

Annual Report

FY25/26



IPC Number
HEF0004/G

IPC Status Effective Date
Till 22 September 2028

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, BNP Paribas, DBS Bank Ltd,
Oversea-Chinese Banking Corporation Limited

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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Chairman and CEO's Message



FY2025/26 marked a pivotal year in St Luke's Hospital's (SLH) transformation as we strengthened our foundations, built new capabilities and laid the groundwork for sustainable growth, reinforcing our role as a trusted health partner in Singapore's evolving healthcare landscape.

As we reflect on this journey, we give thanks for God's love and providence, which has guided and sustained SLH through the years.

Since our founding as a Christian healthcare provider to meet the needs of the community, our purpose has remained clear: to serve the vulnerable, care for the whole person and bring healing, hope and compassionate support to those entrusted to us. Rooted in our Christian faith, we remain committed to serving with compassion, excellence and faithfulness.

Singapore's ageing population and increasingly complex health conditions are reshaping expectations of the healthcare sector. The future calls for more accessible, integrated and sustainable models that connect hospitals, homes and neighbourhoods, enabling individuals to stay well, live well and age well.

SLH is well positioned to contribute to this shift. By bringing care closer to where people live and working across sectors, we are developing more coordinated and responsive pathways that improve outcomes and strengthen communities.

Over the past year, we served more than 7,200 patients and beneficiaries across our continuum of inpatient, outpatient, home and community-based services. From preventive health, rehabilitation and recovery to palliative and end-of-life care, we remain focused on delivering accessible, integrated and person-centred support that enables individuals to move beyond wellness towards wholeness.

Guided by our 2030 Vision, *Beacon of Light*, we are advancing our two-pronged strategic aspirations: to become the **Best Community Hospital in Asia** and to establish a **Community Hospital Health System**. Supported by our strategic pillars of **Enterprise, Teams and Culture, Resilience and Brand**, we will continue to strengthen capabilities, deepen collaboration and create enduring value for our patients, partners and people.

Delivering the Best Care and Experience

Our aspiration to become the **Best Community Hospital in Asia** is anchored in delivering the best care and experience for every person who journeys with us.

Our distinctive **Clinical-Social-Pastoral** care model remains foundational to this commitment. By addressing physical, emotional, social, and spiritual well-being, we care for the whole person. This approach guides the development of a connected continuum of services that respond to evolving needs across different stages of life.

During the year, we advanced several initiatives to improve care quality, accessibility and continuity.

Aligned with national efforts to integrate palliative care earlier, we piloted Singapore's first Primary Palliative Care programme within a primary care setting. The programme supports symptom management, advance care planning and the practical, social and emotional challenges of serious illness, alongside ongoing treatment and specialist follow-up.

We also strengthened preventive health through the introduction of the VitalAge 360+ programme, empowering individuals to identify health risks early, take greater ownership of their well-being and maintain their independence for longer.

To improve medication safety across care transitions, we implemented the National Harmonised Integrated Pharmacy System, which supports safer prescribing, dispensing and handovers, while enabling better coordination across hospital, community and home settings.

Our efforts received national and regional recognition. Our Exercise is Health initiative received the Best Adopter Medal at the National Healthcare Innovation and Productivity Medals 2025, affirming the value of embedding exercise within preventive and primary care to help older persons preserve their health, function and independence.



Our commitment to advancing care for older persons was also recognised at the 14th Asia Pacific Eldercare Innovation Awards 2026, where SLH was named **Hospital Operator of the Year**. The award recognises our continued development of care services, active ageing initiatives and community-based support to address the evolving needs of older persons.

Building a Connected Care Ecosystem

Our vision for a **Community Hospital Health System** depends on a connected network of partners, capabilities and services that enables care to flow seamlessly across hospital, home and community.

As Lead Administrator for the **Integrated Community Care Provider** initiative in Bukit Batok Zone 2, we continued to strengthen coordination among care and community partners. Through active ageing programmes and community-based initiatives, we support seniors in maintaining their well-being, independence, and connection in their communities.

We also expanded our contribution to **sector-wide capability building**. As an Agency for Integrated Care-appointed Learning Institute, we doubled our training capacity and equipped more than 4,600 healthcare professionals with specialised capabilities in dementia, palliative, rehabilitation and wound care. By sharing our expertise, we extend our impact and contribute to stronger care standards and a more capable workforce across the wider ecosystem.

Our third **Compassionate Care Conference** further advanced collaboration and thought leadership, broadening the conversation beyond clinical care to explore how compassion can shape leadership, organisational culture and more connected communities.

Our leadership team also participated in a **strategic exchange with community hospitals in Japan**, facilitating the exchange of expertise and international best practices. The experience enriched our thinking on integrated care beyond the hospital and will inform future models that enable smoother care transitions, supporting more patients to recover and live well at home.

Shaping Care for Tomorrow

Looking ahead, we will continue building a sustainable and integrated care ecosystem. We will deepen our capabilities in preventive and primary care, mental health and palliative care, while strengthening partnerships to support individuals earlier and more seamlessly across hospital, home and community settings.

A future-ready organisation also requires a capable and engaged workforce. We will continue investing in leadership development, multidisciplinary teamwork and the skills our people need to respond to emerging care demands.

At the same time, we will continue harnessing data, technology, artificial intelligence and process improvement to enhance care delivery, support better decision-making and improve organisational resilience. These enablers will help us use our resources responsibly while creating greater value for patients, people and partners.

Our progress is made possible by our people and by a culture grounded in compassion, trust, and shared purpose. We are proud to be certified as a Great Place to Work® for the third consecutive year. This recognition reflects the trust, teamwork, and commitment of our people, as well as our continuing efforts to create a workplace where employees can grow, contribute meaningfully, and serve with purpose.

To our Board of Directors, Foundation members, staff, patients, caregivers, donors, partners and volunteers, thank you for your steadfast support and commitment. Every life touched and every step forward reflects your contribution to our shared mission. We are deeply grateful for the many hearts and hands God has brought alongside us in this journey.

As SLH celebrates its 30th Anniversary in FY2026, we honour the people who shaped our first three decades while looking to the future with confidence and humility.

The healthcare landscape will continue to evolve, but our calling remains constant. With God's grace, we will remain steadfast in serving the vulnerable and caring for the whole person with dignity, compassion and love.

Together with our partners, we will continue transforming lives, strengthening communities and building a future where every person can be healed, helped and filled with hope.

May St Luke's Hospital continue to be a beacon of light and hope for generations to come.

"Each of you should use whatever gift you have received to serve others, as faithful stewards of God's grace in its various forms." — 1 Peter 4:10, NIV"

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



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



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



Being a Beacon of Light

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

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



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.



Respect

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



Teamwork

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

CHRIST



Holistic Excellence

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



Integrity

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



Stewardship

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

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.

CORE SERVICES



Inpatient Care

General and specialised wards supporting rehabilitative, sub-acute, dementia, wound and palliative care needs.



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.



