

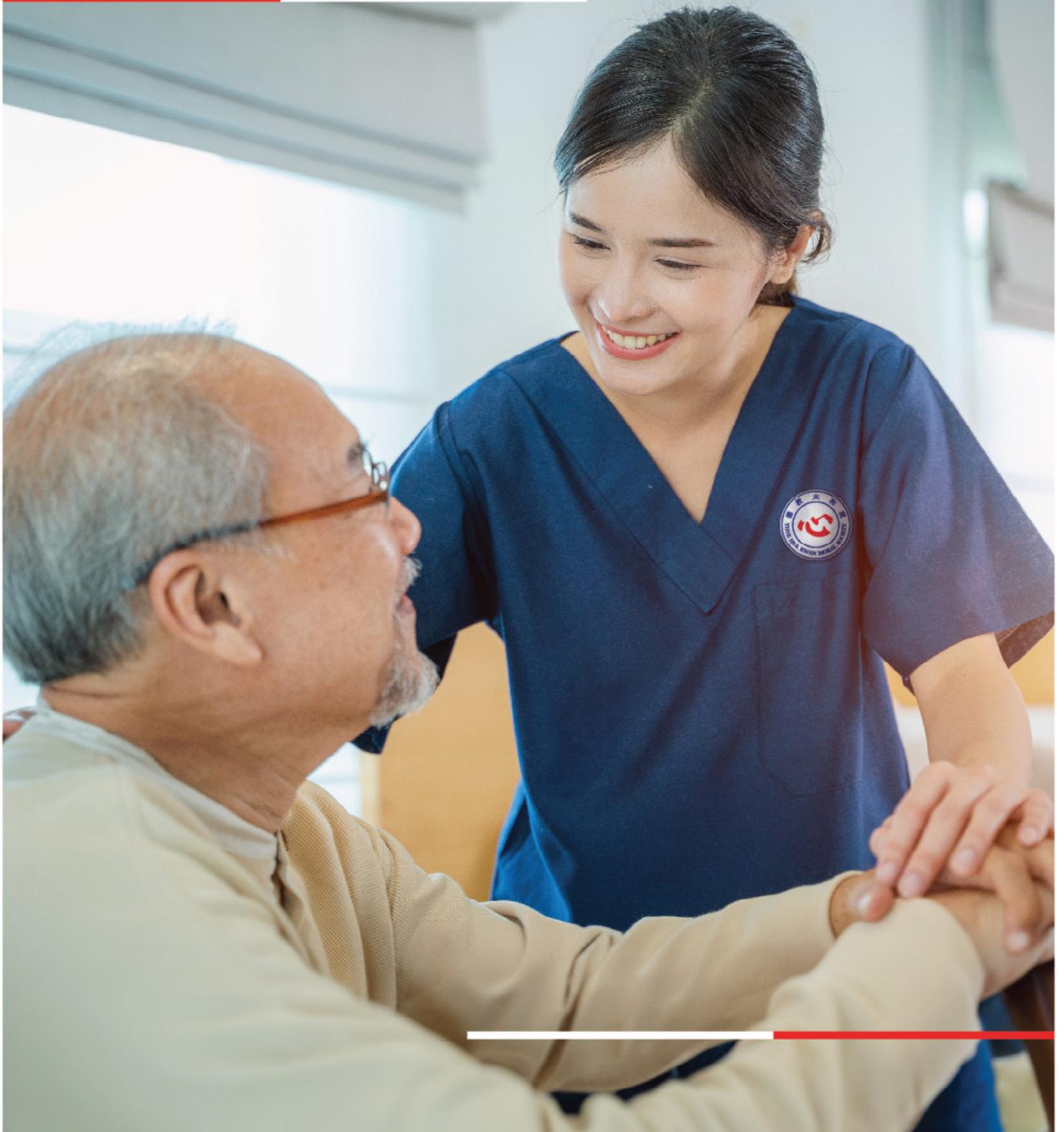
ANNUAL REPORT 2022/2023



太和观 THK

Connecting Hearts & Minds

THYE HUA KWAN NURSING HOME LIMITED



Cornerstone



Cornerstone

About Us	05
Overview of Charity	09
Chairman's Message	10
CEO's Message	12
Leadership	14
Governance	16
Our Services	23

Achievements

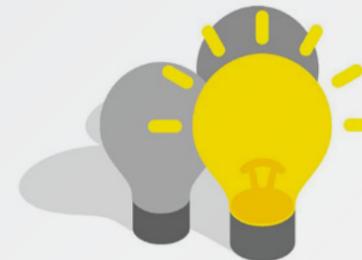
The Year At Large	28
Highlights of the Year	35
Special Feature: Dementia, Music & Me	41
Awards and Accolades	42
In the News	43

Resolution

In the Near future	50
--------------------------	----

Exemplary

Our Partners	54
Our Kind Donors	55
Services Directory	57



Vision

To serve mankind by providing evidence-based, person-centered care for the elderly.



Mission

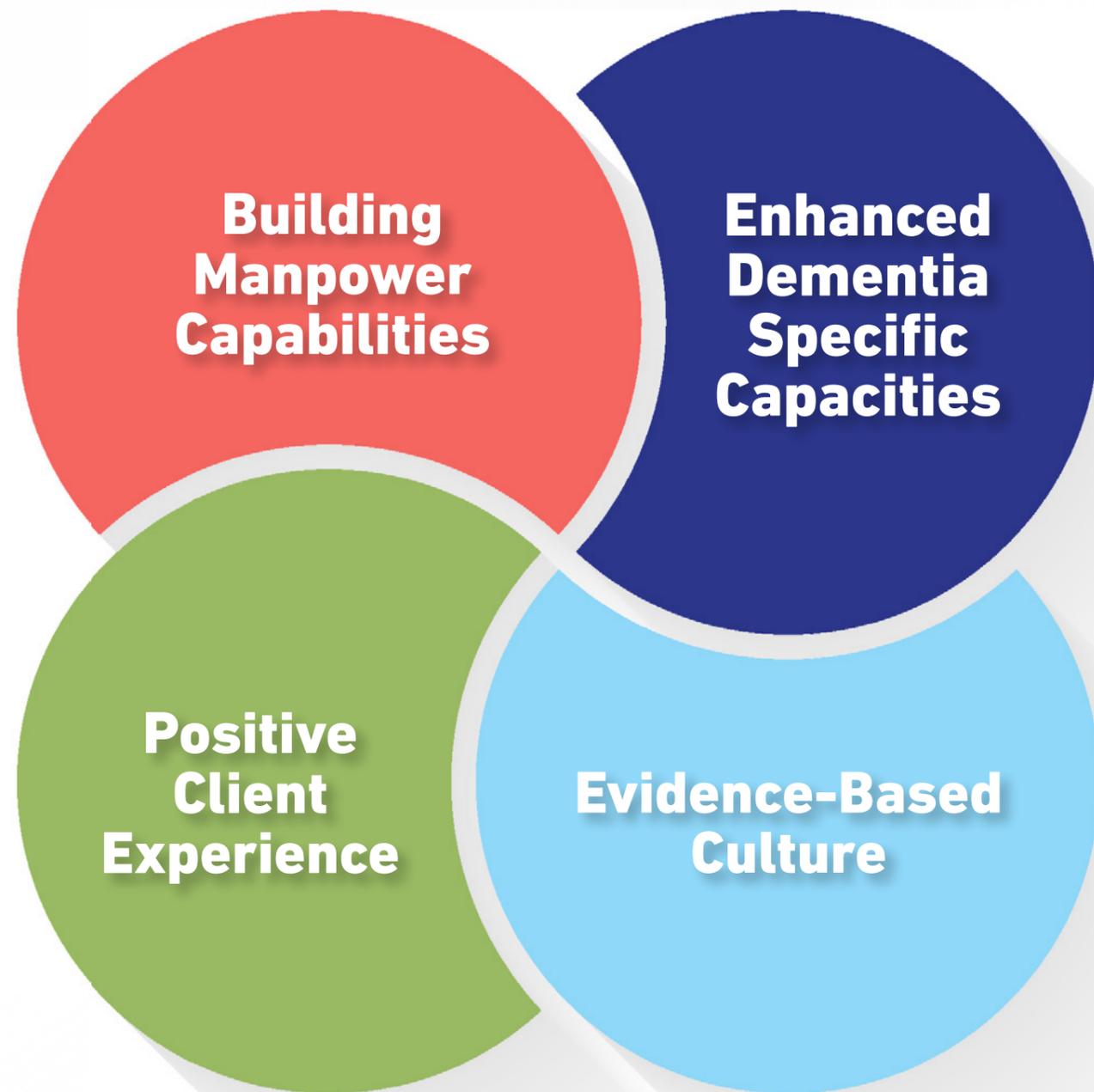
To make THKNH Ltd the preferred partner by providing the best person-centred care to every elderly and an integrated suite of step-down care services to assist them in the Community.



