, consistent care from Family Physician Dr Rachel Lu, Nurse Manager Jean Cabreros and the care team, his pain was eased. A medical social worker assisted with practical needs, while a pastoral counsellor provided quiet spiritual support.

As trust deepened, Leong began to open up, sharing reflections and wishes. Two weeks before his passing, he requested a worship session with the team. Surrounded by family and staff, he sang "Goodness of God" and softly shared, "This reminds me of God's community. I had been looking forward to this day."

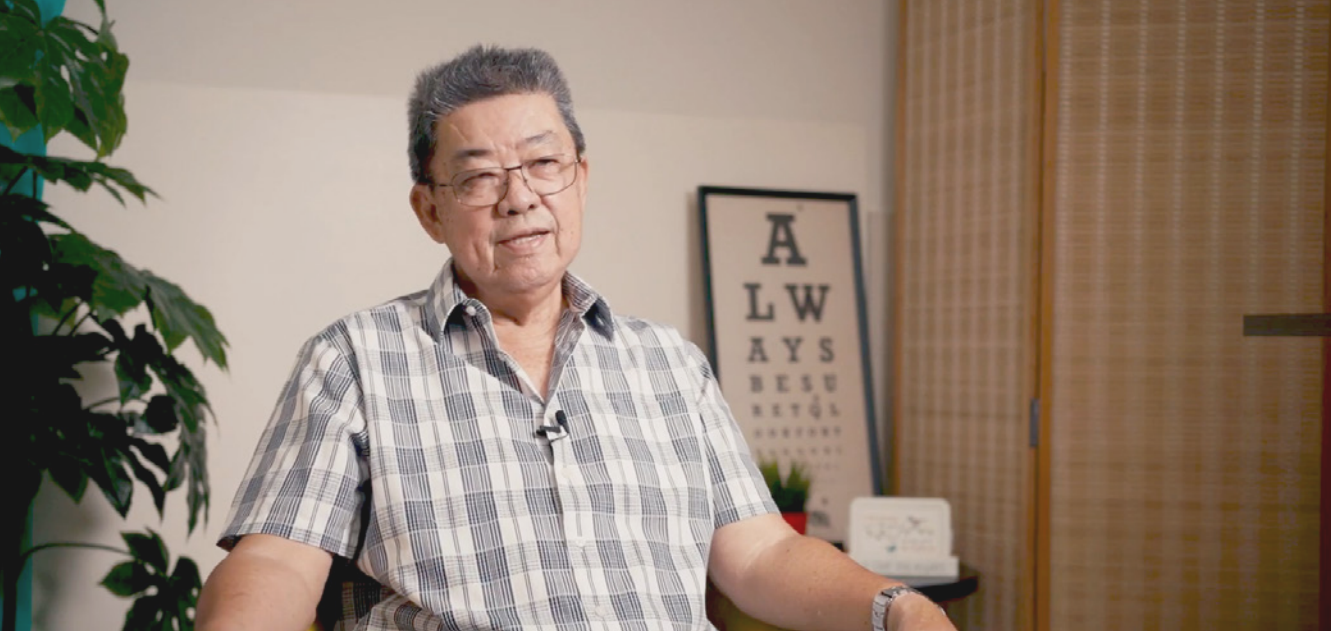
With the team's help, Leong found tender ways to express love. In a music therapy session, he surprised Betty with a song dedication of "You Are My Sunshine," a bouquet, and a handwritten note. "He's not usually the romantic type," Betty laughed through tears.

In his final week, prayers were shared nightly. For Betty, their farewell became more than a parting, it was a final chapter filled with grace, love, and quiet transformation.

***"After receiving his prognosis, something in him changed. He became gentler, his heart has softened. The team here spoke to him every day, not just as a patient, but as a person. They spoke with such compassion."***







## Returning to Independence

### Rehabilitation Care



*"In just six months, I have gone from not being able to walk to walking with no assistance. This significant progress in my balance and strength encouraged my wife to join the sessions as well."*

At 72, Ng Keng Hong has made remarkable recovery from a stroke that once threatened his independence and livelihood.

A dedicated delivery driver, Mr Ng collapsed one morning while preparing for work. He was alone at home and laid immobile until repeated calls from his workplace woke his son, who discovered him on the floor and called for help. "The entire left side of my body couldn't move. As I laid there, I thought everything was over. Even money wouldn't help, nothing would," Mr Ng shared.

After receiving emergency medical care, he was admitted to SLH for stroke rehabilitation. There, he joined the hospital's Integrated Rehabilitation and Exercise programme (iReX), receiving integrated inpatient and outpatient therapy. Guided by SLH's multidisciplinary team and driven by a deep determination to recover, Mr Ng steadily regained his mobility, strength, and confidence.

Determined not just to recover but to thrive, Mr Ng continued his rehabilitation journey at Gym Up, SLH's community gym. The facility enabled him to further improve his balance, endurance, and overall fitness in a supportive environment tailored for individuals recovering from similar conditions.

In just six months, Mr Ng returned to his job as a delivery driver and to a life of renewed strength and independence. His story is a powerful testament to the effectiveness of person-centred, holistic rehabilitation—and to the resilience of the human spirit when hope, care, and determination come together.

## The Path to Healing

### Wound Care

For 72-year-old Lim Kwee Guat, mobility was key to living independently. That was suddenly threatened when a severe leg infection left her bedridden and in pain.

One afternoon, while preparing to go out for lunch, Mdm Lim developed a high fever and noticed pus oozing from her swollen feet. She was rushed to the emergency department and feared the worst of losing her leg. Despite multiple treatments and hospital visits, her condition deteriorated. It was only when she was referred to SLH that she found healing and reassurance.

Led by Nurse Manager Jasmine Tan, the wound care team applied evidence-based wound management practices to help Mdm Lim recover. Layer by layer, they debrided dead tissue, applied treatment, and closely monitored her progress. What started as a palm-sized wound eventually healed significantly.

*"I felt so comfortable and happy with the care. Everyone was so professional, if you don't take the first step, you'll never walk again. It may be painful at first, but you must push forward."*



Understanding Mdm Lim's goal of regaining independence, the occupational therapist arranged for home modifications, such as grab bar installations, to ensure her safety after discharge. Through rehabilitation exercises, she gradually regained mobility and could perform daily tasks.