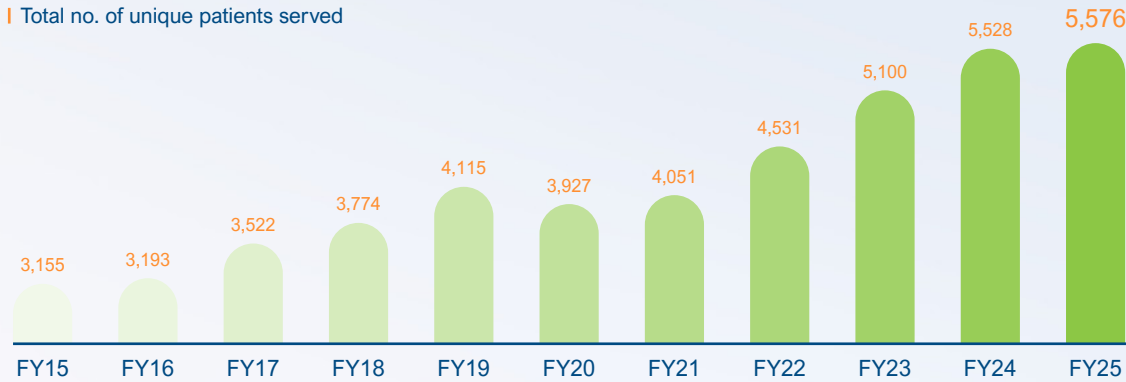
Wound Care

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

Our Year in Numbers

Patients Served

Total no. of unique patients served



Patient Profile



Inpatient Care



Outpatient Care



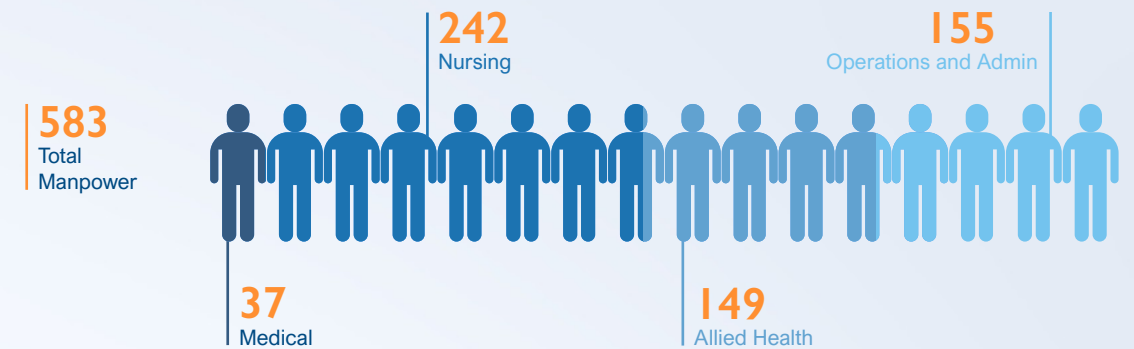
Home Care



Community Programmes



Manpower



Volunteers



Training



Learning and Development



Highlights of the Year

St Luke's
HOSPITAL

30

Supported by:



Transforming Care Through Cultural Compassion

The 3rd Compassionate Care Conference, organised by SLH, brought together more than 250 healthcare professionals, leaders and partners to reaffirm a shared commitment to building care environments grounded in understanding, respect, and support.

Themed “Cultivating Cultural Compassion”, the two-day conference highlighted cultural compassion as a foundation for inclusive care — moving beyond cultural awareness to foster a deeper recognition of our shared humanity and encourage care that is delivered with humility, understanding, and inclusivity.



“

I learned that to build a compassionate culture, we need to lead from the top. Sharing more stories, finding common connections and strengthening trust are ways to inspire the next generation.

- Jaxling Chen, Registered Nurse, Tan Tock Seng Hospital



The conference was graced by Guest of Honour Mr Dinesh Vasu Dash, Minister of State for the Ministry of Culture, Community and Youth and the Ministry of Manpower, who marked the opening of the event.



A significant milestone was the inking of a Memorandum of Understanding between SLH and the Elisabeth Kübler-Ross Foundation. The partnership reflects a shared commitment to advancing culturally informed, person-centred care through professional training, knowledge exchange and international collaboration. By combining global best practices with SLH's deep experience in community-based and holistic care, the collaboration aims to equip healthcare professionals to support patients and families from diverse backgrounds with greater empathy, sensitivity and confidence.

The inaugural Leadership Spotlight segment brought together leaders from healthcare, social services, and the public and private sectors, including DHL Express Singapore, National University Health System, St. Andrew's Mission Hospital, SMRT Corporation Ltd and Singapore Prison Service. The cross-sector dialogue offered practical insights into how compassion can be intentionally embedded across organisations through leadership, culture, and everyday interactions, while continuing to support operational effectiveness and organisational outcomes.

The conference closed with an insightful panel discussion on “Challenges to Compassion in Our Times: A Digital-Era, Multi-Polar World”, underscoring the need to design systems and processes that preserve meaningful human connection. While technology can improve efficiency and support care delivery, it cannot replace the healing power of presence, attentive listening and genuine relationships.

By convening diverse voices and fostering meaningful collaboration, SLH continues to champion compassionate, culturally responsive and person-centred care — contributing towards a healthcare system in which every interaction brings comfort, dignity and hope.



Scan to watch highlights



Combining strength and balance training with technology-enabled, gamified activities, Gym Up makes exercise engaging, accessible and sustainable. Over 18 months, participants completed more than 9,000 exercise sessions and achieved measurable improvements in strength, mobility and confidence. More importantly, many adopted exercise as a lifelong habit, supporting their independence and quality of life.

This recognition demonstrates how SLH translates innovation into meaningful health outcomes. By integrating preventive care with community-based interventions, SLH is helping to shift healthcare upstream — supporting seniors to stay active, prevent frailty and continue living well in the community. Through initiatives such as Gym Up, SLH continues to advance a more proactive and integrated model of care for Singapore's ageing population.



Exercise as Medicine: From Innovation to Impact

SLH was recognised with the Best Adopter Medal at the National Healthcare Innovation & Productivity (NHIP) Medals 2025 for its initiative, *Exercise is Health: Normalising Exercise for Elderly Primary Care Patients*. The award reflects SLH's commitment to developing innovative, person-centred care models that empower seniors to age well and remain independent.

The initiative led to the establishment of Gym Up, a community-based exercise facility that integrates structured, evidence-based physical activity into primary care. By embedding exercise into clinical consultations, personalised care plans and routine patient engagement, the programme encourages seniors to make it an essential part of healthy ageing.



“
Building muscle strength and balance is very important, so I like to attend classes at Gym Up, where I practise with other people, which gives me more motivation.

- Mr Lee, Gym Up Client



Scan to learn how *Exercise is health* is shaping the future of care



To provide more personalised health insights, the team leveraged digital innovations including the Opsis AI-enabled application and Bioelectrical Impedance Analysis (BIA). These technologies enabled healthcare professionals to facilitate meaningful conversations with participants, helping them better understand their health status, identify potential risks and take practical steps towards healthier lifestyles.

The initiative was made possible through the close collaboration of community partners, volunteers from House of Anatole and Singapore Baptist Church, and SLH's multidisciplinary team. By meeting seniors where they naturally gather and creating opportunities for meaningful conversations in a relaxed community setting, the Bukit Batok Huncle Initiative demonstrated how preventive care can be made more accessible, engaging and person-centred. Through initiatives such as these, SLH continues to extend care beyond hospital walls, empowering seniors to age well while remaining active and connected within their communities.



Uniting Partners, Inspiring Healthier Communities

SLH partnered with the People's Association, Bukit Batok Healthcare Taskforce and Bukit Batok Zone 5 Residents' Network to launch the inaugural Bukit Batok Huncle (Healthy Uncles) initiative, bringing preventive care into the heart of the community. Held at 155 Foodhub, the initiative was designed to engage senior men in a familiar and welcoming environment, encouraging them to take ownership of their health through early intervention, health education and personalised support.

Throughout the morning, participants took part in a series of activities that extended beyond conventional health screenings. Alongside a basic health screening, they received mental well-being assessment as well as specially curated health bites. Guided exercise demonstrations led by SLH's healthcare team also introduced simple, sustainable ways to stay active and maintain physical well-being.



“

House of Anatole is grateful for the opportunity to collaborate with SLH in serving and blessing the seniors. To God be all the glory!

- Jack Leong, House of Anatole





Elevating Care and Experience

Advancing value-based, holistic, integrated and specialised care, while creating seamless, person-centred experiences across every dimension of the care journey.



Dementia Care

Keeping the Music Alive

For 87-year-old David Jermais, music has always been more than a hobby. It is part of who he is.

Following a serious car accident in 2006, he underwent rehabilitation at SLH, where physiotherapy helped him regain his mobility. During his recovery, he discovered the harmonica, which became a lifelong passion. Over the years, he generously shared his love of music by performing for seniors at day care centres, eldercare services and nursing homes.

When David returned to SLH after a hip replacement surgery in 2025, his rehabilitation journey called for more than physical recovery. Living with dementia, he needed care that also supported his cognitive and emotional well-being, confidence and sense of self.

Music therapy played an important role in his rehabilitation, drawing on his lifelong connection with music to encourage self-expression, engagement and meaningful participation. Playing his harmonica, rehearsing for performances and changing into his own clothes helped restore a familiar sense of routine and purpose, while helping him rebuild his confidence and reconnect with his identity as a musician.



As music filled the wards, David was more than a patient receiving care. He was once again a performer, sharing his gift and bringing joy to those around him.

David's journey reflects SLH's holistic approach to care, where recovery goes beyond restoring physical function. By addressing his physical, psychosocial and emotional needs, the care team supported his recovery while preserving his identity, dignity and sense of purpose.