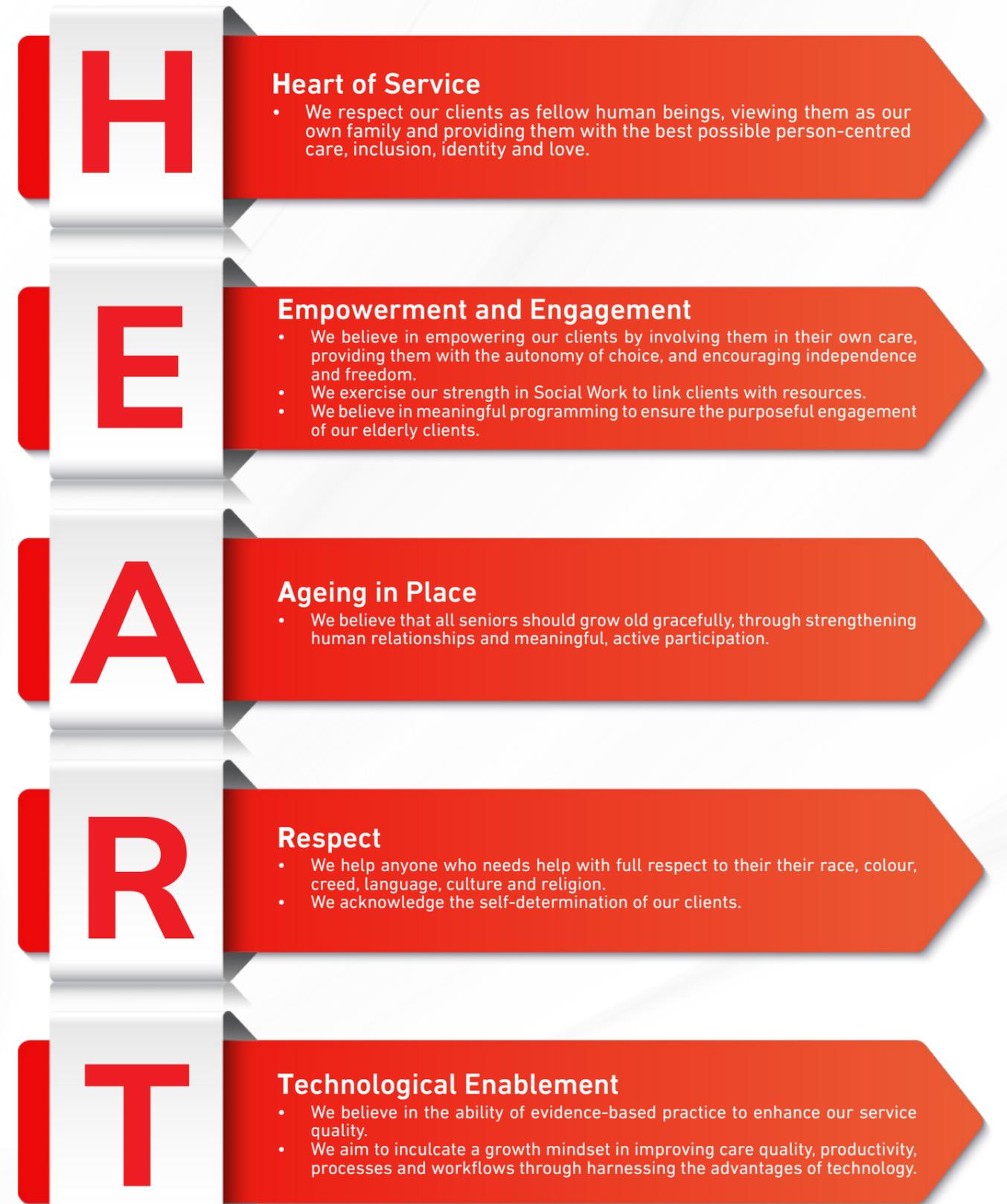
Objective

In line with the Singapore government's focus on active ageing, THKNH Ltd was set up in 2013 to respond to the arrival of a 'silver tsunami' and the anticipated increasing demand for eldercare services. Being client-focused, we hope to provide, as far as possible, integrated and seamless care for ageing clients and their caregivers. We hope to play a significant role by providing the entire continuum of step-down care services in the ILTC sector.

Vision | To Serve Mankind through Evidence Based, Person-Centred Care for the Elderly



HEART exemplifies the core values that represent our service delivery to our elderly clients, their caregivers and families.



DEMENTIA CARE Framework

To be at the forefront of providing eldercare services, THKNH believes in providing person-centred and evidence-based care for our elderly clients. With a total of 114 beds dedicated to serving patients with dementia in 2 of our wards, and with many general elderly patients also being diagnosed with dementia, it is key for our care framework to be well-informed by interactions of various dimensions of dementia.

Dependent on the dimensions of dementia stages, cognitive decline and behavioural states, as the stage advances, stress thresholds of our elderly clients decline and normative behaviours will be greatly reduced progressively while anxious and dysfunctional behaviours begin to increase. Many internal and external factors may contribute to stress in elderlies with dementia. Therefore, the organisation has built a care framework guided by the Progressively Lowered Stress Threshold model (PLST). This care framework will guide our strategy geared towards eliminating the key issues of isolation, boredom, loneliness and despair, commonly faced by the elderly in their sunset years. With a focus on the 5 identified key areas, supported by empirical evidence, the care team can then plan interventions accordingly to achieve the necessary patient, caregiver, as well as institutional outcomes.

Appropriate Management in Care of Elderly with Dementia

Technology System Improvements (Throughput)

Holistic Assessment	Person-Centered Care	Meaningful Engagement	Environmental Modication	Professional Development
FAST Staging	Biopsychosocial Care	Rehab Programmes	Safety and Security	Quality Assurance
MBI-ADL	Family Support	Social Interaction	Dignity and Privacy	Continued Competence
BBS/TUG - Physical Function	Community Support	Community Engagement	Dementia Friendly (Therapeutic, Sensory Load)	Multi-Disciplinary Approach
Behavioural Support	MSW Support	Reminiscence	Home Away from Home	Case Conference
Care Planning & Review Social Wellness	Medical Support	Multi-Sensory Environment	Technological Enhancements	Collaborative Alliances with external stakeholders
	Spiritual Support			
	Palliative Support			

Overview of Charity

Thye Hua Kwan Nursing Home Limited (THKNH) was incorporated as a Public Company Limited by Guarantee in 28 Aug 2013

THKNH has been accorded IPC (Institution of a Public Character) status to 28 June 2025.

THKNH has M&AA (Memorandum and Articles of Association) as its governing instrument.

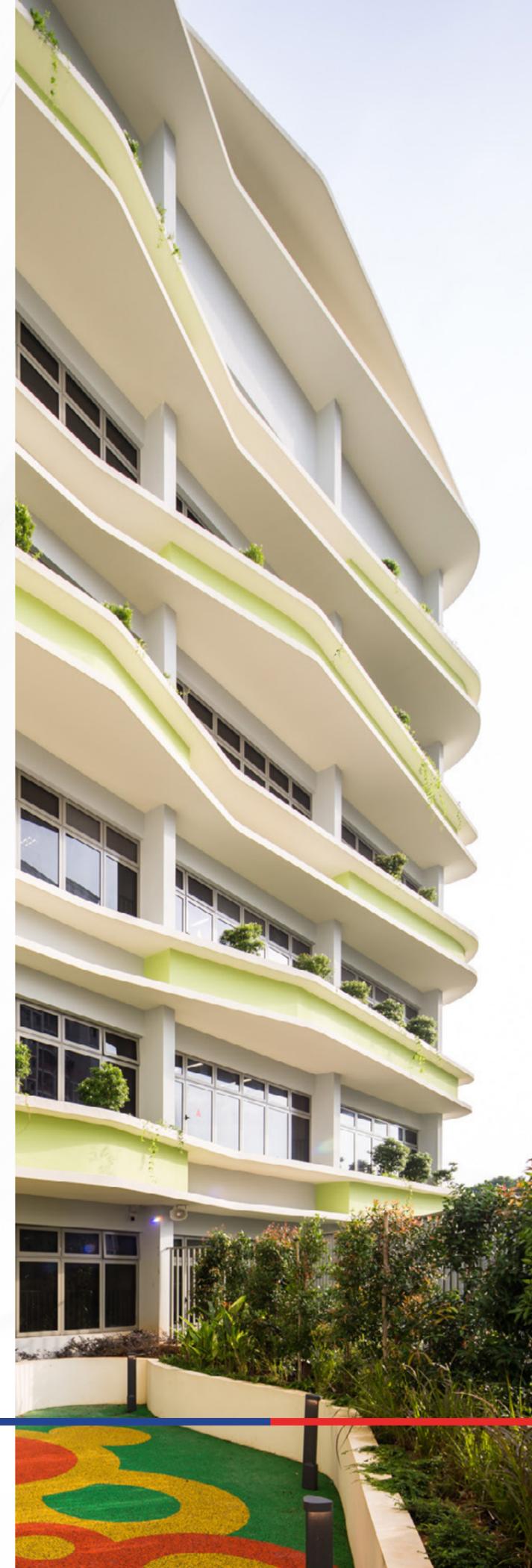
Unique Registration Number (UEN):
201323219Z

Registered Address:
1 North Bridge Road #03-33 High Street Centre S179094

Operating Address:
48 Hougang Ave 8 Singapore 538793

Auditor:
KPMG LLP

Banker:
Oversea-Chinese Banking Corporation Limited
BNP Paribas Singapore





Dear Partners, Sponsors and Benefactors of Thye Hua Kwan Nursing Home Limited,

I am privileged to address you as we reflect upon the financial year of 2022/2023, a period that has undeniably been a source of inspiration for Thye Hua Kwan Nursing Home Limited (THKNH). Our accomplishments during this time are a testament to the exceptional teamwork and outstanding performance demonstrated by our dedicated staff across all departments.

A noteworthy highlight of the year is the recognition we received with the prestigious President's Certificate of Commendation (COVID-19). This accolade not only underscores the unity and resilience displayed by our staff during Singapore's challenging times but also serves as a testament to the exceptional leadership within THKNH, invigorating the morale of our entire team.

As we transition from the pandemic phase to an endemic one, we are grateful for the return to a semblance of normalcy, enabling us to resume various activities aimed at supporting the well-being of our seniors. Our commitment to delivering the highest quality person-centered care remains unwavering, recognizing the imperative to remain vigilant, adaptable, and technologically astute within our swiftly evolving landscape.



Richard Eu

Chairman
THK Nursing Home Limited



Ensuring Financial Resilience

The local economic terrain posed formidable challenges, marked by elevated inflation and repercussions stemming from widespread layoffs in various sectors. In response, we exercised unwavering prudence and diligence in our financial management, steadfastly safeguarding our strong financial standing to provide reassurance to our esteemed stakeholders.

Despite the dynamism of the job market, characterized by increased staff mobility across industries, we take immense pride in reporting that our staff headcount remained steadfastly stable. This stability is a testament to our successful endeavours in staff retention and career development, and we recognize the invaluable contributions of our experienced and dedicated team in providing the highest quality person-centred care to our seniors.

High Bed Occupancy and Exceptional Senior Care

Our nursing home has consistently maintained an impressive level of bed occupancy, a testament to our unwavering commitment to meeting the needs of numerous seniors while simultaneously alleviating the stress and potential burnout experienced by their families. Our approach emphasizes the effective management of our seniors' care requirements while actively engaging them in activities tailored to their mobility and interests.

Extending Our Outreach to Seniors

Acknowledging the pervasive issue of loneliness among seniors in our community, we have broadened our volunteer activities to include a more extensive participation of senior volunteers. These initiatives, extending beyond mere befriending, encompass a diverse range of activities meticulously tailored to cater to the varied interests of our seniors. We remain resolutely committed to ensuring our seniors remain active, fostering their sense of self-worth, and enhancing their sense of belonging within our community.

Celebrating Our Accomplishments

The receipt of the President's Certificate of Commendation (COVID-19) fills us with profound pride, recognizing the resilience, tenacity, and exceptional teamwork exhibited by our staff throughout the pandemic. Additionally, I am delighted to share that our CEO and a distinguished member of our senior management team have been honoured with the Public Service Medal (COVID-19) in recognition of their composed and decisive leadership, ensuring minimal disruptions to our operations.

