

# Care that Grows with you

Annual Report  
2024/2025



太和觀 THK





Cornerstone





# Content

## Cornerstone

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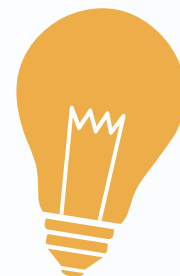
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# About Us

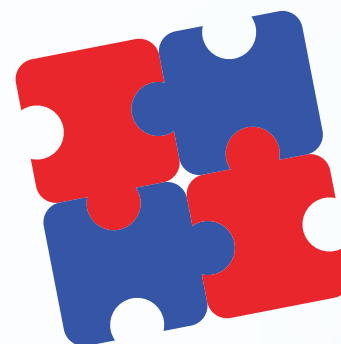
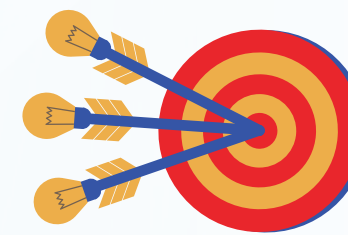


## Our Vision

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

## Our Mission

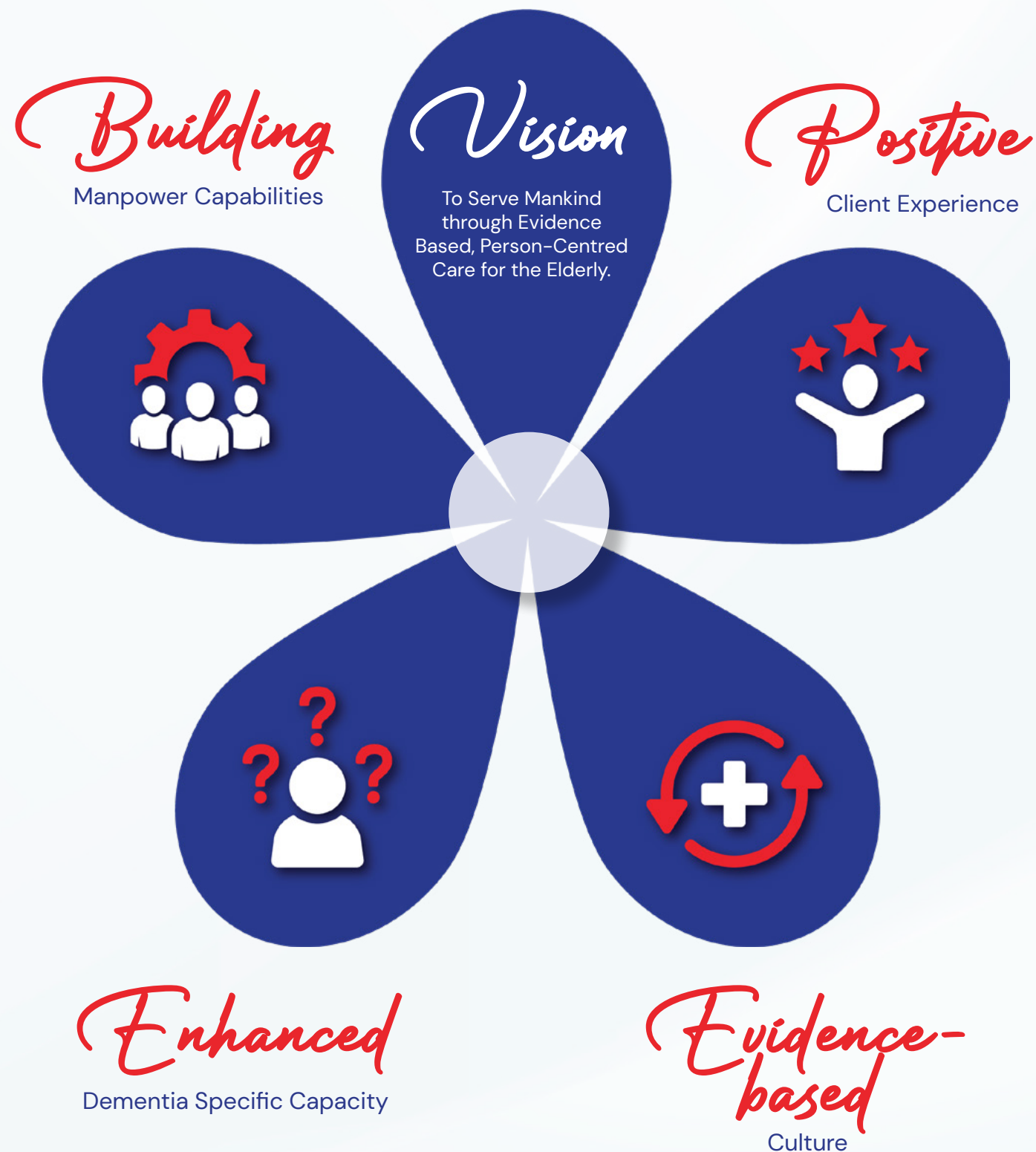
To make THKNH Ltd the preferred partner by providing the best person-centred care to every elderly and an integrated suite of step-down care services to assist them in the Community



## Our Objectives

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

# Our Core Values



# Our "Heart" Model of Care

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

## H EART OF SERVICE

- We respect our clients as fellow human beings, viewing them as our own family and providing them with the best possible person-centred care, inclusion, identity, and love.