To reduce pressure on her wounds, dietitians supported her in losing weight, while chaplaincy care and leisure activities like gardening and dance kept her emotionally and socially engaged. The friendships she formed brought comfort, and the holistic care gave her renewed strength.

On the path to full recovery, Mdm Lim continues her chronic disease management at St Luke's Community Clinic. She remains committed to her health and looks forward to living independently again, stronger, healthier, and full of gratitude.







## Volunteer Appreciation Dinner 2024

On 7 December, SLH recognised and celebrated the invaluable contributions of our volunteers, individuals who represent the heart and soul of our mission.

The evening was filled with warmth and gratitude, featuring uplifting performances by the Community Inclusive Choir, SLH nurses, and fellow volunteers.

Volunteers play a vital role in enriching the patient experience, bringing comfort, connection, and compassion that extend beyond clinical care. As CEO A/Prof Tan Boon Yeow shared, “Volunteers are the heart of our community,” uplifting both patients and staff.

Whether through therapeutic activities, grooming services, or simply meaningful conversations, volunteers support patients’ emotional and social well-being. Their efforts embody our mission of holistic care and complement our clinical teams.

***“Together, we can empower our patients to recover, reintegrate into the community, and lead active, meaningful lives.”***

A/Prof Tan Boon Yeow  
SLH CEO

Key highlights included the presentation of Long Service and Outstanding Volunteer awards, recognising exceptional leaders, groups, and individuals. Among the recipients was Project HoneyLemon, a group of dedicated students from Hwa Chong Institution, who shared how their simple yet heartfelt activities—like colouring and Bingo—uplifted patients’ spirits and offered companionship in their recovery journey.

## Bringing Festive Cheer

During the festive season, joy and cheer filled the wards of SLH—thanks to the joyful carolling of volunteer groups like Covenant Community Methodist Church, Hillview Community Club, Ngee Ann Polytechnic BA Cares, and others.

For volunteers, the experience was a meaningful way to contribute and connect through the power of music.

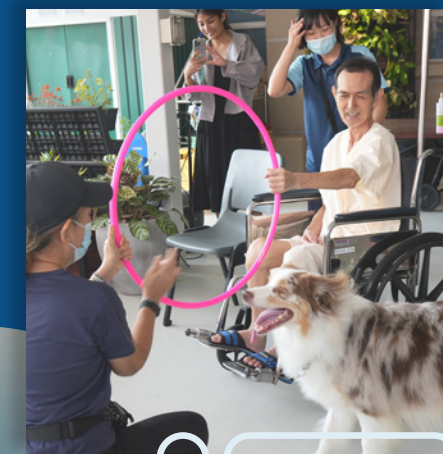


## Providing Comfort through Animals

SLH was excited to launch its Animal Assisted Activity (AAA) programme, led by volunteers and their beloved pets. At the inaugural session, volunteer Belinda and her Australian Shepherd, Shadow, brought joy to patients through simple tricks and playful games of fetch.

Beyond the smiles and laughter, the session offered therapeutic value — promoting social interaction, emotional expression, and mental well-being. For many patients, the presence of a friendly companion provided comfort, stimulation, and meaningful engagement.

These sessions mark a significant step towards incorporating animals to enhance the patient experience at SLH.



## Grooming Care

For our patients, a fresh haircut can lift spirits and restore dignity. Hairdressing services by volunteers at House of Anatole brought this to life for our patients.

The thoughtful gesture offered more than grooming; it was a moment of care, confidence, and personal connection for those in recovery. For many patients, it was a boost to their self-esteem and a reminder that they are seen and valued.

This partnership exemplifies how practical skills, when shared with compassion, can contribute meaningfully to holistic patient experience.



## Personalising Birthday Celebrations

At SLH, we believe in celebrating life's meaningful moments, big or small. Birthday celebrations are often a delightful surprise for our patients; personalised, joyful, and a tribute to their life stories and experiences.

With the support of our multidisciplinary Food Service Committee, each celebration includes handmade cards, customised photos, and thoughtful gifts.



To ensure all patients can join in, cakes are provided for those on regular and easy-chew diets. For patients on soft bite, minced & moist, or pureed diets, the team thoughtfully substitutes with custard or banana pudding. Even patients on nasogastric tube feeding receive a creative 'cake towel'—ensuring no one is left out of the joy.

These moments not only lift spirits but also foster a sense of community and belonging.



## Enhancing the Care Environment

Over a series of months, targeted enhancements were made to our general and specialised wards to improve comfort, communication, and therapeutic engagement. This reflects our ongoing commitment to environmental improvements in support of person-centred care.

For our palliative ward, these upgrades include improved ventilation, lighting, and activity spaces, along with the creation of a dedicated family discussion area and a more serene Peace Room — all designed to provide a healing environment that supports patients and their loved ones through every stage of care.



## Staff Giving Back

Our staff and volunteers shared a meaningful evening with patients living with dementia in celebration of the Lantern Festival. Cultural festivities like these play an important role in rekindling physical, social, emotional, and spiritual connections—while offering patients a break from routine and a chance to reminisce.

This event was part of our annual Project Giveback initiative, which encourages staff to give back and support less privileged patients under our care.



## Refining the Food Experience

Striving to bring comfort and joy to patients during their stay, SLH serves special festive meals on occasions such as Christmas, Chinese New Year, Hari Raya, Mother's Day, and Father's Day to patients and staff on duty.

To increase variety and enhance satisfaction, we expanded our menu to include eight hawker-style one-dish meals and 13 additional side options, offered at varying frequencies across private and subsidised wards. The positive feedback affirms our commitment to providing thoughtful, enjoyable dining experiences.





## Fundraising

### #GoSilverSG Campaign

Age is not a limit — it's a legacy.

Themed 'Joyfully Silver', this year's #GoSilverSG campaign celebrated the spirit of positive ageing and empowered Singaporeans to embrace the joyful experiences and opportunities that come with ageing.

Through interactive booths designed for education and engagement, members of the public took part in a "Silver Hair Selfie" on social media, and shared personal reflections on what it means to age well. The overall goal was to raise funds in support of patients at SLH in their journey to recover, regain mobility and independence, and ultimately return home.