Serving as the Chairman of the Nursing Home with an exceptional team of staff and management is a true honour. As we steadfastly pursue our mission of caring for more seniors within our community, I harbour an unwavering confidence in our collective ability to surmount any challenges that may arise in our path.

I extend my heartfelt gratitude for your continued support and unwavering trust in THKNH.

Expanding Our Commitment to Seniors

Remaining steadfast in our mission, we have taken substantial steps to enhance our seniors' lives. We've expanded our volunteer activities and intensified our donation efforts to ensure that every senior under our care receives the best person-centred care possible. The tremendous support from our volunteers has enabled us to double the number of activities and events compared to the previous financial year. This increased engagement has had a profound impact on our seniors' physical health and introduced them to exciting new interests.

Our heartfelt thanks go out to the generous donors who have played a pivotal role in advancing our charitable endeavours. Some donors have gone above and beyond, actively participating in our activities and events, bringing joy and smiles to the faces of many seniors.

Empowering Dementia Residents

As dementia continues to be a global concern, we remain committed to improving the lives of our dementia residents. To better engage them, we have revitalized our garden, creating a vibrant space filled with bright colours and lush greenery. These enhancements promote visual and sensory interactions that significantly benefit our residents.

In our unwavering pursuit of innovation, we have introduced art therapy to our dementia therapy program. This cognitive stimulation approach has garnered a positive response, and we are excited to expand its availability to all residents in the future.

Awards and Recognition

Our dedication to maintaining a clean and safe environment for all residents led us to leverage technology to enhance our disinfection efforts. We are immensely proud to announce that our Disinfection Initiative project received the Innovation of the Year – Productivity award at the 10th APAC Eldercare Innovations Awards, organized by Ageing Asia on May 25, 2022. This recognition fuels our commitment to innovation for the benefit of our residents.

Furthermore, I am delighted to share that our nursing home has been honoured with the NEA's SG Clean award, a testament to our successful implementation of cleanliness initiatives in partnership with our service providers.

Empowering Our Valued Team

At Thye Hua Kwan Nursing Home, we function as a closely-knit team. We recognize that our success, best practices, and the care we provide to our residents hinge on our dedicated staff. Thus, staff engagement and career development remain at the forefront of our priorities. We are committed to exploring training and development programs to enrich our staff's competencies and further enhance their skills, ensuring they continue to provide exceptional care to seniors in our community.

As we look ahead, we are eager to scale new heights in our innovation projects. Our aim is to not only enhance the care we provide to our seniors but also cultivate a positive environment for our staff. In closing, I extend my heartfelt gratitude to everyone who has been part of our journey. Together, we will continue to make a profound difference in the lives of our seniors and our community.



Dear Stakeholders, Supporters, and Friends of Thye Hua Kwan Nursing Home Limited,

I am pleased to offer insights into the journey we embarked upon over the past year, a period characterized by the gradual relaxation of COVID-19 regulations and guidelines. Our organization adeptly leveraged this newfound flexibility to intensify our commitment to supporting and engaging with our beloved seniors. Within this message, I am excited to spotlight some of our pivotal accomplishments, shedding light on both the visible and behind-the-scenes endeavours undertaken by our dedicated team.

Ardi S. Hardjoe

Chief Executive Officer
THK Nursing Home Limited



Leadership

Thye Hua Kwan Nursing Home Limited is governed by a Board, which is a governing body responsible for overseeing and managing the organisation. To assist the Board in reviewing and deliberating on the specific aspects of running our organisation and to execute its responsibilities, the Board established 4 sub-committees namely Finance Committee, Audit Committee, Human Resource Committee, and Nomination and Appointment Committee.

Governing Board



Mr Richard Eu Yee Ming
Chairman

Group Chairman
Eu Yan Sang International Ltd
Date of Appointment
23 Oct 2018



Mr Ching Chiat Kwong
Vice-Chairman

Executive Chairman
Oxley Holdings Ltd
Date of Appointment
1 Nov 2014



Mr Ong Ser Huan
Member

Chairman
Enkon Consulting Engineers
Pte Ltd
Date of Appointment
11 Jan 2019



Mr Chang Long Jong
Member

Group Chief Executive Officer
mm2 Asia Ltd
Date of Appointment
11 Jan 2019



Mr Lee Kim Siang
Member

Chairman
Thye Hua Kwan Moral Society
Date of Appointment
28 Aug 2013



Mr Zulkifli Baharudin
Member

Executive Chairman
ITL Corporation
Date of Appointment
1 Nov 2014
Date of Resignation
23 Feb 2023



Mr Koh Juay Meng
Treasurer

President
RSVP Singapore
Date of Appointment
2 Sep 2019



Mr Ng Kok Kiang Lawrence
Member

CEO
Thye Hua Kwan Moral Society
Date of Appointment
15 Jan 2020



Ms Cheah Sheau Lan
Member

Director,
Tsao Foundation
Date of Appointment
1 Nov 2014



Mr Goh Tok Mong
Member

Vice-Chairman
THK Moral Society, Chee Hia Kog Moral
Society and Theng Hai Huay Kuan
Date of Appointment
1 Nov 2014

Related Entities Listing and Governing Board Members

As of FY2022/2023

Name	Related Entities			
	Thye Hua Kwan Nursing Home Ltd	Thye Hua Kwan Moral Society	Thye Hua Kwan Moral Charities	Ang Mo Kio - Thye Hua Kwan Hospital
Mr Richard Eu Yee Ming	Chairman	-	Advisor Retired from THKMC on 31 March 22	Member
Mr Ching Chiat Kwong	Vice-Chairman	Vice-Chairman	Member	Member
Mr Lee Kim Siang	Member	Chairman	Vice-Chairman	Chairman
Mr Zulkifli Baharudin Resigned 23/2/2023	Member Resigned 23 Feb 2023	-	Member Resigned from THKMC on 4 Jan 23	Member
Ms Cheah Sheau Lan	Member	-	Member Retired 1 Apr 2023	-
Mr Goh Tok Mong	Member	Vice-Chairman	Member	-
Mr Ong Ser Huan	Member	Vice-Chairman	Secretary	Member
Mr Chang Long Jong	Member	-	Chairman Appointed 1 Aug 2022	-
Mr Koh Juay Meng	Treasurer	-	Member	Member
Mr Ng Kok Kiang Lawrence	Member	Chief Executive Officer / Asst Hon General Secretary	Vice-Chairman	-

Committee Members

Finance Committee

Name
Mr Koh Juay Meng (Chairperson)
Ms Cheah Sheau Lan
Mr Lee Kim Siang
Ms Tan Khiaw Ngoh

Human Resource Committee

Name
Mr Chang Long Jong (Chairperson)
Mr Ng Kok Kiang Lawrence
Mr Koh Juay Meng

Audit Committee

Name
Mr Ong Ser Huan (Chairperson)
Mr Ng Kok Kiang Lawrence
Mr Koh Juay Meng

Nomination & Appointment Committee

Name
Mr Lee Kim Siang (Co-chairperson)
Mr Ng Kok Kiang Lawrence

Declaration

1. None of the organization's staff sits on the Board of Directors.
2. All members of the Board do not receive remuneration.
3. Term limit for the Treasurer is limited to 4 consecutive years.

Corporate Governance Statement

The Board's role is to provide strategic direction and oversight of THKNH's programmes and objectives and to steer the Organisation towards fulfilling its vision and mission through good governance. The Board is supported by various committees, advising on the respective areas of work while recommending changes or directions that align with the Board's overall strategy and the interests of the organisation.

The Committees are in place to serve a key role in ensuring accountability, rigour and integrity in the organisation's administration. Our Board of Directors and committee members do not receive any remuneration for their services.

The Organisation has established stringent policies to observe and practise strict and structured corporate governance, transparency and decision-making. The Organisation is in compliance with the Code of Governance for Charities and IPCs. Our Governance Evaluation Checklist can be viewed on the Charity Portal.

Term Limit of Board

To enable succession planning and steady renewal in the spirit of sustainability of the Organisation, the Board has a term limit of ten years. In particular, the Finance Committee Chairman has a term limit of four years.

None of the Board members served more than 10 consecutive years.

FY22-23 Board Meetings and Attendance

Name	Board Appointment	Meeting Attendance
Mr Richard Eu Yee Ming	Chairman	3/4
Mr Ching Chiat Kwong	Vice-Chairman	0/4
Mr Lee Kim Siang	Member	1/4
Mr Zulkifli Baharudin	Member	0/3
Ms Cheah Sheau Lan	Member	4/4
Mr Goh Tok Mong	Member	0/4
Mr Ong Ser Huan	Member	2/4
Mr Chang Long Jong	Member	3/4
Mr Koh Juay Meng	Treasurer	3/4
Mr Ng Kok Kiang Lawrence	Member	4/4

No Board members are remunerated for their Board services in the financial year.

Audit Committee

The Audit Committee (AC) assists the Board of Directors in fulfilling its corporate governance and oversight responsibilities for the financial reporting process, the system of internal control, risk management systems, and internal and external audit functions.

Committee	Name	Designation	Meeting Attendance
Audit Committee	Mr Ong Ser Huan	Chairperson	2/2
	Mr Ng Kok Kiang Lawrence	Member	2/2
	Mr Koh Juay Meng	Member	2/2

Finance Committee

The Finance Committee (FC) is responsible for overseeing all financial matters including financial reporting, monitoring of financial performance and the annual budget. The Committee also oversees the award of any tender to ensure propriety.

Committee	Name	Designation	Meeting Attendance
Finance Committee	Mr Koh Juay Meng	Chairperson	4/4
	Mr Lee Kim Siang	Member	0/4
	Ms Cheah Sheau Lan	Member	4/4
	Ms Tan Khiaw Ngoh	Member	4/4

Human Resource Committee

The Human Resource Committee determines the strategy and policy for all matters relating to recruitment, reward, retention, motivation and development of the staff.

Committee	Name	Designation	Meeting Attendance
HR Committee	Mr Chang Long Jong	Chairperson	4/4
	Mr Ng Kok Kiang Lawrence	Member	3/4
	Mr Koh Juay Meng	Member	3/4

Nomination & Appointment Committee

The Nomination and Appointment Committee leads the process for all nominations pertaining to the appointment(s) of the Board Committees and persons to be invited as members of the Board.

They will select and nominate suitable individuals as Board members. The nominations would then be ratified by the Board of Directors. All new Board members would undergo orientation and training. On a yearly basis, the Board of Directors would perform a self-evaluation of the board's performance and effectiveness. The self-evaluation includes areas like strategic planning, financial control, fund-raising and public relations etc.