## E MPOWERMENT AND ENGAGEMENT

- We believe in empowering our clients by involving them in their own care, provide them with the autonomy of choice, and encouraging independence and freedom.
- We exercise our strength in Social Work to link clients with resources.
- We believe in engaging our elders with meaningful and purposeful activities.

## A GEING IN PLACE

- We encourage our elders to age gracefully by building human relationships and participate in meaningful activities actively.

## R ESPECT

- We provide help to all our elders with full respect regardless of their race, colour, creed, language, culture and religion.
- We acknowledge the self-determination of our clients.

## T ECHNOLOGICAL ENABLEMENT

- We believe in adopting evidence-based practices to enhance our service quality.
- We inculcate a growth mindset by improving care quality, productivity, processes and workflows through the use of technology



# DEMENTIA Care Framework

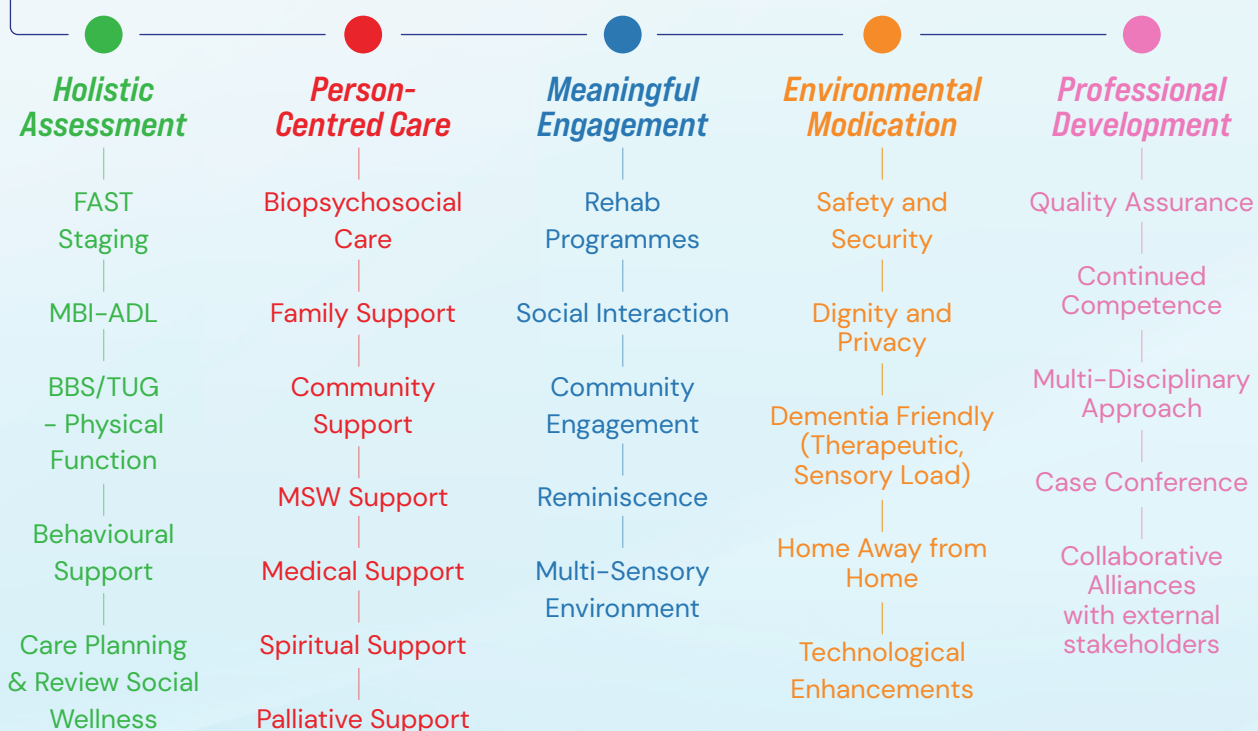
In order to be at the forefront of providing eldercare services, THKNH believes in providing person-centered and evidence-based care for our elderly clients. With a total of 114 beds dedicated to serving dementia patients in 2 of our wards, and with many general elderly patients also being diagnosed 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. There are many internal and external factors that 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 with 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)



# 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 2028.

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 Singapore 179094

**Operating Address:**  
48 Hougang Ave 8 Singapore 538793

**Auditor:**  
Deloitte & Touche LLP

**Banker:**  
Oversea-Chinese Banking Corporation Limited  
BNP Paribas Singapore  
Malayan Bank Berhad





# Chairman's Message

## Dear Friends, Partners, Sponsors, and Beneficiaries,

As Chairman of Thye Hua Kwan Nursing Home Limited (THKNH), I am honoured to present this year's message in reflection of our journey through FY2024/25—a year defined by resilience, innovation, and a deepened commitment to our mission of compassionate, person-centred eldercare. This annual report is more than a summary of financial performance and operational milestones; it is a testament to the values, people, and partnerships that continue to shape our organisation's identity and impact.