### St Luke's Hongbao Project

Every year, SLH & St Luke's ElderCare (SLEC) celebrate the spirit of giving through the annual Hongbao Project – an initiative that seeks to nurture compassion, gratitude, and inter-generational respect.

The project brought together students from pre-schools and primary schools, alongside members of churches and eldercare centres, to raise support for more than 10,000 patients and seniors across SLH and SLEC.

Teachers from Princess Elizabeth Primary School shared: "We believe in nurturing compassionate and community-minded individuals. Partnering with St Luke's for this meaningful initiative allows our students to give back, learn empathy, and make a positive impact on the lives of others."



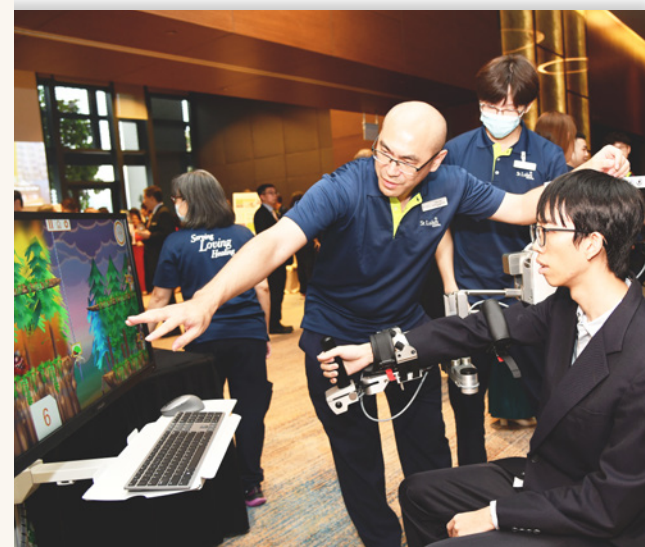
### Charity Dinner: Celebrating Silver – Symphony of Hope


SLH's annual charity dinner, "Celebrating Silver: Symphony of Hope," united supporters in championing integrative rehabilitation care and active ageing.

In his address as Guest of Honour, Minister Ong Ye Kung emphasised the critical role of community hospitals in shifting healthcare towards prevention and healthier living beyond hospital walls.

A key highlight was the official launch of iReX, Singapore's first Integrated Rehabilitation and Exercise Programme in a community hospital. This initiative combines rehab with fitness to help patients regain independence and improve quality of life.

Guests were immersed in a unique musical storytelling experience that showcased the power of rehabilitation. The event featured an interactive rehabilitation zone, followed by a three-part performance, portraying real-life recovery journeys of three SLH patients. The evening culminated in a heartwarming finale by the Community Inclusive Choir alongside Minister Ong and SLH's board and management in a meaningful interactive segment.



 **About 96 cents**  
of every dollar donated  
goes toward charitable activities



## Fundraiser Highlights

### Racing For Patients in Need

Dr Tan Lai Yong led a diverse team of 13, including former commandos, young doctors and gym buddies to take on their first triathlon at East Coast Park. This inter-generational group showed that age and background did not limit the drive to support a meaningful cause. Their participation raised funds to provide quality care for lower-income patients and support chaplaincy services at SLH.



### Together For Good

Tan Chin Hock embarked on a heartfelt journey to raise funds through his inspiring book, "It's Ok To Be Average: You Can Still Lead a Purposeful Life."

Through his personal stories and outreach talks, Chin Hock inspired hope and purpose, echoing SLH's aim to enrich lives and transform care.

### Scaling New Heights

Doris Yek successfully reached the Annapurna Base Camp at 4,130m after 14 days of physical and mental endurance in challenging conditions. Throughout her journey, Doris drew strength from her faith and her deep commitment to making a difference through fundraising.

Reflecting on her mission, Doris shared: "Many patients and caregivers face physical, mental, and financial hardships that limit their access to essential medical care. Every contribution, no matter how small, brings hope and dignity to those in need."



### Legacy of Love

"Even though we didn't grow up with much, my mom's love shone brightly through the meals she prepared for us," shared Cheung Siew Li.

The project held a deep significance for her and her family, symbolising gratitude and a desire to give back to SLH, where her late mother received exceptional care.



## Partnerships

### Multi-Partner Facility Visit

In preparation of the Integrated Community Care Provider (ICCP) Initiative, SLH partnered with Fei Yue, NTUC Health, St Luke's ElderCare, Tzu-Chi Foundation, and Vanguard Healthcare to conduct a collaborative multi-partner facility visit in Bukit Batok Sub Region 2. This tour served as a valuable platform to share insights and explore opportunities to collectively enhance care delivery and improve community well-being in Bukit Batok.

During the visit, partners toured key facilities across all six organisations, and exchanged insights on best practices and service engagements. The visit culminated in a meaningful dialogue focused on harnessing shared expertise and strengthening partnerships to drive impactful initiatives that can advance the health and well-being of the Bukit Batok community.



### Bukit Batok Health and Social Care Fellowship Networking Lunch

SLH had the privilege of hosting Member of Parliament of Jurong East-Bukit Batok GRC Mr Murali Pillai, alongside valued partners for the Bukit Batok Health and Social Care Fellowship networking lunch.

This meaningful gathering provided an excellent opportunity to reconnect with co-workers from the healthcare and community care sectors, fostering dialogue and exploring new avenues for collaboration. During the session, Mr Murali emphasised the importance of working together and remaining vigilant to support residents who may have fallen through the cracks.







### Community Health Engagement at Bukit Batok

As part of our ongoing efforts to promote preventive health and community well-being, SLH participated in a health talk organised by Bukit Batok Residents' Network.

The session featured an educational segment on diabetes management and prevention conducted by our doctors, equipping residents with essential knowledge. This was followed by a "Working Out to Wellness" segment led by our exercise physiologist, encouraging residents to stay active through simple, guided exercises.



### Promoting Community Nursing to Ngee Ann Polytechnic Students

SLH was proud to collaborate with Ngee Ann Polytechnic's School of Business and Accountancy on a capstone project that shone a spotlight on the vital role of community nursing.

The students demonstrated strong dedication and creativity, contributing to a deeper appreciation and understanding of the opportunities and meaningful contributions they could make within the community care sector.