Committee	Name	Designation	Meeting Attendance
Nomination & Appointment Committee	Mr Lee Kim Siang	Co-Chairperson	1/1
	Mr Ng Kok Kiang Lawrence	Member	1/1

Programme & Services Committee, Fundraising Committee, Investment Committee

The functions and duties of these mentioned committees are currently subsumed and carried out by the Board of Directors.

Disclosure of remuneration of three highest paid staff

Remuneration Band	Number of staff
Between \$100,000 to \$300,000	3

None of the above staff serves in the Board of the Organisation.

Disclosure of the number of paid staff who are close members of the family of the board member, who receives remuneration exceeding S\$50,000 during the year, in bands of S\$100,000:

Remuneration Band	Number of staff	Name of Board member with whom the staff is a close family member
Between S\$100,000 to S\$200,000	1	Mr Lee Kim Siang

Parties Involved in setting remuneration for Key Staff

The HR committee is responsible for the setting remuneration of CEO. The CEO is responsible for setting the remuneration for the rest of the management team, which would be submitted for approval by the HR Committee.

Financial Management & Internal Control in key areas

- The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.
- The Board ensures that reviews on the charity's internal controls, processes, such as procurement procedures and controls, systems for the delegation of authority and limits of approval.
- The Board reviews and approves the annual budget prepared by management.

Reserves Policy

The Organisation's reserves management objectives are to maintain strong and healthy capital ratios in order to support its operations.

The Organisation targets to maintain an optimum level of accumulated funds which is equivalent to three years of its budgeted operating expenditure. The Organisation regularly reviews and manages its reserves to ensure optimal capital structure, taking into consideration the future capital requirements of the organisation and fund efficiency, prevailing and projected profitability, projected operating cash flows and projected capital expenditures.

Organisation's reserves position

Category	2023	2022
A. General /unrestricted funds (Reserves)	\$22,556,311	\$18,760,072
B. Annual Operating Expenditure	\$15,084,850	\$15,190,333
Ratio of Reserves (A)/(B)	1.50:1	1.24:1

The organisation that have been set aside provide financial stability and the means for the development of the Organisation's principal activity. The Organisation intends to maintain its reserves at a level which is at least equivalent to 3 years of its budgeted expenses.

The Organisation does not have any restricted funds.

THKNH Whistle-blowing Policy

This Policy addresses the commitment of Thye Hua Kwan Nursing Home Limited ("THKNH") as a whole to having integrity and ethical behaviour by helping to foster and maintain an environment where all employees can act appropriately, without fear of retaliation. To maintain these standards, THKNH encourages its employees who have concerns about suspected serious misconduct or any breach or suspected breach of law or regulation that may adversely impact THKNH, to come forward and express these concerns without fear of punishment or unfair treatment.

Kindly refer to <https://www.thknh.org.sg/WhistleBlowing-Policy/> for full details.

Conflict of Interest Policy

All Board members and staff are required to comply with the Organisation's conflict of interest policy.

The Organisation has put in place documented procedures for Board members and staff to declare actual or potential conflicts of interests on a regular and need-to basis. Board members also abstain and do not participate in decision-making on matters where they have a conflict of interest.

Transactions with parties with whom a conflicting interest exists may be permitted only if all of the following are observed:

- The conflicting interest is to be fully disclosed; and
- The person with the conflict of interest is to abstain from the discussion, voting and approval of such a transaction; and
- Competitive bids or comparable valuation are to be obtained; and
- The Audit Committee has determined that the transaction is in the best interest of the Organisation though there may be a conflict of interest.

Organisation Chart

The Management Team

CEO Ardi S. Hardjoe has 23 years of experience in management and administration in healthcare and social welfare industries, previously working in National Healthcare Group Polyclinics and Health Promotion Board.



THKNH Limited
Ardi S. Hardjoe
Chief Executive Officer

Director (Operations) Marcus Lee has more than 15 years of experience in managing operations, project management and business continuity, previously working in SCDF, LTA etc.



THKNH Limited (Including SCC)
Marcus Lee
Director (Operations)



THKNH Limited - HCS
Joel Leong
Deputy Director

**THK SCC @ Kaki Bukit
(Bedok North)**

**THK Nursing Home @
Hougang**

**Home Care
Services**



Boey Lai Hsia
Centre Manager



Operations
Gerald Lim
Head (Operations)
(Appointed September 2022)



Tan Kok Heng
Programme Manager



Nursing
Sri Pavani SK
Head of Nursing



Social Work
Ng Hsu Fen
Medical Social Worker



Finance
Shieh Phing
Head of Finance



HR & Admin
Govindarasu Manoj
HR Consultant
(Appointed June 2022)

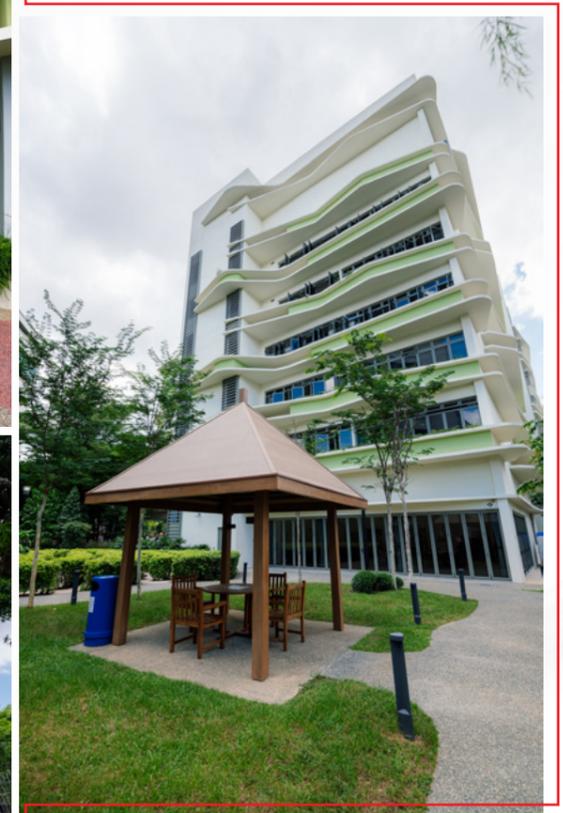
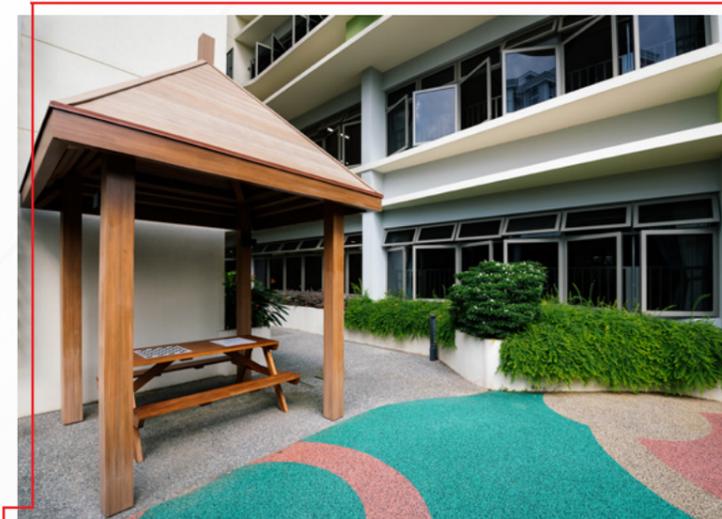
Our Services

THKNH Institutional Care

RESIDENTIAL CARE

THK Nursing Home @ Hougang serves up to 285 residents who require nursing care, including up to 114 clients living with dementia. We believe in providing the best quality of life for those in institutional care. To do that, the Nursing Home considers all psychosocial, physical, medical and emotional aspects of our clients. We do our best to create a tranquil, person-centred and safe environment for them.

The Nursing Home features amenities such as therapy gardens, a rehabilitative room, sensory rooms and other elder-friendly infrastructure. Two levels of the building are dedicated to the care of patients living with dementia. Our dementia wards are specifically designed for dementia care. Coupled with evidence-based dementia programmes such as sensory rooms and other innovative technological solutions, the facility strives to provide a Home away from Home for the residents.



THKNH Community Care

CENTRE-BASED CARE

THK Senior Care Centre @ Kaki Bukit provides care for up to 80 seniors during the day, offering the following range of step-down care services:

- Maintenance Day Care is where the frail and disabled elderly maintain and improve their physical and social well-being through therapeutic programmes and activities
- Dementia Day Care serves clients diagnosed with dementia, providing supportive care that will help slow down the deterioration of their physical and mental health
- We offer Rehabilitation with elder-friendly equipment to help the elderly meet their functional status to sustain a meaningful life in the community
- Home-care services like Home Medical and Home Nursing services are also offered to elderly clients in the community, providing holistic care in their own homes in the community



HOME-BASED SERVICES

THKNH Home Care Services provides holistic and person-centred care to the elderly, mainly the needy and vulnerable, staying in the community. The focus of our services is to ensure the elderly's health and Activities of Daily Living (ADLs) are optimized by delaying the onset and/or worsening of chronic illnesses with a fine balance of healthy living.

As 1 of the 4 providers of subsidized home care in Singapore, our **Interim-Care Service** strives to relieve the hospital's 'bed crunch' and reintegrate patients back into their own homes.

Clients who are not suitable for or are unable to access Community-based services may benefit from our Home Care services.

We provide frail and homebound clients with **Home Personal Care** consisting of personal hygiene care, some help with housekeeping, and mind-stimulation activities.

Home Medical & Home Nursing under the Home Health Programme will support those who require medical or nursing care due to various chronic or terminal illnesses.



Achievements



The Year *At Large*

Manpower

The Nursing Home



The Senior Care Centre



The Home Care Centre



Nursing Home @Hougang



2022
276
Beds Occupied
(114 Dementia patients)



3
Reintegration to Community
(Discharged to stay independently or with family)

Senior Care Centre @Kaki Bukit

Client Days



Rehab Sessions



Centre-based Nursing Sessions



Home Care Services

Home Personal Care Hours



Interim-Care Hours



Home Health Clients



Home Health Sessions



Serving the *Most Needy*

Thye Hua Kwan Nursing Home Limited is committed to serving the most needy clients in our society.

98.9% of our clients are subsidised.
93% of our clients are on the highest possible government subsidy.