Since our founding, THKNH has remained steadfast in its purpose: to serve the elderly with dignity, empathy, and excellence. Our work is guided by a strategic vision that integrates clinical best practices, community engagement, and forward-thinking governance. At the heart of our mission are our residents—the individuals whose stories, needs, and aspirations inspire every decision we make. Their well-being is not only our responsibility but our privilege.

## A Year of Recognition and Renewal

FY2024/25 was a year of significant achievement and reflection. One of the most notable milestones was our receipt of the Charity Transparency Award 2024, a national recognition that affirms our commitment to sound governance, financial integrity, and operational transparency. This award is not merely a badge of honour—it is a reflection of the trust placed in us by our stakeholders and a validation of the systems we have built to uphold that trust.

Transparency is a cornerstone of our governance philosophy. We believe that accountability must be embedded in every layer of our organisation—from board-level oversight to frontline service delivery. Our financial reporting standards are rigorous, supported by independent audits and regular reviews. These practices ensure that every dollar entrusted to us is used responsibly and strategically to advance our mission.

Beyond governance, this year also marked a renewed focus on strategic growth. We are proud to announce the development of our new nursing home in Tanjong Katong, scheduled to open in the first quarter of 2026. This facility will

embody our vision for the future of eldercare: a space where smart technology and automation enhance—not replace—the human touch. It will be a place where innovation meets compassion, and where residents can thrive in an environment designed for dignity, safety, and holistic wellness.

## Strengthening Our Foundations

Our achievements this year are the result of deliberate planning, strong leadership, and a culture of continuous improvement. We have invested in systems that promote operational excellence, from digital transformation initiatives to workforce development programmes. These investments are not ends in themselves—they are enablers of better care, greater efficiency, and deeper impact.

Operational efficiency remains a key strategic priority. In a sector where resources are finite and needs are growing, we must be agile, data-driven, and outcome-focused. This year, we undertook a comprehensive review of our internal processes, identifying opportunities to streamline workflows, reduce redundancies, and enhance service delivery. These efforts have already yielded measurable improvements in response times, resident satisfaction, and staff engagement.

Financial sustainability is another pillar of our strategy. We recognise that long-term impact requires long-term planning. Our financial stewardship is guided by principles of prudence, transparency, and strategic investment. We continue to diversify our funding sources, strengthen donor relationships, and explore new avenues for philanthropic and government support. Every financial decision is made with the dual lens of mission alignment and fiscal responsibility.

## Richard Eu

Chairman  
Thye Hua Kwan Nursing  
Home Limited



## People First: Our Residents, Staff, and Volunteers

At THKNH, people are our greatest asset. Our residents are the reason we exist, and our staff are the reason we succeed. This year, we celebrated the achievements of our team at the Singapore Health Quality Service Awards (SHQSA) 2025, where THKNH received 18 Gold and 64 Silver Awards. These accolades reflect not only technical excellence but the compassion and professionalism that define our care culture.

We also recognise the invaluable contributions of our volunteers and community partners. While volunteer numbers remained steady, the depth of engagement and generosity of spirit was profound. Volunteers bring joy, companionship, and a sense of community to our residents—elements that are essential to holistic eldercare. We are deeply grateful for their time, energy, and commitment.

Staff development remains a strategic focus. We believe that empowered staff deliver empowered care. This year, we expanded our training programmes, introduced new leadership development tracks, and enhanced our performance review systems. These initiatives are designed to foster a culture of learning, accountability, and professional growth.

## Innovation with Purpose

Innovation is not a buzzword at THKNH—it is a strategic imperative. We are committed to exploring and adopting technologies that enhance care quality, improve operational efficiency, and support staff well-being. From electronic medical records to smart sensors and automation tools, our digital transformation journey is well underway.

The upcoming Tanjong Katong facility will serve as a living lab for eldercare innovation. Designed with modular infrastructure, integrated care pathways, and adaptive technologies, it will set a new benchmark for nursing home design in Singapore. But innovation is not limited to infrastructure—it extends to programmes, partnerships, and policy advocacy.

This year, THKNH was honoured as a finalist in seven categories at the Ageing Asia 2025 Awards, including recognition for initiatives such as Equal Ark Horse Therapy and Rekindling Connections. These programmes reflect our commitment to holistic wellness, social inclusion, and therapeutic engagement. They are examples of how creativity and compassion can come together to transform lives.