Today, David continues his recovery at home with the support of his wife, Josephine. His story is a reminder that meaningful care is not only about helping patients recover, but also about enabling them to remain connected to who they are and what gives their lives meaning.





Palliative Care

Love, Care and a Peaceful Goodbye

For much of her life, 77-year-old Mdm Kamalam was a source of strength for her family. A devoted mother of five, she worked tirelessly to support and care for those around her.

Following two strokes, she underwent rehabilitation at SLH, where she regained enough independence to resume many of the daily routines she cherished.

In early 2025, a third silent stroke and seizure led to a significant decline in her condition. Mdm Kamalam was admitted to SLH's palliative care ward, where the team prioritised her comfort and dignity while guiding and supporting her family through the days ahead.

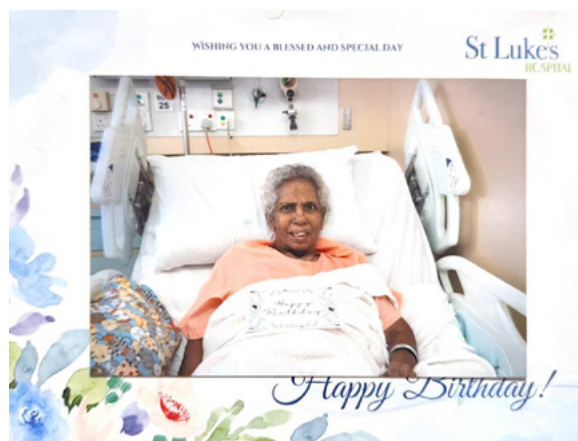
The multidisciplinary team worked closely with her loved ones to ensure that every decision honoured her wishes and upheld her quality of life. Family conferences provided a

safe space for open conversations, helping them understand what to expect and prepare for the journey ahead, while receiving reassurance and emotional support.

Small acts of compassion made a lasting difference. Familiar music, treasured personal belongings and gentle therapeutic care brought comfort and helped preserve her sense of identity. Attentive nursing care ensured that Mdm Kamalam remained comfortable and was cared for with dignity throughout her final days.

Surrounded by her family, Mdm Kamalam spent her final moments in peace and comfort. As she made her final journey, staff lined the corridor in quiet tribute, honouring a life lived with strength and love.

Her story reflects SLH's approach to palliative care, where compassion extends beyond the patient to embrace the entire family and uphold dignity until the very end.



“
At no point did it feel like mum was alone. She was cared for with so much patience and attention.

- Caregiver Selvi

Rehabilitation Care

Finding Faith in the Journey

For 71-year-old Mdm Subathra, affectionately known as Faith, living with lupus has meant overcoming decades of complex health challenges, including multiple surgeries, a stroke and long-term mobility impairment. Yet, through every setback, she has remained determined to keep moving forward.

Since 2017, SLH has journeyed alongside Faith through integrated care at St Luke's Community Clinic (SLCC) and the Day Rehabilitation Centre (DRC). Her multidisciplinary team manages her chronic conditions while supporting her rehabilitation to maintain strength, mobility and independence.

A defining moment came when her family physician at SLCC recognised the early signs of a heart attack despite inconclusive initial tests. Prompt referral to an acute hospital enabled timely treatment, highlighting the value of continuity of care and the trusted relationships built over years of caring for patients with complex needs.

Beyond clinical care, Faith has benefited from coordinated rehabilitation, medication management, financial assistance and community support, empowering her to live independently and continue working towards her goal of walking again. Encouraged by her care team, she approaches each milestone with optimism and perseverance.

Today, Faith continues to inspire fellow patients with her resilience and positivity. Her journey reflects SLH's commitment to person-centred, integrated care that supports not only health outcomes but also hope, confidence and the determination to live each day with purpose.

“
Everything I need is here. They always encourage me, and that makes me want to push harder.

- Mdm Subathra, Patient



Wound Care

Building a Bridge of Hope

When 50-year-old Mr Kong Chee Sum was admitted to SLH for a diabetic leg wound, the team quickly realised that caring for his wound was only part of the journey. Living with Dandy-Walker Malformation, he faced cognitive and emotional challenges that required a holistic, person-centred approach to care.

SLH's multidisciplinary team worked closely to support his medical, emotional and functional needs. Alongside specialised wound care, nurses, therapists, chaplains and the medical social worker provided reassurance, meaningful activities and consistent encouragement to help Mr Kong feel safe, understood and confident throughout his recovery. Financial assistance through the SLH Patient Welfare Fund and mobility aids further eased the burden on him and his family.



As discharge approached, the team's focus shifted to life beyond the hospital. For decades, Mr Kong's elderly parents had been his sole caregivers, managing largely on their own. SLH coordinated community support, including specialised social services, home nursing and case management, while accompanying the family through their first appointments to ensure a smooth transition.

Today, Mr Kong's wound has healed, but the greatest outcome is that he and his parents no longer face the journey alone. Surrounded by an integrated network of healthcare and community partners, they have the support to navigate the future with greater confidence.

Mr Kong's story reflects SLH's commitment to person-centred care that extends beyond treatment, empowering patients and caregivers with the support, dignity and hope to live well in the community.

“
I was very happy during my stay at SLH. I especially enjoyed sessions where I got to do art and grow plants.

- Mr Kong, Patient



Enhancing Medication Safety

To strengthen medication safety and continuity of care, SLH implemented the National Harmonised Integrated Pharmacy System (NHIPS). The unified platform supports safer prescribing, dispensing and medication handovers, while improving the visibility of medication information across participating healthcare institutions.

Through more integrated workflows, our care teams are better equipped to manage complex medication needs and enable smoother care transitions across hospital, community and home settings.



Expanding Preventive Health Services

To promote healthier ageing, SLH expanded its suite of services with the launch of VitalAge 360+ and BrainUP programmes.

VitalAge 360+ helps individuals better understand their health risks and take informed steps to improve their well-being, while BrainUP provides personalised cognitive support for individuals with mild cognitive impairment, helping them maintain cognitive function, manage daily activities and preserve their independence.

Together, these programmes advance SLH's preventive health focus — shifting the focus from treating illness to identifying risks early, preventing decline and supporting individuals to remain well and independent in the community.

Shaping Environments for Better Dementia Care

At SLH, we believe the care environment plays an important role in supporting patients living with dementia. One unique feature of our dementia ward is a simulated bus stop, thoughtfully designed to evoke familiarity and provide comfort for patients who may feel anxious or disoriented. The familiar setting offers a calming space that encourages reminiscence, reduces anxiety and supports person-centred care.

This year, the ward underwent a refresh to further enhance the patient experience. Upgraded furnishings, brighter spaces and dementia-friendly design elements were introduced to promote orientation, safety and independence while preserving each patient's dignity and well-being. These improvements create a more welcoming and therapeutic environment for both patients and their families.



Optimising Nutrition for Wound Healing

Supporting recovery starts with caring for the whole person, with nutrition playing a vital role in the healing journey. Patients with complex wounds receive personalised nutritional support through prescribed wound-healing supplements and customised high-protein meals tailored to their individual needs.

Working closely with dietitians and the multidisciplinary care team, patients are supported in meeting their protein and energy requirements to promote healing and rebuild strength. This integrated approach reflects SLH's commitment to person-centred care, where every aspect of treatment comes together to help patients recover with greater comfort, confidence and well-being.



Creating Joy at the Bedside

Even the smallest moments can make a meaningful difference. Since May 2025, our dedicated Palliative Ward has introduced the Delight Cart — a bedside hospitality initiative designed to bring comfort, choice and moments of joy to our patients.

Inspired by the warmth of in-flight service, the roving cart offers a curated selection of snacks and beverages, including non-alcoholic beer, with rotating themes throughout the year. More than just refreshments, the Delight Cart creates moments of surprise, familiarity and connection, enriching the patient experience with dignity, comfort and compassionate care.



Bringing Joy and Connection Through Music

Community partnerships play an important role in enriching patient care by bringing warmth, comfort and connection beyond the bedside.

Volunteers from CPG Consultants (CPG Corporation) spent time singing and interacting with patients, filling the wards with laughter and familiar melodies that brightened their recovery journey. SLH also welcomed the Singapore National Youth Orchestra for its first-ever hospital performance, where 30 young musicians brought uplifting music to inpatients, caregivers, staff and Community Inclusive Choir participants.

Through partnerships, SLH continues to harness the power of music and community to create moments of joy, comfort and hope.