For the needy and financially disadvantaged



58%
of our clients require full/partial Medifund aid to co-pay for their costs

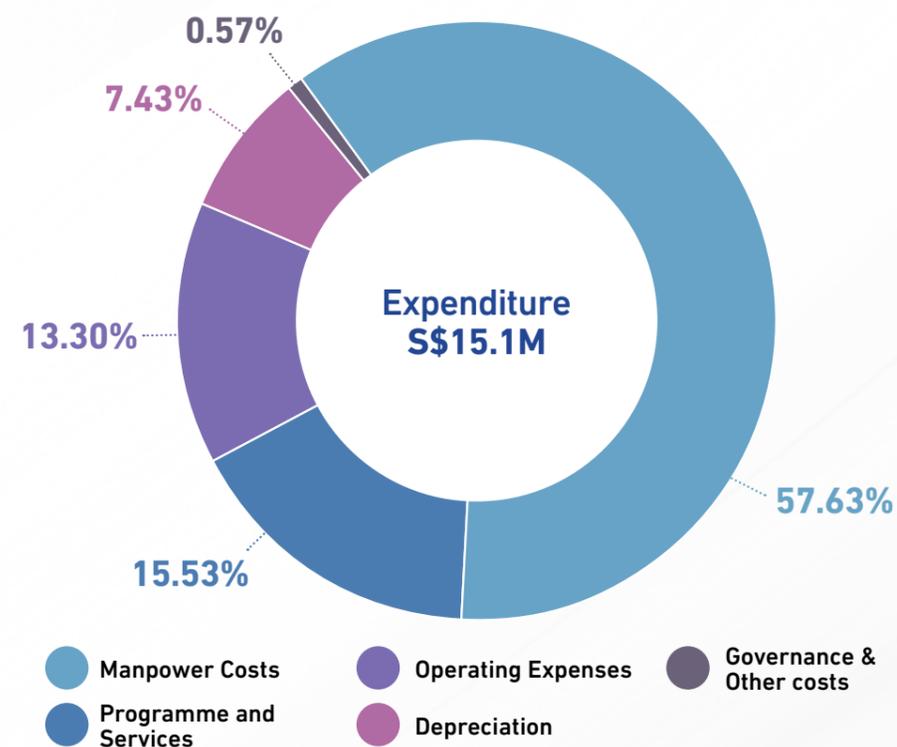
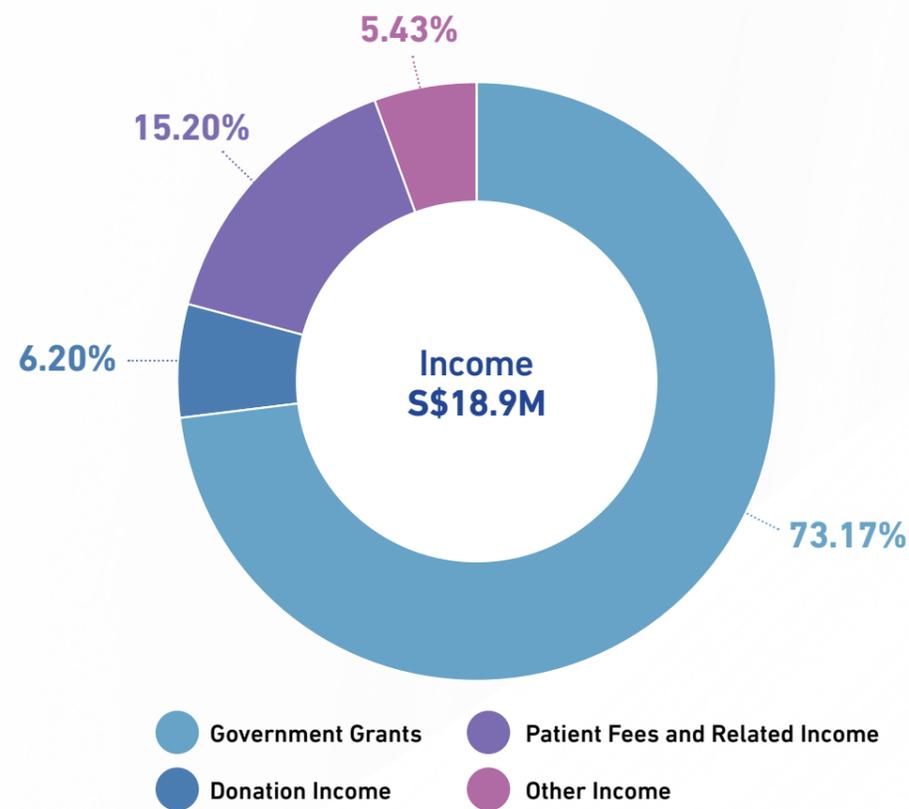


25%
of our clients are on Full Medifund aid



31%
of our clients are single, without any family support

Summary Financial Performance



Principal Funding Resources

Thye Hua Kwan Nursing Home Limited is financially supported by government grants, programme fees and donations.

Our fundraising efficiency ratio is **26.4%**

How your Donation Makes a Difference

\$60 =  **1 day of medical/nursing services for 1 elderly**

\$100 =  **1 Month of diaper supply for 1 elderly**

\$300 =  **1 Month of meals supply for 1 elderly**

We appreciate and value the generosity of individuals and organisations in the community who support our programmes and facilities. To remain sustainable as a charity organisation and allow us to provide the best quality care for our patients, your donation, no matter how small, can make a difference and is greatly appreciated.

Find out more on <https://www.thknh.org.sg/donate/> or via our online donation portal: <https://www.giving.sg/thye-hua-kwan-nursing-home-limited>



Strength Through Volunteerism

This FY we saw a significant increase in the number of activities and events, especially in-person events compared to the past two years. Volunteers were happy to be back in action post COVID when the nursing home finally resumed in-person group activities. There were also some new volunteers and partners on board.

FY 2022 / 2023 ACTIVITIES & EVENTS BY ORGANISATIONS

FY21/22: 106 activities and events
FY22/23: 316 activities and events

Organisation	Organisation Type	Type of Event	Total
Ageing Asia	Agencies	Outing	1
Finger Hope	Art & Craft School	Art & Craft	25
Activity SG Hougang	Community Club/Sports	Exercise & Game	19
Bedok Reservoir- Punggol CC and RCs	Community Club/Sports	Outings /Activities	8
DO Opera Group	Community Club/Sports	Entertainment	2
People's Association Grassroots	Community Club/Sports	Outings /Activities	2
Rotary Club of the Garden City	Community Club/Sports	Befriending/Activity	1
A&B Group of Companies	Corporate	CSR /Activity	1
Bank of East Asia *NEW	Corporate	CSR /Activity	1
Banque Nationale de Paris (BNP Paribas)*NEW	Corporate	CSR /Activity	1
BRAZE Company *NEW	Corporate	CSR /Activity	3
Imperva Company *NEW	Corporate	CSR /Activity	1
Inspire Brands Company *NEW	Corporate	CSR /Activity	1
ITS Johnson & Johnson *NEW	Corporate	CSR /Activity	1
JNR Entertainment Company	Corporate	CSR /Activity	1
Oversea Chinese-Banking Corporation (OCBC)	Corporate	CSR /Activity	3
Paradigm Recruitment	Corporate	CSR /Activity	1
Ready Fit Physiotherapy	Corporate	CSR /Activity	1
The BeautyLand Est. Pte Ltd	Corporate	CSR /Activity	1
I'm Soul Inc	Corporate/Community	Music Therapy	80
National Heritage Board	Corporate/Community	Virtual	2
SanCare Asia	Corporate/Community	Exercise Activity (Virtual)	49
The Esplanade Singapore	Corporate/Community	Virtual Performances	10
Little FootPrints	Pre-Schools	Befriending/Activity	1

Organisation	Organisation Type	Type of Event	Total
PCF Sparkletots – Various Centre's	Pre-Schools	Virtual Activities	9
Smart Berries	Pre-Schools	Befriending/Activity	1
Buddhist Life Mission	Religious Organisations	Befriending/Activity	5
Canadian International School	Schools/JC/ Polytechnics & University	Befriending/Activity	4
Catholic High School	Schools/JC/ Polytechnics & University	Befriending/Activity	1
CHIJ St Nicholas Girls School	Schools/JC/ Polytechnics & University	Befriending/Activity	1
CompassVille Primary School	Schools/JC/ Polytechnics & University	Befriending/Activity	1
Holy Innocents High School	Schools/JC/ Polytechnics & University	Befriending/Activity	1
Hwa Ching Institute	Schools/JC/ Polytechnics & University	Befriending/Activity	1
Institute of Technical Education (ITE)	Schools/JC/ Polytechnics & University	Befriending/Activity	1
London School of Business & Finance	Schools/JC/ Polytechnics & University	Befriending/Activity	1
Montfort Secondary School	Schools/JC/ Polytechnics & University	Befriending/Activity	1
Nanyang Junior College	Schools/JC/ Polytechnics & University	Befriending/Activity	1
National Institute of Education (NIE)	Schools/JC/ Polytechnics & University	Befriending/Activity	1
Paya Lebar Methodist Girls School	Schools/JC/ Polytechnics & University	Befriending/Activity	1
Singapore Polytechnic	Schools/JC/ Polytechnics & University	Befriending/Activity	1
Temasek Junior College	Schools/JC/ Polytechnics & University	Befriending/Activity	1
Victoria Junior College	Schools/JC/ Polytechnics & University	Befriending/Activity	1
XinMin Secondary School	Schools/JC/ Polytechnics & University	Befriending/Activity	1
Betty Teo & Ukulele Group Performers	Volunteer Group	Entertainment	1
DCW Befrienders Group	Volunteer Group	Befriending/Activity	5
Filipino Caregivers Group	Volunteer Group	Befriending/Activity	29
Jen's Hairdressers Group	Volunteer Group	Residents Haircutting	7
Life Review Journey	Volunteer Group	Befriending/Activity	19
Yoga Exercises by Stella Seet	Volunteer Group	Exercise	5
		Total	316