## Community Engagement and Sector Leadership

THKNH is more than a care provider—we are a community anchor and a sector leader. We actively engage with policymakers, researchers, and fellow

organisations to shape the future of eldercare in Singapore. Our participation in the Integrated Community Care Provider (ICCP) Phase 1 and 2 – Bedok 5 project is a testament to our leadership in community-integrated care.

We believe that ageing well is a collective responsibility. Our outreach programmes, public education efforts, and stakeholder dialogues are designed to foster awareness, reduce stigma, and promote inclusive ageing. We continue to advocate for policies that support caregiver well-being, workforce development, and sustainable funding models.

## Looking Forward: Strategic Priorities for FY2025/26

As we chart our path forward, our strategic priorities remain clear and focused:

- **Enhancing Operational Efficiency:** Streamlining processes, leveraging data, and improving service delivery across all touchpoints.
- **Strengthening Financial Sustainability:** Diversifying revenue streams, deepening donor engagement, and ensuring prudent financial management.
- **Expanding Community Engagement:** Building stronger partnerships, increasing volunteer participation, and amplifying our social impact.
- **Investing in Talent Development:** Empowering staff through training, leadership development, and performance management.
- **Embracing Digital Transformation:** Scaling up technology adoption to improve care quality, safety, and operational resilience.

These priorities are not isolated—they are interconnected and mutually reinforcing. Together, they form the foundation of our strategic roadmap for the coming year and beyond.

## Gratitude and Commitment

In closing, I wish to express my deepest gratitude to all who have walked this journey with us—our residents and their families, our staff and volunteers, our donors and partners, and our fellow board members. Your trust, support, and belief in our mission are the driving forces behind our progress.

Thye Hua Kwan Nursing Home Limited is more than an organisation—it is a community of care, a beacon of hope, and a catalyst for change. As we look to the future, we remain committed to delivering exceptional care, advancing sector leadership, and making a meaningful difference in the lives of Singapore's elderly.

Thank you for being part of our story.



# CEO Message

## Dear Stakeholders, Supporters, and Friends of Thye Hua Kwan Nursing Home Limited (THKNH),

As we close the chapter on FY2024/25, I am deeply honoured to share this reflection on a year that has tested our resilience, reaffirmed our values, and propelled us forward with renewed purpose. At THKNH, our mission is not simply to provide care—it is to elevate the experience of ageing, to honour the dignity of every resident, and to build a community where compassion and innovation coexist.

This year, we faced a complex landscape shaped by demographic shifts, evolving healthcare needs, and rising expectations for transparency and quality. Yet, through it all, our team remained focused, our values remained intact, and our commitment to excellence never wavered. I extend my heartfelt gratitude to every individual who has walked this journey with us—our staff, volunteers, donors, partners, and, most importantly, our residents and their families.

## Governance and Transparency: Building Trust Through Accountability

One of the most significant milestones this year was our receipt of the Charity Transparency Award (CTA) 2024. This national recognition is more than a commendation—it is a validation of our governance philosophy and operational integrity. At THKNH, transparency is not a compliance requirement; it is a moral imperative. We believe that every dollar entrusted to us must be accounted for with precision, and every decision must be made with the highest ethical standards.

Our financial reporting practices are rigorous, supported by independent audits, internal controls, and board-level oversight. We have implemented systems that ensure responsible stewardship of donations, efficient resource allocation, and strategic investment in programmes that directly benefit our residents. The CTA affirms our commitment to these principles and motivates us to continually raise the bar.

In an era where public trust is both fragile and invaluable, we recognise that transparency must extend beyond financials. It includes open communication with stakeholders, clear articulation of our strategic goals, and honest reflection on our challenges. We are committed to maintaining this trust through consistent engagement, thoughtful governance, and a culture of accountability.

## Excellence in Care: Celebrating Our People and Programmes

At the heart of THKNH's success is our people. Their dedication, empathy, and professionalism are the driving forces behind our achievements. This year, their efforts were recognised at the Singapore Health Quality Service Awards (SHQSA) 2025, where we received 18 Gold Awards and 64 Silver Awards. These accolades are a testament to the calibre of our team and the culture of excellence we have cultivated.

We are also proud to have been named finalists in seven categories at the Ageing Asia 2025 Awards. These recognitions reflect our commitment to innovation, person-centred care, and holistic wellness. Among the honoured initiatives were:

- Equal Ark Horse Therapy**  
Best Social Engagement Programme and Best Memory Support Programme
- Rekindling Connections**  
Best Technology Innovation for Dementia Care
- Vital Bloom**  
Best Health, Wellness and Rehabilitation Facility
- ElderGlow**  
ElderGlow
- CareConnect**  
Best Career Development Programme in the Ageing Sector
- Dignity Renaissance**  
Best Empowerment Programme for Ageing with Dignity

Each of these programmes represents a strategic response to the evolving needs of our residents. They are designed not only to address clinical outcomes but to foster emotional well-being, cognitive engagement, and social inclusion. We believe that ageing should be a journey of continued growth, and our programmes reflect that philosophy.