Helping Patients Navigate the Digital World

Beyond clinical treatment, holistic care at SLH helps patients remain connected, confident and engaged with the world around them. Through a digital literacy programme led by volunteers from Brighton Connection, patients gain practical digital skills while forming meaningful friendships that reduce social isolation and foster a greater sense of confidence and independence.

Their dedication reflects the power of community partnerships in creating moments of connection, empowering patients to embrace technology with confidence while enriching lives through compassion and care.



Fostering Belonging Through Shared Moments

Recovery is about more than regaining physical function — it is about restoring confidence, joy and meaningful connections. Organised monthly by the rehabilitation team and supported by volunteers, the SLH Mini Café offers a welcoming space where patients can come together through live cooking demonstrations, karaoke and interactive games.

These shared experiences encourage social interaction, lift spirits and foster a sense of belonging throughout the rehabilitation journey. Measured using the Visual Analogue Scale, patients consistently reported improved moods after each session, reflecting SLH's commitment to holistic, person-centred care that nurtures healing in body, mind and spirit.



Celebrating the Heart of Our Community

Volunteers play an important role in SLH's person-centred approach to care, working alongside healthcare teams to provide patients and families with companionship, reassurance and emotional support. Through simple but meaningful interactions, they help foster dignity, belonging and connection throughout the care journey.

At our annual Volunteer Appreciation Day, SLH recognised the contributions of its volunteer community through the Outstanding Volunteer Awards, Long Service Awards and other special recognitions. The occasion also celebrated every volunteer whose time, generosity and compassion have enriched the experiences of patients and families.

Head of Corporate Communications and Partnerships Kelvin Lee shared, "You are not just volunteers. To many of our patients, you are hope, courage and light in a difficult season." His words reflect the value volunteers bring in complementing clinical care with warmth and human connection.



With the support of partners such as Millennia Institute, which hosted the event, SLH continues to strengthen a culture of volunteerism that extends care beyond medical treatment and builds a more compassionate community around those we serve.

Voices of Our Volunteers

Patient Turned Volunteer

Volunteering gives me a sense of community and keeps me physically and mentally active. Living alone, I value the connections I've made here. It's rewarding to know I'm helping others while continuing to push myself towards greater independence.

- Joseph Alfred



Student Volunteer

This experience allowed us to connect with the older generation. One elderly man said phone calls from family lacked meaning compared to face-to-face visits. That hit home and made us reflect deeply on how we spend time with our grandparents and loved ones.

- River Valley High School



Individual Volunteer

Serving as a volunteer, the greatest gift I've received isn't what I've given, but the unexpected blessings along the way. It's been a humbling journey that has taught me compassion, gratitude and the joy of serving others.

- Serena Chee



Corporate Volunteer

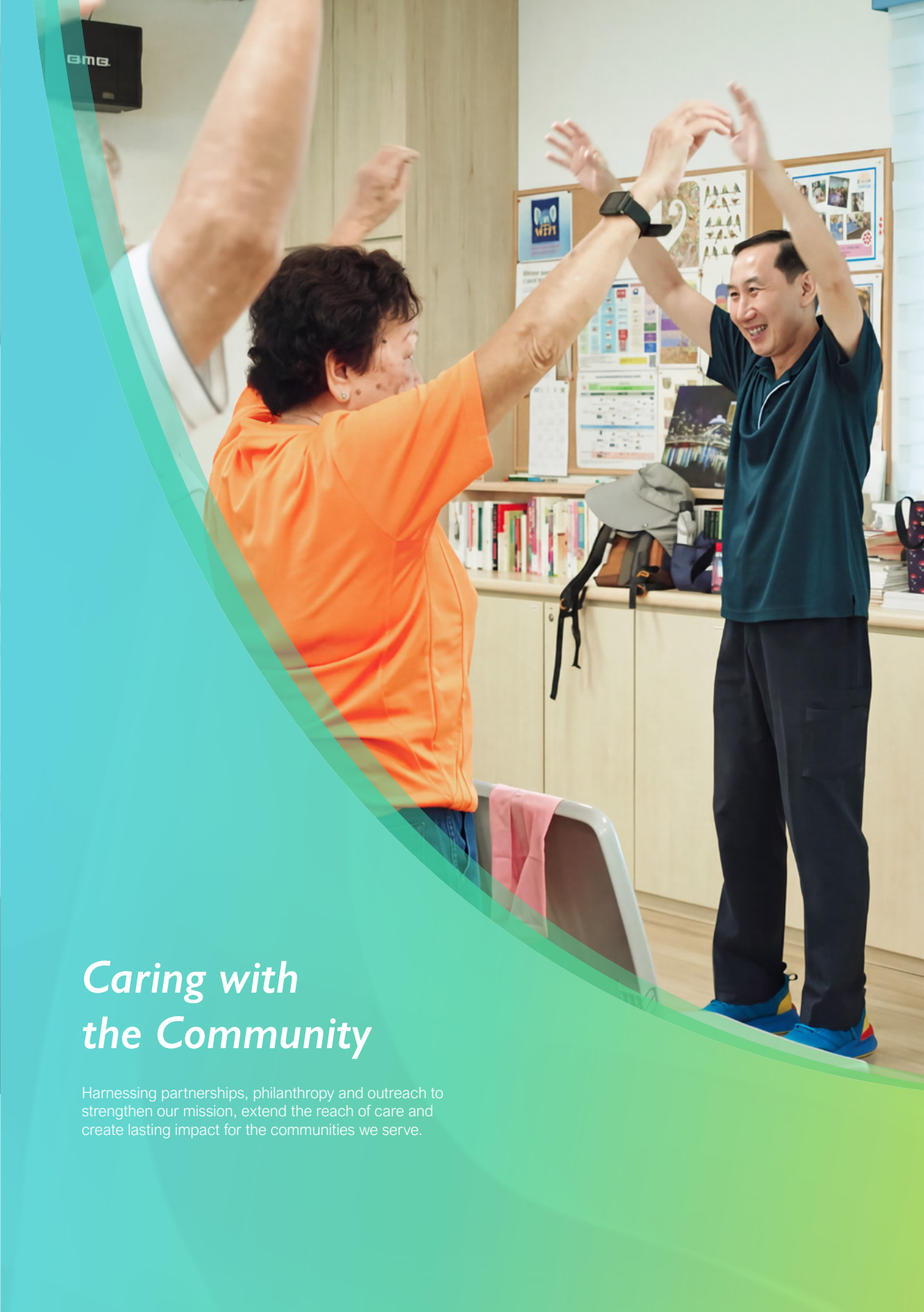
Volunteering at SLH reinforced the importance of empathy, compassion, and community service in our lives. It also strengthened our team's sense of purpose and unity as we worked together to make a positive impact.

- DB Schenker



Caring with the Community

Harnessing partnerships, philanthropy and outreach to strengthen our mission, extend the reach of care and create lasting impact for the communities we serve.





Triple Crown Swim

LTC (Dr) Chua Jia Long of the Republic of Singapore Navy became the first Singaporean to complete the Triple Crown of Open Water Swimming, conquering the Catalina Channel, the 20 Bridges Swim around Manhattan Island and the English Channel in a world-record 23 days. Through the challenge, he raised more than \$1 million in support of SLH patients.

The feat marked his second major fundraising effort for SLH. In 2023, he became the first Singaporean to complete the 192km 8 Bridges Hudson River Swim in New York, raising \$250,000 for the hospital.

Having served as a medical officer in SLH in 2020, Dr Chua was deeply moved by the multidisciplinary team's commitment to holistic, person-centred care. His remarkable achievement reflected his dedication to giving back and mobilised wider community support for patients navigating complex and challenging care journeys.



Learn more about Dr Chua's extraordinary swim

“The patients’ resilience continues to inspire me. This swim is my way of giving back.

- LTC (Dr) Chua Jia Long



Strengthening Rehabilitation Care with Wee Foundation

Recovery does not end at discharge. Through the generous support of the Wee Foundation, SLH is strengthening post-discharge rehabilitation to help patients regain strength, confidence and independence as they transition back into the community.

Supported by a \$200,000 grant over two years, the initiative expands SLH's Integrated Rehabilitation and Exercise (iReX) and Gym Up programmes, enabling patients to continue structured rehabilitation beyond their hospital stay. This partnership reflects a shared commitment to person-centred, community-based care, empowering patients to achieve better long-term outcomes and live well with dignity and purpose.