### Innovation and Collaboration at WONCA 2024 APR Conference

SLH was honoured to participate in the WONCA 2024 Asia Pacific Regional Conference, themed "Art & Science of Family Medicine."

Poster presentations showcased SLH's Clinical, Social, Pastoral care model and Gym Up - St Luke's Community Gym initiative.

In collaboration with Japanese partners, SLH co-led a Kaizen Workshop for Healthcare Professionals, introducing LEAN methodology through hands-on activities and case sharing from both countries.

CEO A/Prof Tan Boon Yeow also joined a symposium panel on national strategies for chronic disease management, discussing Healthier SG, Healthy China 2030, and Malaysia's white paper.



## St Luke's ElderCare

St Luke's ElderCare (SLEC) is part of the St Luke's family, providing a continuum of care services for elders in the community, from the fit to the frail. In the past financial year, SLEC served about 22,000 elders through its islandwide network of over 30 facilities: 18 Senior Care and Rehabilitation Centres, 12 Active Ageing Centres (Care) and two Residences (nursing homes), of which one opened on 1 April 2025.

SLEC's annual report in FY2023/2024 was themed "Envisioning Care in the Community"; its annual report this year is themed "Enriching Care in the Community". A notable milestone in FY2024/2025 was the celebration of SLEC's 25th anniversary. Beyond reflecting on the impact it has made over the past 25 years, SLEC committed to making a greater I.M.P.A.C.T through initiatives under six pillars: Innovate, Mentor, Programme, Advocate, Connect, Train – to enrich the lives of more than 45,000 elders in the next five years.

Innovation, collaboration and education are key in SLEC's efforts to enrich care in the community.

Innovation reflects SLEC's openness to adopt new approaches to enrich elders' lives and can go beyond technology-related efforts. Initiatives such as its Connecting Generations book, an inter-generational collaboration featuring elders' recipes curated by students who interviewed the elders, and its Virtual World programme, which uses virtual reality technology to bring immersive travel experiences to elders, were recognised at the 13th Asia Pacific Eldercare Innovation Awards.

Collaboration with partners continues to be important for SLEC as the mission to care for the growing number of elders in Singapore is too enormous for SLEC alone. In a sector-first collaboration, SLEC and REACH Community Services joined forces to officially launch REACH-SLEC Active Ageing Centre (Care) @ Teck Whye Vista. The centre offers three services under one roof: daycare and day rehabilitation services run by SLEC, and active ageing activities run by REACH Community Services. Elders are enriched as they can visit the centre at any stage of their

recovery journey for the support they need, and community care organisations are enriched as they leverage each other's expertise for greater collective impact.

Education efforts – to train and upskill professionals in the sector, SLEC staff, volunteers and caregivers – are also important in enabling competent and compassionate eldercare as Singapore's population ages and manpower needs grow. In addition, through knowledge sharing and presenting thought leadership at various engagements, SLEC has advocated for innovative care models that empower elders, in Singapore and overseas too.

Looking ahead, SLEC remains committed to enriching the lives of elders and uplifting the care sector through fostering innovation, collaboration, and education. SLEC's strong partnership with SLH stays anchored by our shared mission, vision, and values, complementing each other's services and working in unity towards our joint vision of "Transforming Community Care".



Visit <https://www.slec.org.sg/publications/annual-report/> to view SLEC's Annual Report.





Wound Conference 2024

St Luke's Academy (SLA) held its 17th Wound Conference, themed "Collaborative Wound Care Partnership," bringing together about 180 professionals across care settings to advance wound management.



The conference featured expert speakers from SLH, Ng Teng Fong General Hospital, Tan Tock Seng Hospital, and Singapore General Hospital. Topics ranged from vascular wounds and chronic diabetic foot ulcers to the critical role of nutrition in wound healing. SLH's Community Wound Centre also shared its innovative nurse-led, community-based wound care model, offering practical insights into extending care beyond the hospital.

A panel discussion emphasised the importance of interdisciplinary collaboration and patient-centred approaches in achieving better wound care outcomes. Hands-on workshops conducted by Intellimed Healthcare and Coloplast allowed participants to gain experience in advanced techniques such as biofilm management.

As a Learning Institute appointed by the Agency for Integrated Care, the event reaffirmed SLA's commitment to developing healthcare professionals and supporting the growth of Singapore's community care sector.

*"The unique approaches to applying wound products based on different conditions were helpful."*

Sagbigal Jovy Negre  
Nurse Manager,  
St Andrew's Community Hospital



Training Highlights

Therapeutic Use of Music in Healthcare Settings

This course equips healthcare staff with practical skills and knowledge to use music safely and effectively in person-centred care, promoting wellness and symptom management.

*"I'll be applying the music techniques, prompts, and variety of instruments to improve the different domains of patients."*

Hazwani Binte Ruthlan  
Home Nursing Foundation



NDTA™ Certificate Course in the Contemporary Practice of NDT for the Management of Adults with Stroke and Brain Injury

This 15-day certificate course in Neuro-Developmental Treatment equips rehab professionals with practical skills and clinical reasoning to assess and treat adults with neurological conditions using a holistic, evidence-based approach.

*"I was able to apply the NDT concepts and handling skills to neuro-clients at the Day Rehab Centre."*

Foo Jia Xin  
AWWA Ltd

Oral Health Care Education Programme

To enhance care and improve oral hygiene for patients, SLH collaborated with final-year Oral Health Therapy students from Nanyang Polytechnic on an innovative programme.

The partnership equipped our nurses with practical tools and techniques, such as the Oral Health Assessment Tool, while providing students with valuable hands-on experience and insights through working alongside our nursing team.