## Community Engagement: Strengthening the Social Fabric of Care

Volunteerism and community partnerships remain central to our mission. While the number of volunteers remained steady this year, the depth of their engagement and the impact of their contributions were profound. Volunteers bring warmth, companionship, and a sense of belonging to our residents—elements that are essential to holistic eldercare.

We continue to invest in volunteer training, recognition, and integration. Our goal is to create a volunteer ecosystem that is sustainable, inclusive, and aligned with our care philosophy. We are also expanding our community outreach efforts, building partnerships with schools, corporations, and civic organisations to foster intergenerational understanding and social responsibility.

Community engagement is not limited to volunteerism. It includes advocacy, education, and dialogue. We actively participate in sector forums, policy consultations, and public awareness campaigns to shape the future of eldercare in Singapore. We believe that ageing well is a collective responsibility, and we are committed to being a voice for inclusive, compassionate, and forward-looking care.

## Infrastructure and Innovation: Designing the Future of Eldercare

Looking ahead, we are excited to announce the development of our new nursing home in Tanjong Katong, scheduled to open in the first quarter of 2026. This facility will be a flagship for THKNH's vision of integrated, technology-enabled eldercare. It will feature smart infrastructure, automation systems, and modular design elements that enhance safety, efficiency, and resident experience.

But innovation is not confined to bricks and mortar. It extends to care models, digital tools, and workforce strategies. We are investing in electronic health records, predictive analytics, and remote monitoring technologies that enable proactive, personalised care. These tools empower our staff, improve outcomes, and support data-driven decision-making.

We are also proud to have been awarded the Integrated Community Care Provider (ICCP) Phase 1 and 2 – Bedok 5 project. This initiative reflects our leadership in community-integrated care and our commitment to supporting seniors to age well within their communities. The ICCP model aligns with our belief that care should be accessible, coordinated, and rooted in the lived realities of our residents.

## Strategic Priorities: A Roadmap for Impact

As we enter FY2025/26, our strategic priorities are clear and interconnected:

- Enhancing Care Quality and Service Delivery:** We will continue to refine our clinical protocols, expand therapeutic programmes, and strengthen feedback mechanisms to ensure that every resident receives exceptional care.
- Embracing Digital Transformation:** We will scale up our technology adoption, integrate digital tools into daily operations, and build staff competencies in digital literacy.
- Expanding and Upgrading Facilities:** We will invest in infrastructure that supports safety, accessibility, and innovation, including the launch of our Tanjong Katong facility and upgrades to existing homes.
- Investing in Staff Development:** We will enhance our training programmes, introduce leadership development tracks, and foster a culture of continuous learning and professional growth.
- Strengthening Financial Sustainability:** We will diversify our funding sources, deepen donor engagement, and

ensure prudent financial management to support long-term impact.

These priorities are not isolated—they are mutually reinforcing and aligned with our mission. They reflect our commitment to strategic growth, operational excellence, and meaningful engagement.

## A Culture of Continuous Improvement

At THKNH, we believe that excellence is a journey, not a destination. We have implemented robust performance review systems that enable us to measure progress, identify gaps, and drive improvement. These systems include key performance indicators, resident satisfaction surveys, staff feedback loops, and quality assurance audits.

We also foster a culture of reflection and learning. Our teams regularly engage in case reviews, peer learning sessions, and cross-functional dialogues to share insights and strengthen collaboration. We believe that every challenge is an opportunity to grow, and every success is a foundation to build upon.

## Gratitude and Vision

In closing, I wish to express my deepest gratitude to all who have contributed to our journey this year. To our staff—thank you for your dedication, compassion, and professionalism. To our volunteers—thank you for your time, energy, and heart. To our donors and partners—thank you for your trust and generosity. And to our residents and their families—thank you for allowing us to be part of your lives.

Thye Hua Kwan Nursing Home Limited is more than a care provider—it is a community of hope, a catalyst for change, and a steward of dignity. As we look to the future, we remain guided by our core values of compassion, integrity, and innovation. With your continued support, we will continue to make a lasting difference in the lives of Singapore's elderly.

Thank you for being part of our journey.