Registered Volunteers

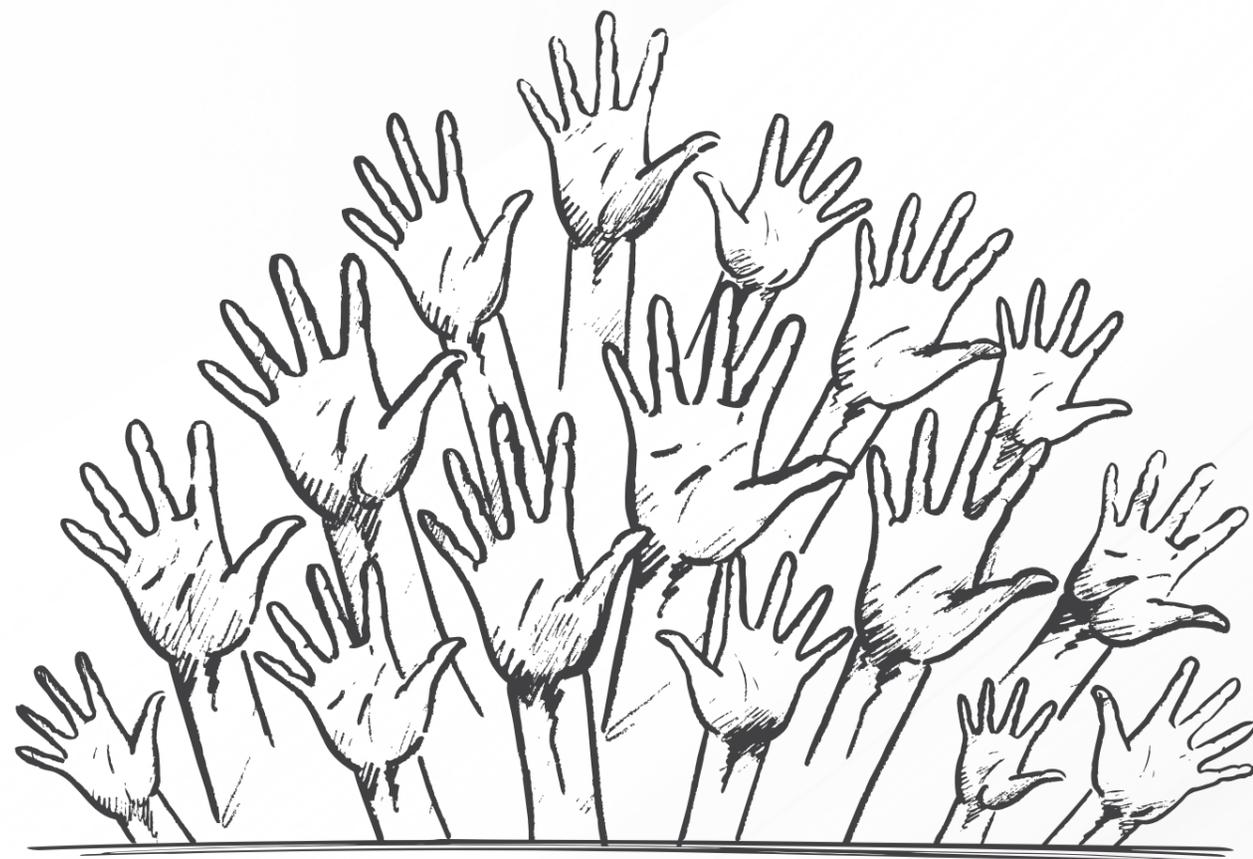
	2020	2021	2022	Volunteer Registration Jan to March 2023	Total Current
Number of Volunteers	9	35	154	40	238

Volunteers are now able to register online without the need to call or email. The link for registration is <https://thknh.socialservicesconnect.com/volunteer-form/>

Volunteer Policy

The Organisation has a system in place to identify clear guidelines for the volunteers' involvement in programmes/ outings as well as the effective management of the volunteer database. For these, the nursing home will:

- Develop a plan by the categories of volunteers, profiles and suggested activities
- Define clear and concise practice of volunteers' scope of work
- Ensure that all volunteers are selected and evaluated based on the standards required or based on the established criteria.



Highlights of the Year

Events & Activities

@THK NURSING HOME (Hougang)



Outing to Gardens by the Bay

On 25 Mar 2023, volunteers from PAP Grassroots Organisation and Bedok Reservoir – Punggol organised an unforgettable trip for our NH residents to Gardens by the Bay. 20 of our residents got the chance to view the special Sakura exhibition over there as well.

Spa Day @NH

Volunteers from BeautyLand Est. Pte Ltd spent time with our elderly residents, pampering them with facial treatments and massages. At the end of the session, our elderly ladies looked fresh and happy to be pampered by the volunteers.





Donation-in-paintings by ARTualize

On behalf of the Management and Staff of Thye Hua Kwan Nursing Home Ltd, we thank ARTualize 海之韵 and donors for the donation of the 9 beautiful artworks for everyone in our nursing home to enjoy.

This painting – “Shine, Bali” was painted by the renowned Singapore artist Mr. Low Hai Hong, masterfully captures the beauty of both the subject and performance.



@THK SENIOR CARE CENTRE (Kaki Bukit)

SCDF's “When Lifesaving Meets Caregiving”

To celebrate 55 years of National Service (NS55), the @SCDF Civil Resources Unit (CRU) partnered with our Senior Care Centre (THKSCC) to organise a charity event.

The event “When Lifesaving Meets Caregiving” was held on 25 Oct 2022, where 55 CRU NSmen packed and distributed care packs donated by our generous community partners consisting of food items and necessities to more than 130 clients’ households served by the THKSCC.

Another group of CRU NSmen also gave trishaw rides and spent the afternoon befriending our seniors in the SCC. We would like to express our deepest gratitude and many thanks to CRU for the partnership as well as all our donors like The Food Bank Singapore, Goldplus Universal Pte Ltd, Yeap Medical Supplies Pte Ltd and Kaki Bukit (Kaki Bukit Community Centre).



Singapore Community Walk

To celebrate the International Day for Older Persons, our nursing home residents and staff participated in the inaugural Singapore Community Walk on 1 Oct. Together with the volunteers, residents and staff enjoyed the fresh morning air walk at Punggol Park. Shout-out to Ageing Asia for organising the event, and to other fellow care organisations that also participated.



Little Ones Visiting our Seniors

Our THK SCC elders sang and clapped along to songs and dances performed by 18 K2 students from Blk 526 PCF Sparkletots in November.

Mr Shamsul Kamar, Grassroots Adviser of Aljunied GRC GROs, also joined the teachers and students towards the end of the event to chat with our seniors at the daycare centre.

Principal Ms Nazahiyah said: “It was a great morning and the kids enjoy themselves very much and a new experience for them!”

We thank PCF Sparkletots for this collaboration which brings joy and fun to our seniors.



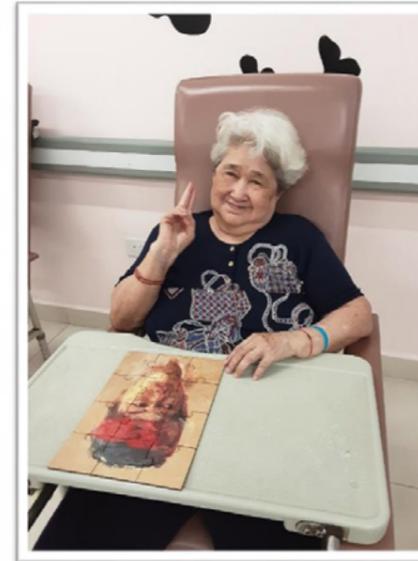
Girls Brigade “Friend in Deed” Project

We salute the @GirlsBrigadeSG for the wonderful gifts they presented to all our THK SCC seniors today. As part of the “Friend in Deed Project 2022”, GBSG worked with their generous donors to provide thoughtful and meaningful gifts for the seniors.



Projects & Initiatives

HEART - “Home Enhanced Art Reminiscence Therapy” Programme



The HEART Programme uses actual art paintings to engage our RWDs. Working with Artualize Gallery, these art paintings include portraits and scenes that were specially curated for the purpose of aiding reminiscence.

These art paintings provide a whole new dimension of contextualisation that can be interpreted differently by individuals.

Through the use of art paintings, we have successfully bridged the connection with our RWDs and in turn helped to elevate their well-being and quality of life.

Engaging residents in portrait puzzles provides an opportunity for them to recruit the use of multiple visuospatial cognitive abilities.

This programme went on to win The Best Dementia Care Programme Award at the 11th Eldercare Innovation Awards.

THKNH’s New Garden of the HEART

THKNH has had long-term plans to revamp the garden with more interactive features and sensory elements.

The Oasis Garden of the Heart is a purpose-built dementia-friendly garden incorporating our Progressively Lowered Stress Threshold (PLST) model of care. A walk through the oasis garden will provide our residents with a full multi-sensory experience.

The garden also incorporates therapeutic horticulture, which uses gardening or plant-based activities to improve the physical and psychosocial wellbeing for our residents. It is also designed to create conducive pockets of space surrounded by natural vegetation and amenities to offer residents, visitors and staff a comfortable environment to rest, relax and socialise, just like a home away from home.

The new garden is curated into 5 zones, based on the types of features and according to the intensity of the types of activities (both passive and active)

Each zone incorporates various elements that can fulfill the various needs of all visitors.





Harvest@SCC project

One afternoon in March 2022, one senior in our Maintenance Day Care Centre showed us some edible seeds that she had received from NParks. Holding the seeds in her palm, she asked our staff if she could plant these seeds in the centre as she attends daycare daily. Two seniors heard her question and joined in the conversation and they started chatting happily about how they enjoyed gardening but are unable to do so now. This inspired the SCC team to source for senior-friendly planters that are suitable for our daycare centre. We purchased several VegePods and began our Harvest@SCC project!

Music Making Programme

Since post-COVID, I'm Soul Inc's music-making programme was launched and had achieved significant results in enhancing the physical and social well-being of the residents. The programme's main objective was to engage the residents in music-making activities, and it has successfully achieved its objective. We saw positive outcomes such as:

1. Its effectiveness in promoting physical activity among the residents, which improved their overall health.
2. It has enabled the residents to follow the rhythm and make music, helping the residents to develop new skills and has boosted their confidence in their abilities.
3. It has encouraged social engagement and teamwork among the residents.
4. The program has created an enjoyable environment for the residents.

In December 2022, during the staff Christmas party, the residents performed for the staff. Staff members clapped along during the performance by the residents, evoking an environment of encouragement and support for them as they performed.



In February 2023, we extended the programme to include bedbound residents in the music session. There was a lot of joy shared between our bedbound residents who relished the music-making sessions held in their respective wards. They tapped along to the music and thoroughly enjoyed the music-making sessions together with other residents in their respective wards.

THKNH Smart (Google) Glasses

Through this project, we are showcasing how innovative technology can be up-purposed to supercharge the work of caregiving, and help improve the lives of elderly people in a holistic manner. With the use of Google Glass, we can provide a better life to our clients who have been staying at home due to their physical mobility or due to their preferences given the ongoing Covid pandemic.

This initiative provides Virtual Tours to engage and enthuse our clients' cognition as well as Home Nursing and Home Medical Video consultations to have regular follow-ups on their physical well-being.



Special Feature

Dementia, Music & Me



We have the right to be recognised as who we are, to make choices about our lives that comprises of taking risks and contributing to our society. Our diagnosis should not define us nor should we be ashamed of it.

Thye Hua Kwan Nursing Home (THKNH) is an eldercare facility equipped with 285 beds; in this organization we are constantly thinking of ways to keep our residents engaged and delighted.

285 different people with varying needs and functional abilities.

Of particular challenge, are the residents with dementia.