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.



Recognising a Lifelong Commitment to Giving

Dr Tan Lai Yong received the Certificate of Recognition in the “People of Good” category at the 2025 President's Volunteerism and Philanthropy Awards, in recognition of his longstanding commitment to service and philanthropy.

A dedicated SLH volunteer and donor, Dr Tan has supported communities locally and overseas for more than three decades. Among his many contributions to SLH, he led an intergenerational team of 13 participants in a triathlon fundraiser in 2025, following a successful book fundraiser for the hospital in 2024.

His sustained support reflects the power of partnerships and collective action in advancing compassionate community care.



About 96 cents
of every dollar donated
goes toward charitable activities



Shaping the Future of Community Care

SLH welcomed Minister for Health Mr Ong Ye Kung on the first day of Lunar New Year, as he recognised healthcare teams and brought festive cheer to patients.

SLH also hosted Minister of State for Health Mdm Rahayu Mahzam to discuss stronger collaboration in supporting seniors and vulnerable residents. The visit reinforced the strategic role of community hospitals in advancing integrated, person-centred care and supporting Singapore's ageing population.

Through partnerships and a future-ready campus, SLH continues to strengthen care beyond hospital walls, enabling patients to recover well, remain independent and live meaningfully in the community.



Advancing Palliative Care Through Sector Collaboration

Partnering with the Singapore Hospice Council, SLH participated in the Live Well. Leave Well. Festival and Sundown Walk, helping to strengthen public understanding of palliative care and encourage earlier conversations on care preferences, meaningful living and end-of-life planning.

These initiatives provided platforms for SLH to share its integrated care approach across hospital, home and community settings, engage prospective volunteers, and deepen collaboration with partners across the palliative care sector.

Through sustained partnerships, SLH remains committed to strengthening end-of-life support and enabling patients and families to receive coordinated care with dignity, comfort and compassion.

Advancing Integrated Care for a Super-Ageing Society

The inaugural "Strategic Perspectives in Nonprofit Management: Shaping a Super-Ageing World – Live Longer, Live Better" panel brought together leaders from healthcare and community development to explore how the sector can better respond to the needs of an ageing population.

Jointly organised by SLH, All Saints Home and Lions Befrienders, with support from Harvard Foundation Singapore, the session highlighted the importance of connecting acute, community and long-term care, prioritising resources and aligning stakeholders around person-centred care.

SLH remains committed to strengthening an integrated care ecosystem that enables older persons to live with greater independence, meaning and dignity.



Collaborating Globally, Strengthening Community Care

At the Community Hospital Japan Summit in Fukuoka, SLH CEO A/Prof Tan Boon Yeow shared Singapore's community hospital journey, highlighting the sector's evolving roles within the broader care ecosystem, future potential, and innovations piloted at SLH.

The Summit convened international healthcare leaders for a two-way exchange of expertise and best practices, exploring how community hospitals can strengthen care integration, deepen community engagement and evolve to meet changing population needs.

The team also visited Kaita Hospital in Fukuoka and Ouchi ni Kaerou Hospital in Tokyo to learn innovative care models in practice. These included home-based services, portable diagnostics, community-oriented facilities and purposefully designed environments that support patients in returning home and living independently.

The insights gained will inform SLH's beyond-the-hospital strategy and guide the development of more connected care models, enabling smoother transitions across hospital, home and community.





Empowering Seniors to Age with Confidence

Bringing preventive care closer to the community, SLH took part in the La Kopi Lim Teh for Majulah Generation event, engaging residents on healthy ageing, future care planning and holistic well-being.

The event also showcased how SLH's services and innovative care solutions support seniors across different stages of ageing and bring care closer to the community.

Through continued collaboration with community partners, SLH promotes preventive care, supports informed health decisions, and enables seniors to remain active, independent and connected.

Bringing Preventive Care Closer to Seniors

Students from the National University of Singapore's Medicine, Nursing and Pharmacy programmes joined SLH staff to conduct multidisciplinary health assessments for seniors at Harmony Village @ Bukit Batok. The assessments covered medical health, physical fitness, nutrition, hearing, vision, cognition and mental well-being.

Delivered in partnership with Vanguard Healthcare, Project SilverCare provided students with valuable exposure to community-based care while nurturing empathy, teamwork and a deeper understanding of seniors' needs.



Healthy Living, Graceful Ageing

SLH partnered the Church of Singapore, St Luke's ElderCare and Tung Ling Community Services for the "Healthy Living, Graceful Ageing" community health event, which was graced by Minister of State Mr Goh Pei Ming as Guest of Honour.

More than 550 participants attended the event, which featured health talks, complimentary screenings and interactive booths. Through these activities, participants

gained practical knowledge on maintaining their physical and mental well-being, identifying common health conditions early, and supporting the health needs of their loved ones.

The event reflected SLH's commitment to working with community partners to promote healthy ageing and build stronger, healthier and more resilient communities.



Connecting Communities for Healthier Ageing

As Lead Admin Coordinator for the Integrated Community Care Provider (ICCP) Bukit Batok Zone 2 network, SLH strengthened collaboration across community care partners to advance integrated care and support seniors to age well in place.

One such initiative was the Rummy-O Competition, jointly hosted by SLH and NTUC Health in collaboration with other ICCP partners. The event brought seniors together through meaningful social engagement, encouraging active participation, fostering new friendships and strengthening community connections, while demonstrating how collaborative partnerships can support healthy ageing and ageing in place.



The St Luke's Family – 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 28,000 elders through its islandwide network of over 30 facilities: 19 Senior Care and Rehabilitation Centres, 12 Active Ageing Centres (Care) and two Residences (nursing homes).

This year's SLEC Annual Report marks the culmination of a three-part journey — Envisioning, Enriching and Empowering Care in the Community. It reflects SLEC's commitment to envisioning the future of care as Singapore ages, enriching the lives of seniors in the community, and empowering them to discover new purpose, passions and possibilities.

At the heart of this journey are innovation, collaboration and education, and the belief that no single organisation can transform community care alone. Together with its partners, SLEC is shaping a more compassionate and resilient care ecosystem.

Innovation

Innovation is about reimagining what care can look and feel like, so that every senior can live with dignity, purpose and a sense of belonging. It is not only about embracing new technologies but also developing innovative care models and programmes that enrich everyday experiences and empower seniors to live well in the community.

In 2025, these efforts took shape in three key areas: reimagining residential care to create a true sense of home, launching a first-of-its-kind collaboration with the Nanyang Academy of Fine Arts (NAFA) to leverage the healing power of the arts, and partnering with Ageing Asia to exchange best practices and advance innovation across the eldercare sector.

Collaboration

Collaboration continues to be a cornerstone of SLEC's mission. By working closely with healthcare partners, community organisations, corporates, educational institutions and volunteers, SLEC is able to extend its reach, deepen its impact and make a difference in the lives of seniors — one life at a time.

Throughout the year, volunteer programmes, corporate partnerships and community initiatives strengthened these collective efforts, bringing people together to create meaningful opportunities for connection, care and active ageing.

Education

Education remains vital in building a sustainable and future-ready community care sector. In 2026, SLEC marked a significant milestone with the opening of the SLEC CommCare Academy @ Devan Nair Institute for Employment and Employability, guided by the vision of "Building People for Care, Building Care for People". The expanded training facility aims to equip an additional 3,000 care professionals over the next three years.

Beyond training, SLEC continued to contribute to the sector through knowledge sharing, thought leadership and partnerships with Institutes of Higher Learning. Through school modules, learning journeys and internship opportunities, SLEC continues to nurture future generations while advocating innovative care models.

Looking ahead, SLEC remains committed to empowering elders and uplifting the community care sector through innovation, collaboration and education. Together with St Luke's Hospital, SLEC continues to build on its shared mission, vision and values, complementing one another's services as both organisations work towards the shared vision of Transforming Community Care.

Building Capabilities for Tomorrow

Investing in training, education and research to build future-ready capabilities, advance care practices and strengthen the wider community care sector.



Scan to view
SLEC's Annual Report



Strengthening Clinical Capability in Wound Care

The 18th St Luke's Hospital Wound Conference brought together clinicians, nurses and healthcare partners committed to advancing wound care practice. Themed "From Assessment to Action: Elevating Wound Care Practices," the conference highlighted the importance of accurate and timely wound assessment in guiding effective, evidence-based treatment amid an ageing population and increasingly complex care needs.