## 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 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  
*Date of Resignation*  
23 Oct 2024



**Mr Lee Kim Siang**  
*Member*

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



**Ms Cheah Sheau Lan**  
*Member*

Director,  
Tsao Foundation  
*Date of Appointment*  
1 Nov 2014  
*Date of Resignation*  
23 Oct 2024



**Mr Goh Tok Mong**  
*Member*

Vice-Chairman,  
THK Moral Society,  
Chee Hia Kog Moral Society,  
Theng Hai Huay Kuan  
*Date of Appointment*  
1 Nov 2014  
*Date of Resignation*  
23 Oct 2024



**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 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



**Mr Cheong Kah Meng**  
*Member*

Superintendent  
Banyan Home @ Pelangi Village  
*Date of Appointment*  
22 May 2023  
*Date of Resignation*  
31 March 2025



**Mr Thiruthakka Devan  
s/o K Perumal**  
*Member*

Business Development Manager  
in Miltrade Technologies  
*Date of Appointment*  
22 May 2023



**Ms Tan Khiaw Ngoh**  
*Member*

Director  
Assurity Trusted Solutions Pte  
Ltd and Ang Mo Kio-Thye Hua  
Kwan Hospital Ltd  
*Date of Appointment*  
6 Sep 2024



**Ms Pauline Sim Seo Lian**  
*Member*

Group CHRO (Advisory)  
Cathodic Protection Technology  
Pte Ltd  
*Date of Appointment*  
1 Oct 2024



**Mr Colin Wang Ann Teng**  
*Member*

Director  
Dynamiz Security Pte Ltd  
*Date of Appointment*  
14 Mar 2025



## Related Entities Listing and Governing Board Members

As of FY2024/2025

NAME	THYE HUA KWAN NURSING HOME LTD	RELATED ENTITIES		
		Thye Hua Kwan Moral Society	Thye Hua Kwan Moral Charities	Ang Mo Kio - Thye Hua Kwan Hospital
Mr Richard Eu Yee Ming	Chairman	-	-	Member
Mr Ching Chiat Kwong	Vice-Chairman until 23 Oct 2024	-	Member	Member
Mr Lee Kim Siang	Member	-	Vice-Chairman	Chairman
Ms Cheah Sheau Lan	Member until 23 Oct 2024	-	-	-
Mr Goh Tok Mong	Member until 23 Oct 2024	-	-	-
Mr Ong Ser Huan	Member	Vice-Chairman	Secretary	Member
Mr Chang Long Jong	Member	-	Chairman	-
Mr Koh Juay Meng	Treasurer	-	Member	Member
Mr Lawrence Ng Kok Kiang	Member	Vice Chairman	Vice-Chairman	-
Mr Cheong Kah Meng	Member until 31 March 2025	-	Member	-
Mr Thiruthakka Devan s/o K Perumal	Member	-	-	-
Ms Tan Khiaw Ngoh	Member Appointed 6 Sep 2024	-	-	Member
Ms Pauline Sim Seo Lian	Member Appointed 1 Oct 2024	-	-	-
Mr Colin Wang Ann Teng	Member Appointed 14 Mar 2025	-	-	-

## Committee Members

### Finance Committee

NAME
Mr Koh Juay Meng (Chairperson)
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 organisation'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 Company 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 Company has established stringent policies throughout the organisation, to observe and practise strict and structured corporate governance, transparency, and decision-making. The Company 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 Company, the Board has a term limit of ten years. In particular, the Finance Committee Chairman has a term limit of four years.

One Board member served more than ten years. The Board has reviewed and concluded that the Nursing Home will continue to benefit from this Board member. Their expertise and in-depth knowledge of the Nursing Home's history, operations, growth potential, and strategic directions will continue to provide the Board with invaluable insights and guidance.

### FY24-25 BOARD MEETINGS AND ATTENDANCE

NAME	BOARD APPOINTMENT	MEETING ATTENDANCE
Mr Richard Eu Yee Ming	Chairman	4/4
Mr Ching Chiat Kwong	Vice-Chairman	0/2
Mr Lee Kim Siang	Member	0/4
Ms Cheah Sheau Lan	Member	2/2
Mr Goh Tok Mong	Member	0/2
Mr Ong Ser Huan	Member	3/4
Mr Chang Long Jong	Member	3/4
Mr Koh Juay Meng	Treasurer	4/4
Mr Ng Kok Kiang Lawrence	Member	4/4
Mr Thiruthakka Devan s/o K Perumal	Member	4/4
Mr Cheong Kah Meng	Member	1/4
Ms Tan Khiaw Hgoh	Member	2/2
Ms Pauline Sim Seo Lian	Member	1/2
Mr Colin Wang Ann Teng	Member	1/1

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

### AUDIT COMMITTEE

NAME	DESIGNATION	MEETING ATTENDANCE
Mr Ong Ser Huan	Chairperson	2/2
Mr Ng Kok Kiang Lawrence	Member	2/2
Mr Koh Juay Meng	Member	2/2

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, internal and external audit functions.

### 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.

NAME	DESIGNATION	MEETING ATTENDANCE
Mr Koh Juay Meng	Chairperson	4/4
Mr Lee Kim Siang	Member	0/4
Ms Cheah Sheau Lan	Member	2/4
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.