Research shows that music therapy can improve a resident's mood especially for those stricken by dementia. Music is universal – everyone can listen and participate in its soulful magical elements including the care staff.

We gathered those with musical talent to sing to the residents while going on with our daily assigned tasks. We also encourage residents to listen to their favorite music and have even organised impromptu karaoke sessions for those who have a penchant for singing to showcase their hidden talents.

Since we had experienced a measurable amount of success, we began paying attention to the type of music that works best for dementia patients and individualised the kind of music we play for them.

We discovered that songs with special meaning to them improved residents' moods. The process of speaking to the residents to find out more about their music-related preferences has become another chance for us to engage them, thereby facilitating in improving their ability to communicate and even lowering their dependence on pharmacological therapies.

Being the amateurs we are, we rarely hit the right notes. But what I hear is the joy in the residents' voices, and witness the smile it brings to their faces – these are the characteristics that liven up our nursing home.

Contributed by THKNH Senior Staff Nurse, Abrigonda Eymard Andal.



Awards and Accolades

At the 10th APAC Eldercare Innovations Awards, organised by Ageing Asia Pte. Ltd. (<https://ageingasia.com/about/about-ageing-asia/>) on 3 Dec 2022, THKNH took home the winning award for

INNOVATION OF THE YEAR – PRODUCTIVITY

for our adopted disinfection project - THKNH Enhanced Sanitation of Environment - i-TH.E.S.E.

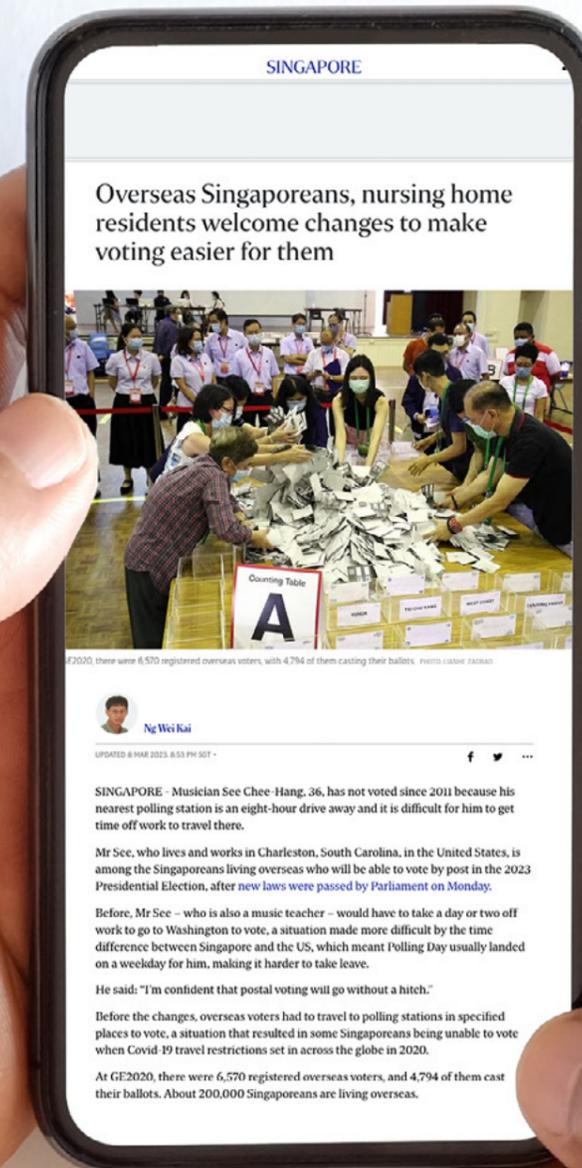


We were also finalist for the following awards:

- OPERATOR OF THE YEAR - RESIDENTIAL AGED CARE
- BEST DEMENTIA CARE PROGRAMME
- INNOVATION OF THE YEAR - RESPONSE TO COVID 19



In the Media



9 Mar 2023

THKNH CEO shared that the newly arranged polling stations at the Nursing Home will be beneficial for our residents.



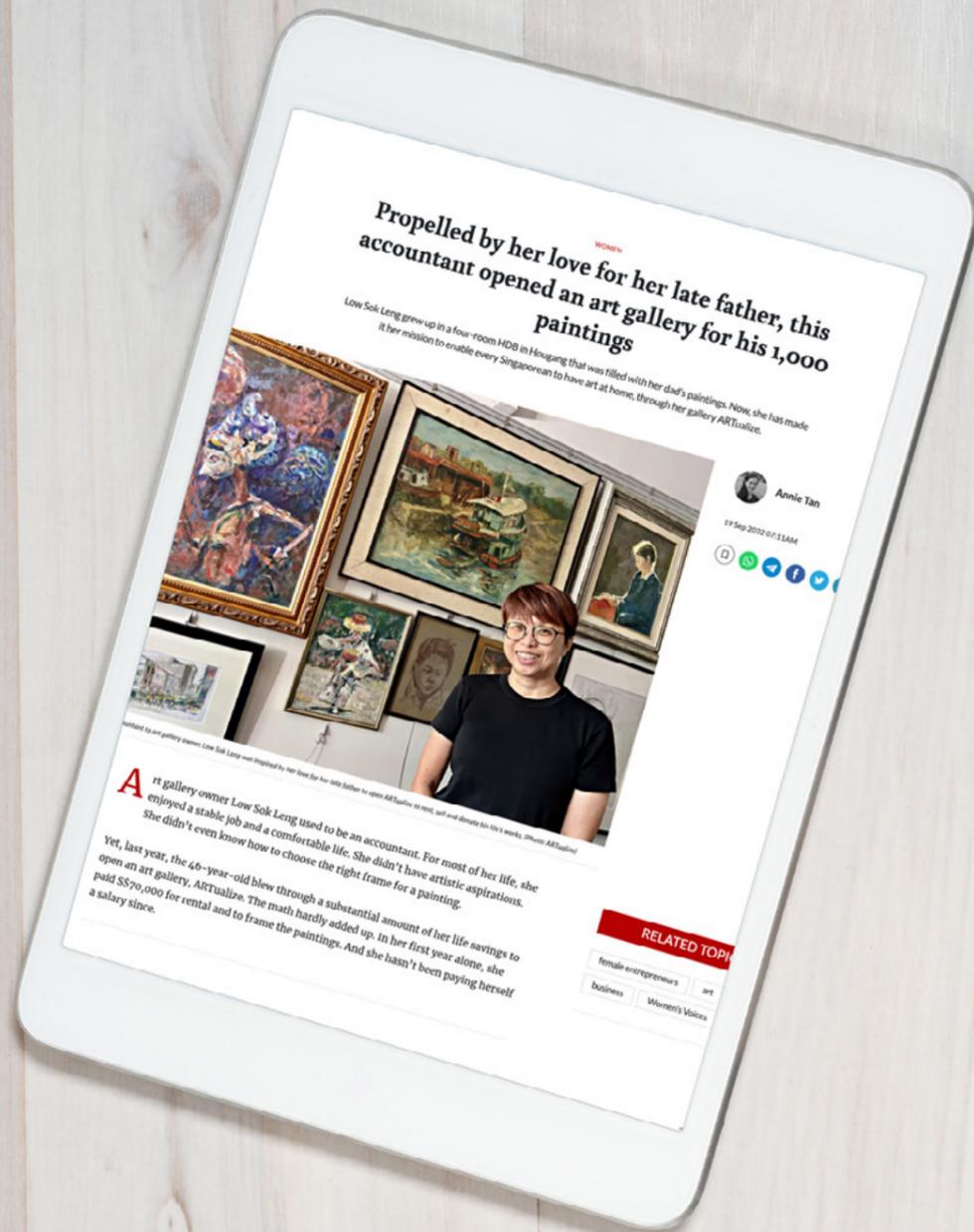
除了允许每次一小时的探访以及

24 Jan 2023
 Channel 8 News -
 疗养院长周末迎来数百名访客 逐步恢复到疫情前水平。
 During Chinese New Year, THKNH Resident Mr Ng and THKNH CEO shared their observations about the positive atmosphere resulting from the resumption of in-person visits.

17 Jan 2023
 Residents and volunteers shared how entertaining the CNY event at THKNH was.

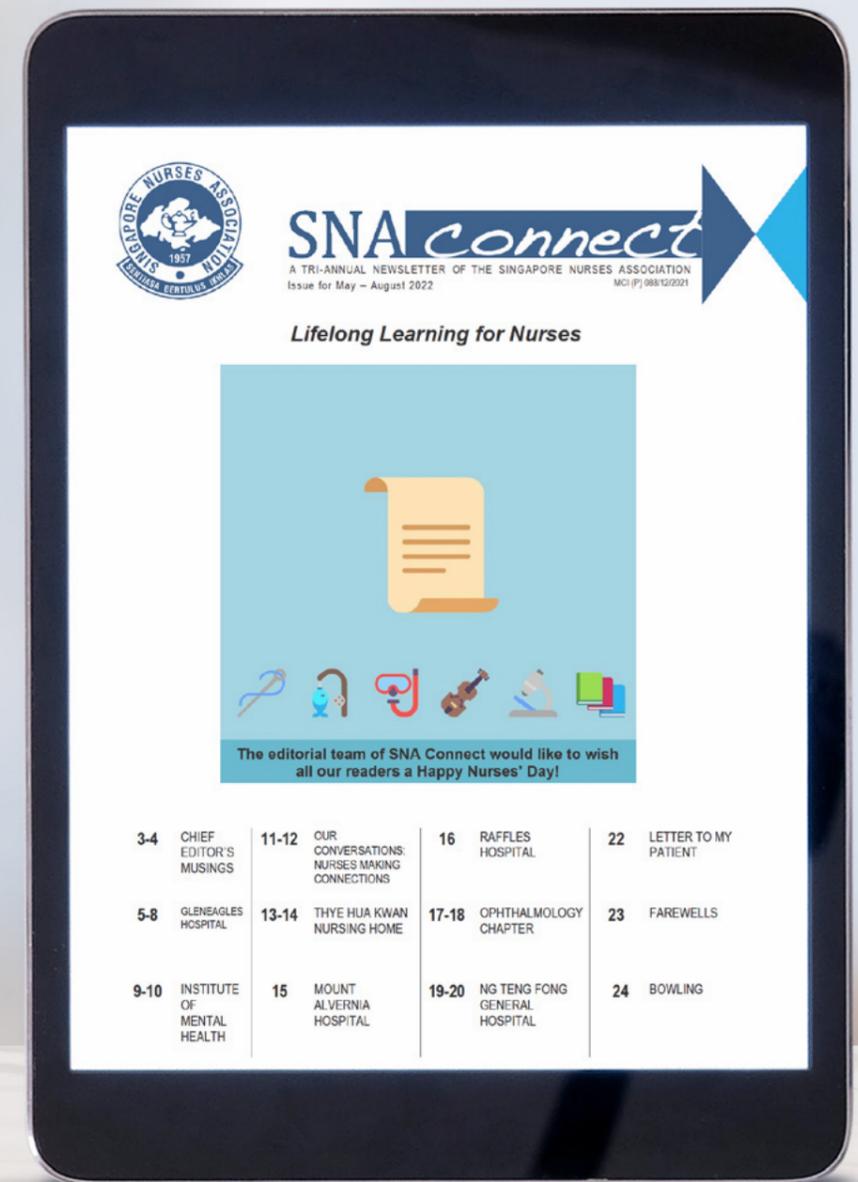


阔别两年再次迎来吉祥物



19 Sep 2022
 Low Sok Leng from ARTualise Art Gallery illustrated her positive collaboration with THKNH and showcased her donated art pieces to THKNH.