In his opening address, A/Prof Tan Boon Yeow, Chief Executive Officer of SLH, underscored the importance of holistic care: "When we take time to understand the full picture — clinical, social, and emotional — we are better able to act with purpose and compassion."

Experts from Changi General Hospital, National Healthcare Group Polyclinics, Singapore General Hospital and Tan Tock Seng Hospital shared insights on wound assessment tools and techniques, innovations in wound dressings and treatment modalities, and the management of complex and malignant wounds.

The conference provided a valuable platform for knowledge exchange, capability building and collaboration among healthcare professionals. Through continued partnerships and shared learning, SLH remains committed to strengthening wound care practices and improving outcomes for the communities it serves.

"The most meaningful part of the Wound Conference is knowing different types and appropriate usage of wound dressings, going through various case studies to have a better understanding in wound management."

- Crystal Tan, Senior Staff Nurse, National Skin Centre



Training Highlights

InterRAI (Home Care)

Designed to equip healthcare professionals with the knowledge and skills to perform comprehensive, standardised assessments for individuals receiving care in the community, the InterRAI (Home Care) training programme combined practical learning with case-based discussions. Participants gained a deeper understanding of holistic assessment, care planning and clinical decision-making using the InterRAI framework.

By promoting a common assessment language and a person-centred approach, the programme strengthens care coordination, supports better clinical outcomes and enhances the quality and continuity of care across community settings.

"It reminded me that every assessment is not just data collection, but a meaningful encounter that can guide better care planning and improve quality of life."

- Veron Ann Lincoln, Fei Yue Community Services



Managing Emotions in Times of Uncertainty and Stress

This programme equips healthcare professionals with practical strategies to build emotional resilience and navigate the growing complexities of community care. Through an experiential, reflective approach, participants developed greater emotional awareness, strengthened empathy and learnt techniques to manage stress while fostering positive relationships with patients, caregivers and colleagues.

Interactive discussions and the LEGO® Serious Play® facilitation methodology encouraged participants to explore new perspectives, enhance self-care and build resilience, enabling them to sustain compassionate care and strengthen the quality of support provided across community settings.

"One key takeaway I will apply in my work is to always assume the best intentions of others."

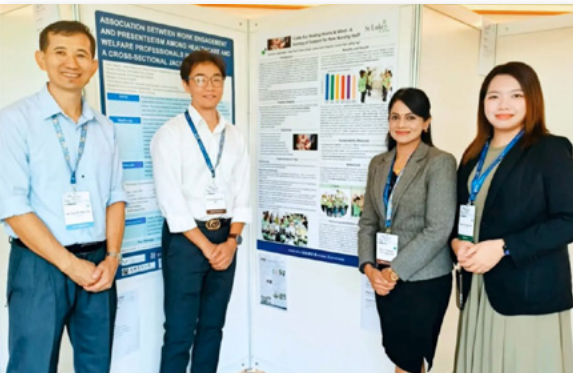
- Ang Fu Sheng, Singapore Anglican Community Services



Projects/Papers

Key Projects

Title	Author/ Contributor	Event/ Conference
i CaRe 4 u: Healing Hearts & Mind - A Journey of Support for New Nursing Staff	Prameela, Alice Phua, Nancy Chua, Joshua Lam, Dr Anqi Su, Eunice Tan, Jeffrey Ng, Helen Joon	29 th East Asian Forum of Nursing Scholars (EAFONS) 2026
Precision without pulp: Streamlining urine output measurement for safety and sustainability	Reh Kyaw Thu Ra and Saw Eh Htoo, Hla Myo Oo, Tan Guan Xi, Hungyo Mareola	
Development of Healthcare Professionals in Wound Management	Yvonne Lau, Kavitha D/O Sanmugam	International Forum on Quality and Safety in Healthcare, Singapore 2025
“Enhancing Rehabilitation Intensity Through the Walk Along Program A Structured Approach to Improving Patient Outcomes and Therapy Efficiency”	Khin Wei Thet, Kung Beng Keng, Nur Musliha Mohsain, Fahria Abdul Rahman, Isabella Liang	National Healthcare Innovation and Productivity Award
Implementing Integrated Practice Unit in Community Hospital: A Model for Value-Based Healthcare	Dr Benjamin Zhou	Appropriate and Value-Based Care Conference 2025
Reclaiming Mobility: Robotic Exoskeletons in Neurological Rehabilitation - From Innovation to Integration	Yap Thian Yong	Healthcare Quality Society of Singapore Forum
Safe Catheter Care, Better Outcomes: A CAUTI Reduction Journey at St Luke’s Hospital	Malathi Maruthasalamoorthy, Flordeliz De Asis, Dr Fe Marie Curameng, Infection Control Link Nurses	SLH Quality & Innovation Day 2025
Improving Efficiency in Doctor Rostering Through Mathematical Optimization	Dr Benjamin Zhou	
Improving Patient Experience Through Group-Based Rehabilitation for TKR Inpatients	Khin Wei Thet, Sofia Samadi, Nur Mushlia Mohsain, Fahria Abdul Rahman	
Improving Accuracy and Efficiency in Height Measurement for Immobile Patients Using Laser Meter	Pei San Low, Thila, Deejay, Ei Ei Cho, Octavianti, Marilyn Koh	



Projects/Papers

Papers

Title	Author/ Contributor	Paper URL
Combining OCT and OCT angiography improves differentiation of mild cognitive impairment and Alzheimer’s disease	A/Prof Tan Boon Yeow	Combining OCT and OCT angiography improves differentiation of mild cognitive impairment and Alzheimer’s disease Alzheimer’s Research & Therapy Springer Nature Link
Psychometric Validation of the Bedford Alzheimer Nursing-Severity Scale in Community-Dwelling Persons With Severe Dementia	A/Prof Tan Boon Yeow	International Journal of Geriatric Psychiatry Wiley Online Library
Association of Atrial Electrophysiological Abnormalities With Cognitive Decline and Cerebrovascular Disease	A/Prof Tan Boon Yeow	Association of Atrial Electrophysiological Abnormalities With Cognitive Decline and Cerebrovascular Disease Journal of the American Heart Association
Comparison of the additive value of blood-based and retinal biomarkers to clinical features in predicting cognitive decline	A/Prof Tan Boon Yeow	Comparison of the additive value of blood-based and retinal biomarkers to clinical features in predicting cognitive decline Communications Medicine
HARMONISATION - A multimodal prospective study of vascular cognitive impairment in multi-ethnic Asians: Cohort profile, progress, current contributions, and future impact	A/Prof Tan Boon Yeow	HARMONISATION – A multimodal prospective study of vascular cognitive impairment in multi-ethnic Asians: Cohort profile, progress, current contributions, and future impact - Mark JH Lim, Carol Y Cheung, Joyce R Chong, Jacqueline Chua, Saima Hilal, Mitchell KP Lai, Andrea B Maier, Leopold Schmetterer, Boon Yeow Tan, Narayanaswamy Venketasubramanian, Tien Yin Wong, Xin Xu, BT Thomas Yeo, Juan Helen Zhou, Christopher LH Chen, 2025
A person-centred Healthier SG outcomes framework	Dr Wong Wei Mon	A person-centred Healthier SG outcomes framework - PMC
Octenisept for cleansing diabetic foot ulcers - Case Series 3	Kavitha D/O Sanmugam	Case series 3 Journal of Wound Care
Left Atrial Myocardial Mechanics: Association With Cognitive Dysfunction, Cerebrovascular Disease, and Circulating Biomarkers	A/Prof Tan Boon Yeow	Left Atrial Myocardial Mechanics: Association With Cognitive Dysfunction, Cerebrovascular Disease, and Circulating Biomarkers - PMC



Our People, Our Pride

Empowering our people through recognition, wellbeing and meaningful connections, building a resilient workforce that advances SLH's mission of compassionate care.



Life @ SLH

Caring for our people is fundamental to building a resilient workforce and sustaining quality patient care. Throughout the year, staff appreciation, team-building, wellness and recognition initiatives strengthened connections across the organisation and fostered a greater sense of belonging. By cultivating a supportive and inclusive workplace, we enable our people to thrive, grow and contribute meaningfully to SLH's mission.



Awards and Recognition



Certified as a Great Place to Work®

SLH was recognised as a Great Place to Work® for the third consecutive year, affirming a workplace culture built on trust, respect, well-being and shared purpose.