NAME	DESIGNATION	MEETING ATTENDANCE
Mr Chang Long Jong	Chairperson	2/4
Mr Ng Kok Kiang Lawrence	Member	3/4
Mr Koh Juay Meng	Member	4/4

### 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.

NAME	DESIGNATION	MEETING ATTENDANCE
Mr Lee Kim Siang	Co-Chairperson	1/1
Mr Ng Kok Kiang Lawrence	Member	1/1



PROGRAMME & SERVICES COMMITTEE, FUNDRAISING COMMITTEE, INVESTMENT COMMITTEE

The organisation does not currently have these committees as its duties are subsumed under 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 \$200,000	4

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

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\$100,001 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 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

ITEM	CURRENT YEAR	PREVIOUS YEAR
A.General /unrestricted funds (Reserves)	\$32,775,036	\$26,984,583
B. Annual Operating Expenditure	\$19,375,341	\$16,848,444
Ratio of Reserves (A)/(B)	1.69:1	1.60:1

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



## Corporate Governance Checklist Financial Year 2024/2025

SN	CALL FOR ACTION	CODE ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance", please explain.
<b>Principle 1: The charity serves its mission and achieves its objectives.</b>				
1	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Yes	
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes	
3	Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Yes	
4	Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan.  "Capacity" refers to a charity's infrastructure and operational resources while "capability" refers to its expertise, skills and knowledge.	1.4	Yes	
<b>Principle 2: The charity has an effective Board and Management.</b>				
5	The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Yes	
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Yes	
7	Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance  * Other areas include Programmes and Services, Fund-raising, Appointment/ Nomination, Human Resource, and Investment.	2.3	Yes	
8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Yes	

SN	CALL FOR ACTION	CODE ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance", please explain.
9	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.	2.5	Yes	
10	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position).  For Treasurer (or equivalent position) only:  a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role.  i. After meeting the maximum term limit for the Treasurer, a Board member's reappointment to the position of Treasurer (or an equivalent position may be considered after at least a two-year break.  ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.	2.6	Yes	
11	Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well.  a. No staff should chair the Board and staff should not comprise more than one-third of the Board.	2.7	Yes	
12	Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well.  a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.	2.8	Yes	



SN	CALL FOR ACTION	CODE ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance", please explain.
13	<p>The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break.</p> <p>For all Board members:</p> <p>a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board.</p> <p>b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting).</p> <p>c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.</p>	2.9a 2.9b 2.9c	Yes	
14	<p>For Treasurer (or equivalent position) only:</p> <p>d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years.</p> <p>i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting – refer to 2.9.b</p>	1.2	Yes	
<b>Principle 3: The charity acts responsibly, fairly and with integrity.</b>				
15	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	Yes	
16	<p>Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise.</p> <p>a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.</p>	3.2	Yes	

SN	CALL FOR ACTION	CODE ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance", please explain.
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	
19	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Yes	
20	Take into consideration the ESG factors when conducting the charity's activities.	3.4	Yes	
<b>Principle 4: The charity is well-managed and plans for the future.</b>				
21	<p>Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.</p> <p>a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).</p>	4.1a	Yes	
22	<p>Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.</p> <p>b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as:</p> <p>i. Revenue and receipting policies and procedures;</p> <p>ii. Procurement and payment policies and procedures; and</p> <p>iii. System for the delegation of authority and limits of approval.</p>	4.1b	Yes	
23	Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	4.2	Yes	
24	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	Yes	



SN	CALL FOR ACTION	CODE ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance", please explain.
25	Set internal policies for the charity on the following areas and regularly review them: a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer management; e. Finances; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection.	4.4	Yes	
26	The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	Yes	
27	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Yes	
<b>Principle 5: The charity is accountable and transparent.</b>				
28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Yes	
29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Yes	
30	The charity should disclose the following in its annual report: a. Number of Board meetings in the year; and b. Each Board member's attendance.	5.3	Yes	
31	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Yes	

SN	CALL FOR ACTION	CODE ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance", please explain.
32	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.	5.5	Yes	
33	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively.  a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	5.6a	Yes	
34	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively.  a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	5.6b	Yes	
35	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	Yes	
<b>Principle 6: The charity communicates actively to instil public confidence.</b>				
36	Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1	Yes	
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes	
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Yes	



# ESG Efforts

## ENVIRONMENTAL



### TECHNOLOGY AND AUTOMATION FOR GREENER OPERATIONS

THK Nursing Home has embraced sustainability through strategic technology upgrades and automation. A comprehensive refresh of ward-based computer systems ensures improved performance and compatibility with modern software standards. The implementation of a digital service request portal has transitioned operations to a fully paperless system, reducing reliance on printed forms and manual recordkeeping while supporting data-driven decision-making.

### ECO-FRIENDLY DISINFECTION PRACTICES

The introduction of the Pudu disinfectant robot reflects a forward-thinking approach to environmental care. Using UV-C light and ultrasonic dry mist technology, the robot minimizes the use of chemical disinfectants and reduces waste. Its programmable cleaning cycles, automated docking system, and real-time monitoring features promote energy-efficient operations and responsible resource management.