# Projects & Papers

## Key Projects

Title	Author/ Contributor	Event/ Conference
Empowering quality nursing care through clinical reasoning training - a pilot	Dr Rachel Lu, Dr Su Anqi	International Forum on Quality and Safety in Healthcare, Hong Kong 2024
Exploring the experiences and perceptions of registered nurses in delivering peritoneal dialysis care: insights from a community hospital in Singapore	Tiffany Wong, Jeffrey Ng, Teddi Widysani, Dr Su Anqi	International Society of Peritoneal Dialysis Congress 2024
The C.S.P model of care, a comprehensive strategy for whole person centred care - a case report	Dr Rachel Lu, Winston Tay	WONCA APR Conference 2024
Comprehensive indwelling catheter (IDC) discharge package	Koh Zuo En Joan, Teo Jing Xian Jocelyn, Hannah Gail Lorenzo, Josephine Tan, Evelyn Binte Yussin, Miro Janini Rondera, Calixtro Kathrilyn Mipalar, Imelda Pagsinohin	SLH Quality & Innovation Day 2024
Effectiveness in thickener, here we go!	Emily Ng, Fiona Chee, Goh Huai Zhi, Melvin Lau, Rodney Pagdilao, Dr Su Anqi	
Enhanced oral care practices for palliative patients at St Luke's Hospital	Jean R. Cabrerros, Mittal Emilou Flores, Cai Irish Joy Bagaoisan, Jaquelyn Cheong Eu Yan, Cing Nuam Niang, Zar Zar Hnin	
Exploring digital solutions for partnership management	Tan Chin Hock, Samuel Lee, Lee Xin Hui	
Exploring innovative IT solutions for data management of wound consultancy referrals (pilot project)	Caroline Tan, Kavitha Sanmugam, Shaqila Bte Ishak, Yvonne Lau	
Holistic mapping of training needs analysis in nursing	Dr Su Anqi	
Improving the drug procurement process in St Luke's Hospital pharmacy	Wong Yoke Cheng & the Pharmacy team	
Journey in blended learning: qualitative study among nursing staff during the COVID pandemic	Dr Su Anqi	



## Papers

Title	Author/ Contributor from SLH	Paper
A genome-wide association meta-analysis of all-cause and vascular dementia	A/Prof Tan Boon Yeow	Alzheimer's & Dementia: The Journal of the Alzheimer's Association, Volume 20, Issue 9, September 2024
Interactive effect of diabetes mellitus and subclinical MRI markers of cerebrovascular disease on cognitive decline and incident dementia: a memory-clinic study	A/Prof Tan Boon Yeow	Alzheimer's Research & Therapy, Volume 16, Article 214, October 2024
Associations of circulating platelet endothelial cell adhesion molecule-I levels with progression of cerebral small-vessel disease, cognitive decline, and incident dementia	A/Prof Tan Boon Yeow	Journal of the American Heart Association, Volume 13, Number 22, November 2024
Additive effects of cerebrovascular disease functional connectome phenotype and plasma p-tau181 on longitudinal neurodegeneration and cognitive outcomes	A/Prof Tan Boon Yeow	Alzheimer's & Dementia: The Journal of the Alzheimer's Association, Volume 20, Issue 12, December 2024
Clinical utility of plasma p-tau217 in identifying abnormal brain amyloid burden in an Asian cohort with high prevalence of concomitant cerebrovascular disease	A/Prof Tan Boon Yeow	Alzheimer's & Dementia: The Journal of the Alzheimer's Association, Volume 21, Issue 2, February 2025





## OUR PEOPLE, OUR PRIDE

### Life @ SLH

At SLH, we recognise that caring for our staff is essential to delivering quality patient care and experience. Being certified once again as a Great Place to Work® affirms our ongoing commitment to fostering a culture rooted in trust, collaboration, and meaningful purpose.

We believe that an exceptional employee experience thrives on meaningful relationships, a shared sense of purpose, and holistic well-being. Highlights this year included staff appreciation days such as World Administrative Professionals Day and Nurses' Day, as well as Fruit Day, Movie Day, and festive celebrations that brought joy and improved camaraderie across teams.

Our Build Teams workgroup continues to strengthen workplace culture, drive individual and team potential, and implement staff retention strategies. Complementing this, our Healthclub champions holistic employee well-being across physical, mental, and social domains.

As we navigate a fast-evolving healthcare landscape, we remain deeply committed to nurturing a workplace where our people can grow, serve with purpose, and make a lasting impact.



## Employee Experience Awards 2024



We are delighted to receive the Bronze award in the Best Employee Wellness Strategy category at the 2024 Employee Experience Awards. This is a meaningful recognition of our commitment to fostering a thriving, people-centred workplace.

This award adds to the affirmation of SLH as a certified Great Place to Work® since 2023.

Our heartfelt thanks to the passionate teams behind these efforts.





# Awards and Recognition

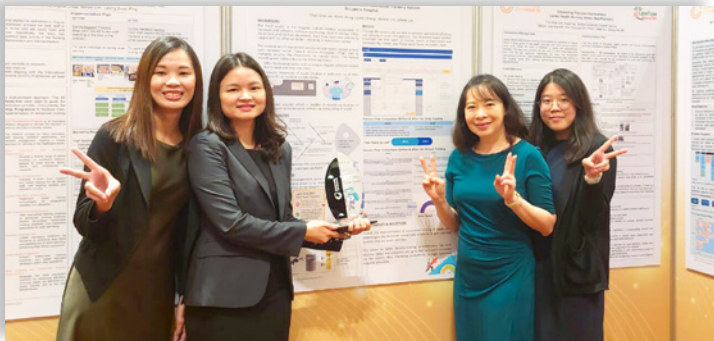
## Charity Transparency Award 2024



SLH is honoured to be awarded the Charity Transparency Award 2024, a recognition of our steadfast commitment to upholding the highest standards of transparency, accountability, and corporate governance.

Awarded by the Charity Council, this accolade affirms the trust and confidence placed in us by the public, donors, and stakeholders, and reinforces our dedication to ethical practices, sound stewardship, and responsible management of the resources entrusted to us.

## AIC Community Care Awards 2024



This year, SLH proudly celebrates our staff awarded by the Agency of Integrated Care:

### Community Care Excellence Award

#### Team (Gold)

##### Streamline Asset Management with Fixed Asset Tracking System

The system streamlined asset tracking, reduced manual recording, and smoothed the transfer process, enhancing operational efficiency and contributing to better patient care.

#### Team (Silver)

##### Digitalisation of Pharmacy Dashboard to Improve Data Visualisation

The tool enhanced time efficiency, reduced transcription errors, and provided real-time visibility of key performance indicators, contributing to improved medication safety.