The recognition reflects our commitment to helping colleagues feel valued, supported and empowered. Through investment in staff development, mental well-being, and the growth of character and competencies, we continue to build a resilient, inclusive and future-ready workforce.

By enabling our people to thrive, we strengthen our ability to deliver compassionate, person-centred care to patients, families and the wider community.

Agency for Integrated Care (AIC) Community Care Awards 2025

SLH celebrated 32 staff members who were recognised at the Community Care Manpower Development & Excellence Awards (CCMDA & CCEA) 2025 for their excellence in patient care, professional development and service to the community. Spanning multiple disciplines, the award recipients embody SLH's values of serving, loving and healing while advancing the quality of community care. Their dedication and commitment continue to strengthen our workforce and improve the lives of the patients and families we serve.



21 CCMDA recipients

from Care & Integration, Nursing, Pharmacy, Rehabilitation, St Luke's Academy, St Luke's Community Wound Clinic, and Strategy departments — recognised for their commitment to professional growth and advancing careers in Community Care.

11 CCEA (Individual-Silver) recipients

from Nursing and Rehabilitation departments — honoured for their exemplary service and commitment in delivering quality care to our patients and community.



Singapore Health Quality Service Awards (SHQSA) 2026

131 staff were recognised at the Singapore Health Quality Service Awards 2026, comprising seven Star, 26 Gold and 98 Silver award recipients.

Representing a wide range of disciplines, including Chaplaincy, Care and Integration, Medical, Operations, Nursing, Rehabilitation and the St Luke's Community Wound Centre, our awardees exemplify the professionalism, compassion and commitment that underpin quality care.

Their recognition reflects SLH's continued focus on building a skilled, values-driven and patient-centred workforce. Through their dedication to service excellence, they contribute to safer care, stronger teamwork and more meaningful experiences for patients and caregivers.



Nurses' Merit Award 2025

Senior Staff Nurse Koh Zuo En received the Ministry of Health's Nurses' Merit Award 2025 in recognition of her dedication to patient-centred care and nursing excellence.

Working in the rehabilitation ward, Zuo En supports patients through both the physical and emotional challenges of recovery. Her care philosophy is grounded in seeing each patient as an individual and recognising that small acts of compassion can have a meaningful impact.

"Recovery is not just about restoring physical function; it is also about reclaiming one's identity," she shared. Her approach exemplifies SLH's commitment to holistic care — looking beyond a diagnosis to uphold each patient's dignity, identity and sense of self throughout the healing journey.

Board of Directors



Mr Khoo Teng Cheong
Chairman
Bethesda (Katong) Church*
Meetings Attended: 4/4



Mr Choo Eng Beng
Vice Chairman
Independent Director
Assurance Leader PwC Singapore
Meetings Attended: 3/4



Mr Jonathan Kok Hei Mun
Hon Secretary
Presbyterian Community Services*
Partner, Withers KhattarWong LLP
Meetings Attended: 4/4



Dr Jeffrey Lum Kah Leong
Board Member
Bartley Christian Church*
International Medical Advisor,
OMF International
Meetings Attended: 4/4



Adjunct Prof Lau Tang Ching
Board Member
Independent Director
Group Director Education Office,
National University Health System
Meetings Attended: 3/4



Mr Lim Huey Sheng
Board Member
Independent Director
Administrator,
Bethesda (Katong) Church
Meetings Attended: 3/4



Mr Lee Kean Guan
Hon Treasurer
Independent Director
Meetings Attended: 4/4



Mr Alex Lo Weng Fai
Board Member
Bethesda (Frankel Estate) Church*
Chief Executive Officer,
Techsource Systems Pte Ltd
Meetings Attended: 3/4



Dr Danny Ng Bock Hon
Board Member
Wesley Methodist Church*
Clinical Director, Renovare Pte Ltd and
Family Connexion
Meetings Attended: 3/4



Ms Mabel Ong
Board Member
Singapore Nurses Christian Fellowship*
Deputy Director,
Nursing Administration,
National University Polyclinics
Meetings Attended: 3/4



**Mrs Rosana Quek –
Lim Beng Hoon**
Board Member
Independent Director
Meetings Attended: 4/4



Mr S Dhanabalan
Honorary Advisor
Independent Director



Mr Foong Daw Ching
Board Member
Church of Singapore*
Meetings Attended: 2/4



Mr Ho Kuen Loon
Board Member
Independent Director
Group Chief Executive Officer,
Fullerton Healthcare Corporation
Meetings Attended: 3/4



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: 4/4

The main purpose of the Board of Directors is to provide 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:

- 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

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

Dr Koh Chaik Ming
(w.e.f 1 Jun 2025)

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

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

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

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

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

Prof Louis Tan Chew Seng

A/Prof Gerald Chua Seng Wee

Dr Goh Siew Hor

Adjunct Prof Lau Tang Ching

Dr Genedine Lim

Adj. Assoc. Prof Amelia Santosa
(w.e.f 1 Jun 2025)

Dr Yong Woon Chai
(w.e.f 1 Aug 2025)

Dr Effie Chew
(w.e.f 1 Aug 2025)

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.

Ms Lim Lay Beng
Chairman
(w.e.f 1 Apr 2025)

Dr Goh Soon Noi

Ms Lim Lay Beng

Mr Chong Yue-En

Mr Segar Michael
(w.e.f 1 Apr 2025)

Ms Alicia Tan Peck Woon
(w.e.f 1 Apr 2025)

Medical Advisory Committee

A/Prof Lim Lean Huat stepped down as member
w.e.f 31 Mar 2025.

Dr Chan Kay Fei stepped down as member
w.e.f 31 Mar 2025.

MediFund Committee

Mr David Lee Kim Hwee stepped down as chairman
w.e.f 31 Mar 2025.

Ms Janice Chan Mun Yee stepped down as member
w.e.f 31 Mar 2025.

Senior Management



A/Prof Tan Boon Yeow
Chief Executive Officer



Mr Jeethu Syriac
Chief Operating Officer
(from 1 Jul 2026)
Head, Human Resources



Dr Andrew Samson
Medical Director



Ms Yvonne Lim
Head, Finance



Mr Jonathan Chong
Head, Care & Integration



Mr Kelvin Lee
Head, Corporate
Communications & Partnerships



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



Ms Isabella Liang
Head, Rehabilitation



Ms Grace Tan
Head, Strategy



Mr Joshua Lam
Head, Chaplaincy



Ms Josephine Koh
Head, St Luke's
Community Wound Centre
(from 1 Apr 2026)



Mr Tan Aik Seng
Head, Clinical Operations
(from 8 Jun 2026)



Ms Chia Puay Choo
Acting Head, Operations
(from 29 Oct 2025)

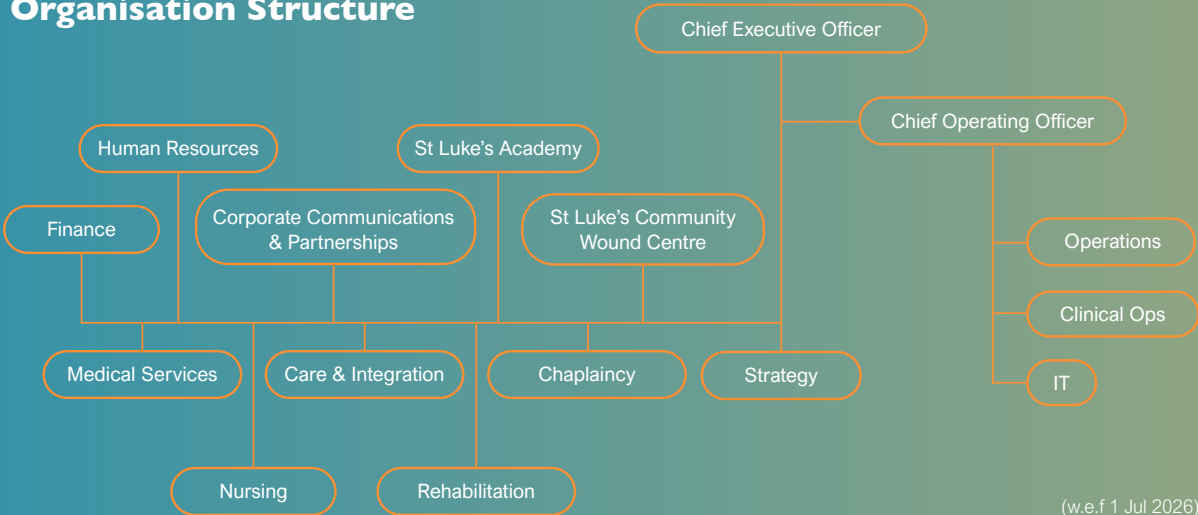


Ms Yvonne Lau
Head, St Luke's Academy



Mr Daryl Tan
Head, Information Technology

Organisation Structure



(w.e.f 1 Jul 2026)

*Ms Cheung Siew Li served as Chief Operating Officer till 30 Jun 2026.
Mr Kenneth Lam served as Head of Operations till 28 Oct 2025.*

Enterprise Risk Management

Enterprise Risk Management (ERM) remains integral to SLH's governance framework, strengthening organisational resilience and supporting the delivery of safe, sustainable and high-quality care. Working closely with departments across the Hospital, the ERM unit proactively identifies, assesses and mitigates risks that may impact organisational performance and business continuity.