August 2022
 SNA Connect - THKNH Staff Nurses shared about the importance of lifelong learning



3-4	CHIEF EDITOR'S MUSINGS	11-12	OUR CONVERSATIONS: NURSES MAKING CONNECTIONS	16	RAFFLES HOSPITAL	22	LETTER TO MY PATIENT
5-8	GLENAGLES HOSPITAL	13-14	THYE HUA KWAN NURSING HOME	17-18	OPHTHALMOLOGY CHAPTER	23	FAREWELLS
9-10	INSTITUTE OF MENTAL HEALTH	15	MOUNT ALVERNIA HOSPITAL	19-20	NG TENG FONG GENERAL HOSPITAL	24	BOWLING

Resolution



THKNH's future plans

In 2025, THKNH will begin operations of our 2nd nursing home at Tanjong Katong.

THKNH also has several projects planned that will address the most important needs in our organisation:

These projects will be implemented to fulfill our strategic thrusts of:

- Building Manpower Capabilities
- Enhancing Dementia-specific capacities
- Positive Client Experience; and Evidence Based Culture.

Projects include:

1. On client-related: Includes enhanced colored sanitary wares to create cues in bathrooms, guide lights for alleviate restlessness and night time wandering which is common in dementia patients. There is also new a therapy initiative which includes a robotic therapist designed to engage residents and enhance social interaction and cognitive simulation.
2. On staff-related: Includes enhanced staff training resources to accelerate new staff on-boarding and acclimatisation; and formalisation of skill and knowledge based competencies framework etc.
3. On operations-related: Includes automation of processes, and comprehensive terminal cleaning solutions etc.

IPC's fund-raising plans for the following year

1. Regular Newsletters
2. Online Campaigns
3. Active Reach outs to Corporate donors

IPC's expenditure plans for the following year

1. Dementia projects
2. Community Silver Trust (CST) projects



Exemplary



Our Partners

ACE Seniors Pte Ltd
Active SG @ Hougang Sports Centre
Agency for Integrated Care
Ang Mo Kio- Thye Hua Kwan Hospital
Bank of East Asia
Banque Nationale de Paris (BNP Paribas)
Bedok Reservoir-Punggol Constituency
BRAZE Company
Buddhist Life Mission
DancingMind Pte Ltd
DO Hokkien Opera
Esplanade Company Ltd
Filipino Domestic Healthcare Volunteers
Finger Hope – Nagomi Art
Fiserve Co.
Forest 3 Educare
I'm Soul Inc – Music Therapy
Imperva Company
Inspire Brands Company
ITS Johnson & Johnson
Kidz Meadow @ Buangkok Crescent
Maplebear Preschool @ Serangoon North
Me2We Pte Ltd
Ministry of Health
Ministry of Social and Family Development
Montfort Junior School
Montfort Secondary School
Nanyang Junior College
National Council for Social Service
National Youth Council
Nex Venture Technology Pte Ltd
North East Community Development Council
Overseas-Chinese Banking Corporation (OCBC)
PCF Sparkletots Pre-Schools
Punggol Community Club
Punggol Community Club Woman's Executive Committee
Punggol Primary School
Republic Polytechnic
SanCare Asia Pte Ltd
Singapore Polytechnic Leo Club
Singapore Police Force - Hougang NPC / Ang Mo Kio Division
Social Development Network (MSF)
Trends Cultural Enterprise
Xin Min Secondary School
Zhonghua Secondary School

Our Kind Donors

Acknowledging our kind donors who donated \$1,000 and above.

Company:

AIK YON CONTRACTOR PTE LTD
AM GLOBAL PTE LTD
AMBER ELECTRONICS PTE LTD
BDO CORPORATE SERVICES PTE LTD
COSBY PTE LTD
DE ART STUDIO PTE LTD
DE PACK PTE LTD
DESIGN 2 ASSOCIATES PTE LTD
DYNEGY SOLUTIONS PTE LTD
FIRETRACE SAFETY TEC PTE LTD
FRISCO TECHNOLOGY AND SERVICE PTE LTD
GLOSS AND GLOW PTE LTD
GT SAN ENGINEERING PTE LTD
HASHTAG INTERACTIVE PTE LTD
HENRY ONG AND CO PTE LTD
HMC SALES AND SERVICE PTE LTD
HUA SEAH INVESTMENT HOLDING PTE LTD
HUANG KEE BUILDING MAINTENANCE PTE LTD
I TECH ELECTRIC PTE LTD
IMD CONTRACTORS PTE LTD
JMI TEXWERKZ (S) PTE LTD
JUNE SKIN CARE THERAPY PTE LTD
KENNEX GLOBAL PTE LTD
KIM HOCK CORPORATION PTE LTD
LIAN HIN PTE LTD
MAPLEBEAR SMART LEARNERS PTE LTD
NEX CORPORATEIT PTE LTD
PENG KEE NOODLES MFR PTE LTD
PPAC GLOBAL PTE LTD
PROOF TECH WATERPROOFING AND MAINT P L
SEACOLD SEAFOODS (S) PTE LTD
STEEL ALLY CONTRACTS PTE LTD
TAK PRODUCTS AND SERVICES PTE LTD
YEE LEE PTE LTD

Individuals:

ANG JUNHUAN
ANG KUI HWA
ANG SWEE LEONG
ANNIE TOH
ASHLEY TAN YING BIN
AW YEW CHENG
AW YIN LENG
BELATED MDM LEONG MUN WAH
BELATED WONG AH BOEY
BELATED YAP PENG THIAM
BERNY
BIAN SHENGGEN
CHAN KOK POH
CHAN WAI PAN
CHANG BARBARA
CHANG JUNG FU JEFF
CHANG WAN LOONG
CHAY OH MOH
CHEN QIONGHUA
CHENG SOON KEONG
CHIA SOO HIEN
CHIN KAH SENG
CHNG HWEE HONG
CHONG KAH LOONG
CHONG KOK CHAI
CHONG NGEN YOONG
CHONG SIEW KAM
CHOO KHIM FAH
CHUA CHER MENG
CHUA MENG CHOO
CHUA PUAY LENG
CHUA SIU CHENG
CHUAH GEOK HIOH
CHYE SWEE PHENG
ENG SIU SIEW LISA
FIONA LIM PEI PEI
FOO MAW SHEN
GOH JING SUA
GOH MIAW HUI
GOH XIUJUN ANDY
H C CHUA
HEE SIEW FONG
HO BEE TAT
HO LIAN LEE

HO PENG
HONG AH LAN
HOO WEI CHET
HUA CHIE NAN DORINDA
HUI KOK KHEONG
IN LOVING MEMORY OF LATE HONG KIONG MING
IN MEMORY OF MR ANG CHENG KIAT
JENNY CHEW
KELVIN TOK LYE HUAT
KOAY MEI LIN
KOH LEE KIW
LATE MDM CHOW YANG CHUAN
LATE TAN KEE LENG
LAU KIA YONG
LAWRENCE LEOW CHIN HIN
LEE CHEE HONG
LEE CHIA WEN GERMAINE
LEE MENG LIANG
LEE WENXIN
LIM BOON ENG JULIE
LIM HOCK CHEE
LIM HOCK YU
LIM HUI KWAN
LIM LAY HONG
LIM MENG HWA
LIM POH KIAT
LIM SER LAN
LIM SWE JIAN
LIM TAI WAH
LIM TENG TENG
LIN SEHUANG
LING SIEW CHEN
LOH WEE SEN
LOO PENG SIANG ROGER
LUO JIA LI
NG HONG KHUAN
NG LEE SUAN
NG TIAN WEI CHRISTOPHER
ONG LAY KHIM
PEH YEE TAI
PHUA WAN TING
SEAH CHEW
SEOW CHONG HOWE GABRIEL
SERENA TAN GEOK CHIENG
SIM ENG GEOK AND KOH AH GEK
SIM HUAY
SOO YIN LING
SOON YU TIONG
TAN AI PING

TAN HONG BOON
TAN HUA MOY
TAN JEOK YIN
TAN JIT SENG JAN
TAN KIM BIAU
TAN KOK CHEONG
TAN KOK POH
TAN LAY HEOK
TAN MARY
TAN SHEAU YEN HELEN
TANG SOW KENG
TAY CHENG KIM
TAY KHEE POH
TAY LEE IMM
TAY YUEN CHEE
TEA WEE TECK
TEOH BENG SENG
THE KHIM SWEE
TIONG SHU
TOH SEOW LENG
TOW SOON KIM
WAN ENG BEE
WAN JIAXING RONALD
WAN PAK LEONG
WONG KWAN MENG
WONG WAI LENG
WONG YEW CHOO
YANG DAI YING
YANG VOON CHENG
YEO AH ENG
YEO LIAN HUAT
YEOH AH CHIAH
YIP KOK CHING

Services Directory

THK Nursing Home @ Hougang

48 Hougang Avenue 8,
Singapore 538793
Phone: +65 6812 9840
Fax: +65 6812 9869
Email: enquiry@thknh.org.sg

THK Senior Care Centre @ Kaki Bukit (Bedok North)

Blk 534 Bedok North St 3 #01-814,
Singapore 460534
Phone: +65 6241 1808
Fax: +65 6812 9869
Email: kbscc@thknh.org.sg

THKNH Home Care Services

48 Hougang Avenue 8,
Singapore 538793
Phone: +65 6841 2128
Fax: +65 6812 9869
Email: hpc-ics@thknh.org.sg



太和觀 THK

THEYE HUA KWAN NURSING HOME LTD



48 Hougang Avenue 8,
Singapore 538793
(Business Address)



68129840



68129869



enquiry@thknh.org.sg



www.thknh.org.sg