### Community Care Manpower Development Award

14 recipients from the Care & Integration, Chaplaincy, Finance, Nursing, and Rehabilitation departments

The award provides development opportunities for both new entrants, including students and mid-career switchers and existing staff to grow their careers in Community Care.

### Community Care Nursing Leadership Programme

**Jeffrey Jeremiah Ng**  
Assistant Director of Nursing

The programme develops future-ready nursing leaders to strengthen the leadership pipeline in the sector.

### Community Care Excellence Award Individual (Gold)

**Jasmine Tan**  
Nurse Manager

Jasmine credits her success to the strong teamwork and unwavering dedication of her colleagues. As a role model, she continues to inspire fellow nurses to deliver excellent care to every patient.

## Singapore Health Quality Service Award 2025

SLH is proud to celebrate the achievements of 130 staff members, a testament to their dedication, professionalism, and compassion in delivering quality care and excellent service.

Organised by the SingHealth Duke-NUS Academic Medical Centre, this year's recipients span across our Chaplaincy, Care & Integration, Medical, Nursing, and Rehabilitation departments, comprising:



## Journal Reviewer 2024

Senior Consultant Dr Chong Tsung Wei received the Bronze Award for Journal Reviewer 2024 from the College of Family Physicians Singapore, recognising his contributions to the Singapore Family Physician journal. Dr Chong continues to serve SLH's wards and St Luke's Community Clinic, striving to do his part in health promotion, disease prevention, and early detection for his patients.

## Tan Chin Tuan Nursing Awards 2024

Senior Enrolled Nurse Naw Hsar Wah was named a Top 12 finalist of the 2024 Tan Chin Tuan Nursing Award. With over 20 years of experience, she is passionate about dementia care and was the first in her department trained in the Humanity@ approach. She believes empathy is the foundation of nursing—enabling stronger patient connections, trust, and better care.





# Board of Directors



**Mr Khoo Teng Cheong**  
Chairman

Bethesda (Katong) Church\*  
Meetings Attended: 4/5



**Mr Choo Eng Beng**  
Vice Chairman

Independent Director  
Assurance Leader PwC Singapore  
Meetings Attended: 4/5



**Mr Jonathan Kok Hei Mun**  
Hon Secretary

Presbyterian Community Services\*  
Partner, Withers KhattarWong LLP  
Meetings Attended: 5/5



**Dr Jeffrey Lum Kah Leong**  
Board Member

Bartley Christian Church\*  
International Medical Advisor,  
OMF International  
Meetings Attended: 5/5



**Adjunct Prof Lau Tang Ching**  
Board Member

Independent Director  
Group Director Education Office,  
National University Health System  
Meetings Attended: 4/5



**Mr Lim Huey Sheng**  
Board Member

Independent Director  
Administrator,  
Bethesda (Katong) Church  
Meetings Attended: 4/5



**Mr Lee Kean Guan**  
Hon Treasurer

Independent Director  
Meetings Attended: 4/5



**Mr Alex Lo Weng Fai**  
Board Member

Bethesda (Frankel Estate) Church\*  
Chief Executive Officer,  
Techsource Systems Pte Ltd  
Meetings Attended: 3/5



**Dr Danny Ng Bock Hon**  
Board Member

Wesley Methodist Church\*  
Clinical Director, Renovare Pte Ltd and  
Family Connexion  
Meetings Attended: 5/5



**Ms Mabel Ong**  
Board Member

Singapore Nurses Christian Fellowship\*  
Deputy Director,  
Nursing Administration,  
National University Polyclinics  
Meetings Attended: 4/5



**Mrs Rosana Quek –  
Lim Beng Hoon**  
Board Member

Independent Director  
Meetings Attended: 5/5



**Mr S Dhanabalan**  
Honorary Advisor

Independent Director



**Mr Foong Daw Ching**  
Board Member

Church of Singapore\*  
Meetings Attended: 4/5



**Mr Ho Kuen Loon**  
Board Member

Independent Director  
Group Chief Executive Officer,  
Fullerton Healthcare Corporation  
Meetings Attended: 4/5



**A/Prof Jason Yap**  
Board Member

Graduates' Christian Fellowship\*  
Vice-Dean (Practice),  
Saw Swee Hock School of Public Health,  
National University of Singapore  
Meetings Attended: 4/5

The main purpose of the Board of Directors is to provide St Luke's Hospital 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:

- Alignment with the mission, vision and values of the Hospital.
- 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. The Board has also ensured that the Hospital complies with the Code of Governance Evaluation Checklist.

*\*Representative of Foundation Members*

*Where applicable, occupations of the board members are stated.*



# Board Committees

## Executive Committee

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

**Mr Khoo Teng Cheong**  
Chairman

**Mr Choo Eng Beng**  
Vice-Chairman

**Mr Jonathan Kok**  
Hon Secretary

**Mr Lee Kean Guan**  
Hon Treasurer

**Dr Danny Ng**

**Mr Foong Daw Ching**

**Mrs Rosana Quek -  
Lim Beng Hoon**

## 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.

**Mr Ho Kuen Loon**  
Chairman

**Mr Yeo Ek Khuan**

**Prof Neo Boon Siong**

**Mr Chen Voon Hoe**

**Ms Ho Meng Mee**

## Fundraising Committee

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

**Mr Alex Lo**  
Chairman

**Mr Choo Eng Beng**

**Mr Jeyaraj Indra Raj**

**Datuk Robert Chua**  
(from 1 Aug 2024)

## Chaplaincy Committee

The Committee sets the vision, direction, and policies of the chaplaincy ministry. It reviews the progress of the chaplaincy ministry to ensure its vision and objectives are met. It also seeks to promote the chaplaincy ministry among churches and institutions to increase awareness, support, and partnership.

**Dr Jeffrey Lum**  
Chairman

**Rev John Chang Jen Yen**

**Dr Ernest Chew**

**Dr Danny Ng**

**Rev David Lim Chee Kwang**

## Human Resource Committee

The Committee assists the Board in human resource matters, which include advising on major human resource principles and policies; interviewing, reviewing, and recommending the development and compensation packages for senior management; reviewing succession planning for key management positions; as well as reviewing recommendations for staff bonuses and compensation packages.