During the year, SLH strengthened its risk management capabilities through structured governance, staff engagement and capability building. Mid-year and annual enterprise risk register reviews were conducted with risk owners to reassess Tier 1 and Tier 2 risks in response to evolving operational and strategic priorities. Two capability-building workshops on Risk Assessment and Business Impact Analysis further equipped leaders with practical skills to identify, evaluate and manage organisational risks effectively.

To embed risk management into everyday operations, SLH introduced a Risk Initiation Workflow to support project owners in identifying and mitigating risks during the early stages of project planning.

A new Business Continuity Policy was also implemented to strengthen organisational preparedness and resilience. Complementing these initiatives, regular safety awareness campaigns, including a hospital-wide safety awareness quiz and quarterly digital awareness messages, reinforced a proactive risk culture across the organisation.

Together, these initiatives reflect SLH's ongoing commitment to building an agile, risk-enabled organisation that safeguards patients, staff and operations while supporting the Hospital's long-term strategic goals.

Workshops / Trainings

- Sep 2025**
Mid-Year Risk Register review exercise on the top 3 Tier 1
- Jan 2026**
Annual Risk Register review exercise on all the Tier 1 and Tier 2
- Feb 2026**
Risk Assessment Workshop
- Mar 2026**
Business Impact Analysis Workshop

New Initiatives

- 2025**
Screen Saver Education on Safety Awareness
- Oct 2025**
Risk Initiation Workflow
- Oct 2025**
Safety Awareness Quiz
- Jan 2026**
Business Continuity Policy

Our ESG Efforts

Environmental, Social and Governance (ESG) principles remain integral to SLH's organisational strategy and governance framework. Guided by the Code of Governance for Charities and Institutions of a Public Character (IPCs), SLH continues to strengthen responsible governance, enhance transparency and accountability, and advance sustainable practices that support long-term organisational resilience and positive social impact.



Environmental

We are committed to fostering an environmentally sustainable workplace by embedding Environmental, Social and Governance (ESG) principles into everyday operations. Through ongoing staff engagement and awareness, we encourage responsible practices that promote reducing, reusing and recycling, alongside the efficient use of energy and resources. By continually strengthening environmental stewardship and adopting sustainable initiatives, we aim to minimise its environmental footprint, optimise resource utilisation and contribute to a more sustainable healthcare ecosystem for future generations.



Social

Building a capable, engaged and resilient workforce begins with investing in our people. Through continuous learning, leadership development and opportunities for professional growth, we equip our staff to thrive in an evolving healthcare landscape. We foster a supportive workplace that prioritises staff well-being, encourages open communication and strengthens engagement through regular dialogue with Senior Management. Guided by our commitment to person-centred care, we continue to innovate and adapt to the evolving needs of patients and the community. Together, our people and culture enable us to deliver compassionate, high-quality care, a commitment reflected in the recognition and achievements received throughout the year.



Governance

Strong governance underpins our commitment to delivering safe, ethical and sustainable healthcare. We maintain rigorous standards through compliance with healthcare accreditation requirements and the Code of Governance for Charities and Institutions of a Public Character (IPCs). Guided by a dedicated Board of Directors, we uphold robust governance, accountability and strategic oversight, ensuring our decisions remain aligned with our mission, values and long-term vision of advancing community care.

Strengthening Environmental Stewardship

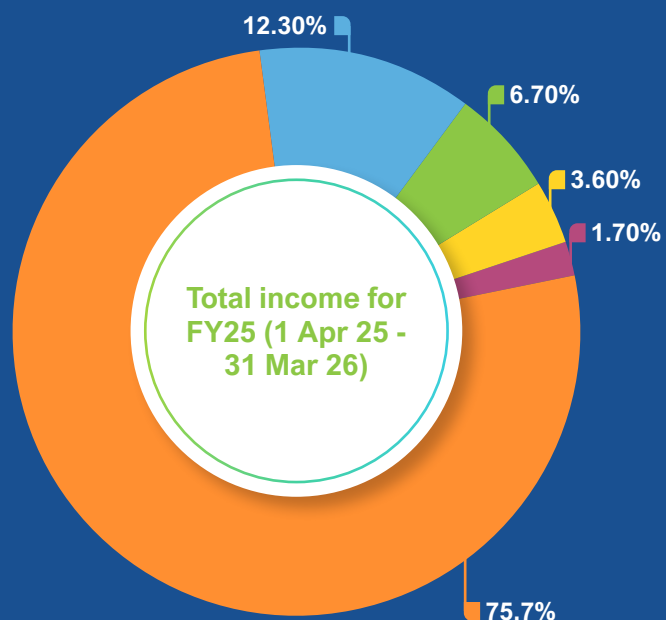
As part of SLH's Environmental, Social and Governance (ESG) commitment, we continue to implement practical initiatives that reduce our environmental footprint while supporting a sustainable healthcare environment. During the year, a temperature monitoring system was introduced at the Lobby B corridors on Levels 2, 3 and 4 to optimise energy consumption by automatically regulating air-conditioning based on ambient temperature. In addition, recycling bins were placed at strategic locations across the Hospital to encourage responsible recycling, reduce paper, glass and plastic waste, and foster environmentally conscious practices among staff and visitors. Together, these initiatives reflect SLH's commitment to responsible resource management and long-term sustainability.



Financial Summary

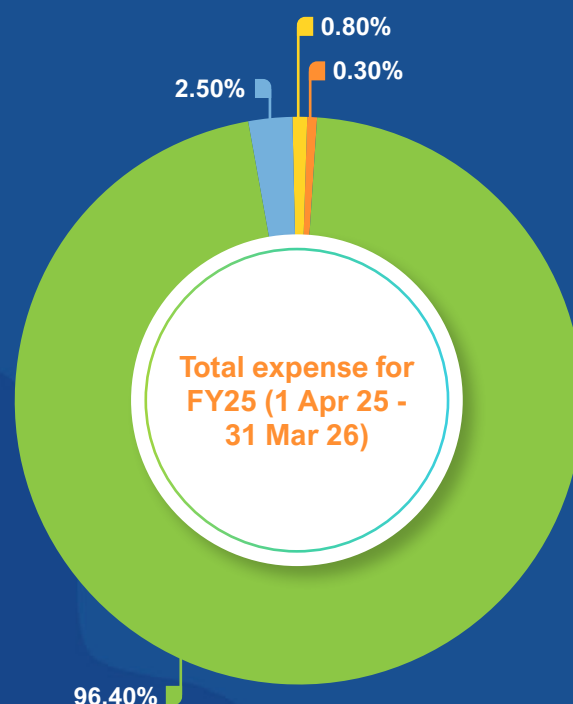
Sources of Income

- Income from Operating Activities
- Government Grants
- Donations and Fundraising
- Other Income
- Investment Income



Sources of Expenditure

- Charitable Activities
- Governance Costs
- Fundraising Activities
- Other Expenditures



View the latest Financial Statement



Your Support Matters

Every act of giving creates a meaningful impact. Whether you donate or volunteer, your support helps SLH continue providing quality care and enriching patients' lives!



Online Donation

Donate online by scanning the QR code below



Cheque Donation

Please make cheque payable to "St Luke's Hospital".

On the back of your cheque, include:

- full name (as per NRIC)
- NRIC
- mailing address
- phone no.

Please mail to:
St Luke's Hospital, 2 Bukit Batok Street 11, Singapore 659674



Legacy Giving

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