**Dr Danny Ng**  
Chairman

**Mr Lim Huey Sheng**

**Mrs Wee Soo Jong**

**Ms Seah Yen Goon (Diana)**

**Prof Ma Kheng Min**

**Mr William Thien**

## Nomination Committee

The Committee leads the process for all nominations for the appointment and reappointment of the Executive Committee and Board of Directors. It reviews the structure, size, and composition of the Board and makes recommendations. It is also responsible for reviewing the Board's succession planning.

**Mr Khoo Teng Cheong**  
Chairman

**Mr Choo Eng Beng**

**Mr Jonathan Kok**

**Mr Lee Kean Guan**

**Dr Danny Ng**  
(from 1 Feb 2025)

## Medical Advisory Committee

The Committee makes recommendations on professional and clinical matters and policies to the Board of Directors. It 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 makes decisions on accreditation issues, and advises the Board on ethical issues in relation to patient care and research.

**Prof Pang Weng Sun**  
Chairman

**A/Prof Jason Yap**

**A/Prof Lim Lean Huat**

**Dr Chan Kay Fei**

**Prof Louis Tan Chew Seng**

**A/Prof Gerald Chua Seng Wee**

**Dr Goh Siew Hor**

**Adjunct Prof Lau Tang Ching**

**Dr Genedine Lim**

# Other Committees

## Advisory Council

The Council serves as the sounding board, as well as provide counsel and recommendations for the consideration of the Board.

**Dr Peng Chung Mien**  
Chairman

**Mr Jeyaraj Indra Raj**

**Dr Ernest Chew**

**Dr Eileen Aw**

**Prof Lee Hin Peng**

## MediFund Committee

MediFund is an endowment fund disbursed by the Ministry of Health (MOH) to assist Singaporeans who are unable to afford medical expenses at recognised medical institutions. In line with MOH's mandate, the Facility MediFund Committee is established to administer the fund and oversee all related matters.

The Committee's key responsibilities include reviewing and approving applications from eligible patients for MediFund assistance in accordance with MOH guidelines, as well as authorising and administering payments from SLH's MediFund account.

**Mr David Lee Kim Hwee** **Ms Janice Chan Mun Yee**  
Chairman

**Dr Goh Soon Noi**

**Ms Lim Lay Beng**

**Mr Chong Yue-En**



# Senior Management



**A/Prof Tan Boon Yeow**  
Chief Executive Officer



**Ms Cheung Siew Li**  
Chief Operating Officer



**Dr Andrew Samson**  
Medical Director  
(from 1 Apr 2025)



**Ms Yvonne Lim**  
Head, Finance



**Mr Jonathan Chong**  
Head, Care & Integration



**Mr Jeethu Syriac**  
Head, Human Resources



**Ms Alice Phua**  
Director of Nursing,  
Lead, Quality & Risk  
Management



**Ms Isabella Liang**  
Head, Rehabilitation  
(from 1 Apr 2025)



**Ms Grace Tan**  
Head, Strategy



**Mr Kelvin Lee**  
Head, Corporate Communications &  
Partnerships



**Mr Joshua Lam**  
Head, Chaplaincy



**Mr Kenneth Lam**  
Head, Operations

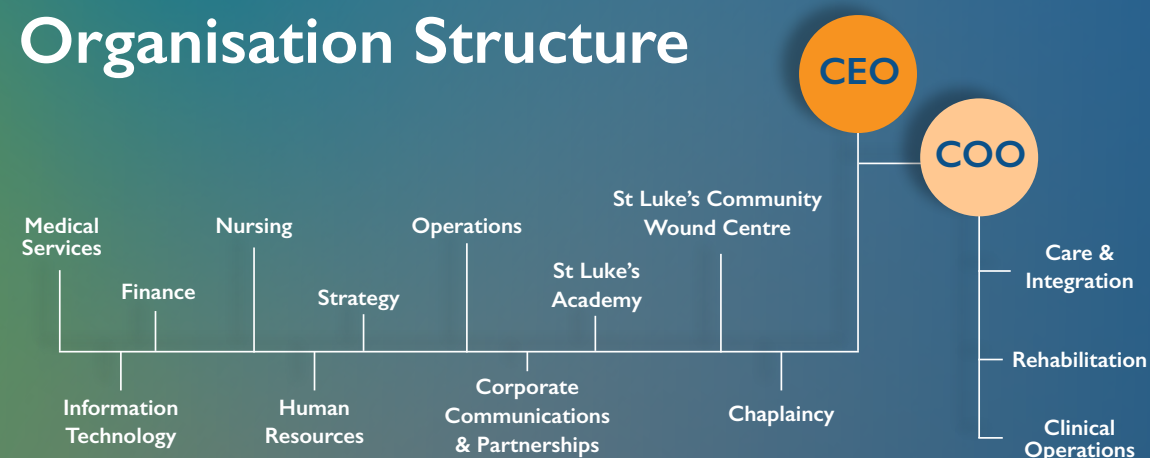


**Ms Yvonne Lau**  
Head, St Luke's Community Wound  
Centre & St Luke's Academy



**Mr Daryl Tan**  
Head, Information Technology

## Organisation Structure



(from 5 May 2025)



# Enterprise Risk Management

Recognising the importance of managing risks, SLH's ERM unit works closely with all departments to address both current and emerging risks that may impact organisational effectiveness and continuity. By 2030, SLH aims to become an agile, risk-enabled organisation.

At the strategic level, SLH seeks to strengthen risk management of its business processes, service culture, and care delivery model. The Safety and Risk Awareness Workgroup has developed a Risk Initiation Workflow, currently being piloted for new projects, to guide early identification of key risks and corresponding mitigation strategies prior to hospital-wide implementation. A consultant will also be engaged to develop a comprehensive ERM strategy and roadmap, adopting a data-driven approach to support informed decision-making.

Operationally, the Quality & Risk Management (QRM) unit works with various risk owners to review and reassess Tier-1 (Very High), Tier-2 (High), and Tier-3 (Medium and Low) risks in response to evolving internal and external conditions. They later conducted a robust Tier-1 risk review session with risk owners, HODs, and functional leads, which also surfaced other emerging risks. The updated Risk Management framework was reported to the Audit Committee and Board.

## Crisis Preparedness And Safety Culture

Crisis response capabilities were strengthened through tabletop exercises and drills simulating scenarios such as major fires, pandemics, NGEMR downtime, power outages, and ransomware attacks. To reinforce a proactive risk and safety culture, awareness initiatives were rolled out through both physical and digital platforms across the hospital.

Additionally, Ernst & Young conducted a risk management training workshop for HODs and functional leads, equipping them with tools and insights to manage current and emerging risks effectively and align mitigation efforts with SLH's organisational goals.

Pandemic Tabletop Exercise Response Testing



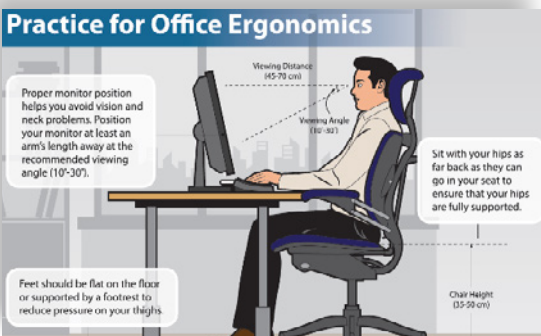
NGEMR Inpatient Downtime Procedures Tabletop Exercise



Ernst & Young Training Workshop for HODs and Leads



Safety Awareness Posters



# Our ESG Efforts

In line with the Code of Governance for Charities and IPCs, SLH continues to incorporate Environmental, Social, and Governance (ESG) factors in our organisational strategies and policies, implement effective systems and uphold transparency and accountability, contributing to sustainable development and positive social impact in the sector.



## Environmental

Our goal is to foster a more environmentally-friendly and sustainable workplace by raising ESG awareness among staff. We will actively explore and implement green practices to reduce, reuse, and recycle as part of our daily operations, including the more efficient use of energy. By improving resource management, we aim to significantly reduce our environmental impact and contribute to long-term sustainability.



## Social

We prioritise the professional growth and development of our staff by providing continuous learning opportunities. SLH supports staff well-being with diverse wellness initiatives and fosters engagement through regular town hall meetings and sessions with Senior Management. Committed to providing holistic, person-centred care, we continually adapt to meet evolving patient needs, a commitment recognised by numerous accolades.



## Governance

With a commitment to excellence, we rigorously adhere to healthcare accreditation standards and ensure full compliance with the Code of Governance for Charities and Institute of A Public Character. Supporting SLH's strategic growth and direction is a dedicated Board of Directors, guiding efforts and ensuring values and objectives remain aligned.

## Environmental Stewardship

In FY2024, SLH strengthened its environmental sustainability efforts, with a strong focus on energy management and waste reduction.

To support responsible resource use, we implemented energy-saving measures aimed at improving efficiency and reducing environmental impact. These included energy-efficient air-conditioning and pre-cool systems, motion-sensor controls for lights and fans, as well as LED lighting upgrades throughout the hospital.

Recycling initiatives were expanded beyond operational zones to include staff and public areas, encouraging broader participation. We also adopted autonomous and robotic cleaning tools—such as the PUDU CC1 intelligent cleaning robot, flat mop systems, and the Unger Stingray glass cleaner—to enhance housekeeping efficiency while reducing electricity and water use.

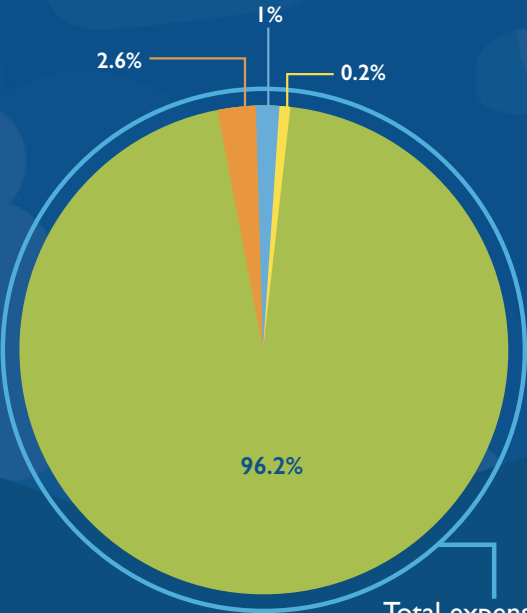
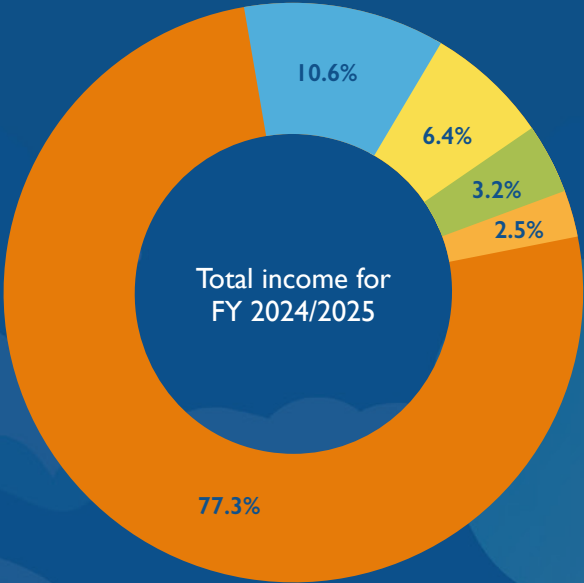
Looking ahead, we will continue exploring green technologies to support cleaner operations, minimise chemical and resource consumption, and improve indoor air quality across wards and clinics.





FINANCIAL SUMMARY

Sources of Income



Sources of Expenditure



Your Support Matters

Each year, SLH disburses approximately \$5 million in financial aid, above and beyond government subsidies and MediFund assistance. These funds support patients in need, covering medical care, home modifications, transport and access to community healthcare. Your generous donation will enable SLH to continue providing quality care and meeting the evolving needs of our community.

GIVE.SLH.ORG.SG



As a volunteer, you can also play a crucial role in creating a positive experience for our patients by offering them companionship and meaningful engagements. Your time and effort go a long way in brightening their day and lifting their spirits.

To donate and volunteer, visit [give.slh.org.sg](https://give.slh.org.sg) or scan the QR code.

View the latest Financial Statement







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