### EFFICIENCY AND RESOURCE OPTIMIZATION

Automation has significantly enhanced maintenance workflows, enabling faster response times and reducing the risk of equipment failure. This contributes to lower energy consumption and extends the lifespan of assets. The portal's integrated tracking and analytics help identify operational inefficiencies and optimize resource allocation, supporting smarter and more sustainable facility management.

### SUSTAINABLE FOOD PRACTICES

The introduction of the Pudu disinfectant robot reflects a forward-thinking approach to environmental care. Using UV-C light and ultrasonic dry mist technology, the robot minimizes the use of chemical disinfectants and reduces waste. Its programmable cleaning cycles, automated docking system, and real-time monitoring features promote energy-efficient operations and responsible resource management.



## SOCIAL



### FAIR EMPLOYMENT AND WORKPLACE PRACTICES

THK Nursing Home is committed to creating a safe and supportive workplace for all staff. We abide by the fair employment practices under the Tripartite Guidelines and Ministry of Manpower (MOM) regulations. Human Resource policies and staff salaries are regularly reviewed to ensure compliance, internal equity, and transparency, fostering a conducive, respectful and inclusive work culture.

### WORKPLACE SAFETY AND MENTAL HEALTH SUPPORT

The Nursing Home prioritizes a safe and healthy work environment through regular fire safety briefings and drills, infection control training such as mask-fitting and vaccination drives, and vendor-led training sessions. Mental health awareness activities and access to support programmes are also provided to help staff manage stress and maintain emotional resilience.

### STAFF WELL-BEING AND BENEFITS

Beyond the hygiene factors, THK Nursing Home provides staff with a range of benefits to support their well-being. These include corporate membership passes, dental care, employee's birthday celebration and quarterly fruit distributions. Such initiatives promote physical health, morale, and a sense of appreciation among employees.

### RESIDENT ENGAGEMENT AND COMMUNITY INCLUSION

We actively collaborate with educational institutions and corporate partners to organize meaningful, volunteer-led activities for residents. These include chilled-out sessions, horse therapy, pet therapy, and outings to nearby coffee shops where residents can enjoy buying their own meals. These activities empower residents and foster emotional well-being, independence and social connection, contributing to a vibrant and inclusive community.

## GOVERNANCE



### GOVERNANCE AND COMPLIANCE

THK Nursing Home adheres to governance guidelines and principles as an Institution of Public Character (IPC). It places strong emphasis on risk management and regulatory compliance to ensure transparency and accountability in its operations.

### POLICY AND PROCEDURE MANAGEMENT

Policies and procedures—including procurement and vendor due diligence—are documented and reviewed regularly. Staff and board members declare any conflicts of interest annually to uphold integrity in decision-making.

### DATA PROTECTION, CYBERSECURITY, AND WHISTLEBLOWING

Confidential whistleblowing channels are maintained to support ethical practices. The Nursing Home also enforces data protection measures aligned with the Personal Data Protection Act (PDPA), along with cybersecurity controls to safeguard sensitive information and prevent unauthorized access.

### BOARD COMMITMENT AND EVALUATION

THK Nursing Home's Board is committed to the highest standards of governance, guided by the Commissioner of Charities. It complies with all principles outlined in the Charity Portal's Code of Governance 2024, ensuring alignment with best practices for large Institutions of Public Character (IPCs).



# Organisation Chart

## The Management Team



**THKNH Limited**  
Ardi S. Hardjoe  
Chief Executive Officer

CEO Ardi S. Hardjoe has over 20 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**  
Michael Foo  
Director (Nursing Home)  
(Appointed 17 February 2025)

Director Michael Foo brings over 20 years of experience in running healthcare facilities.



**THK Nursing Home @ Hougang**



### Operations

Steven Ho  
Acting Head  
(Appointed 1 March 2025)



### Nursing

Vijaya Maruthanayagam  
Head of Nursing  
(Appointed 24 March 2025)

### Social Work

Ng Hsu Fen  
Medical Social Worker



### Finance

Sam Sheng Yi  
Head of Finance



### HR & Admin

Govindarasu Manoj  
HR Consultant



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



Julie Sim Chay Khing  
Centre Manager  
(Appointed 1 April 2025)



**THK Home Care Services**



Nur Athirah Azhari  
Senior Executive

# 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 provide 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 optimised by delaying the onset and/or worsening of chronic illnesses with the fine balance of healthy living.

As 1 of the 4 providers of subsidised home care in Singapore, our **Interim-Care Service** strives to relieve the hospital '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 SERVICES:
FY24/25	 <b>147</b> staff	 <b>38</b> staff	 <b>35</b> staff
FY23/24	 <b>142</b> staff	 <b>36</b> staff	 <b>36</b> staff

## Nursing Home @Hougang

FY24/25:

**278**

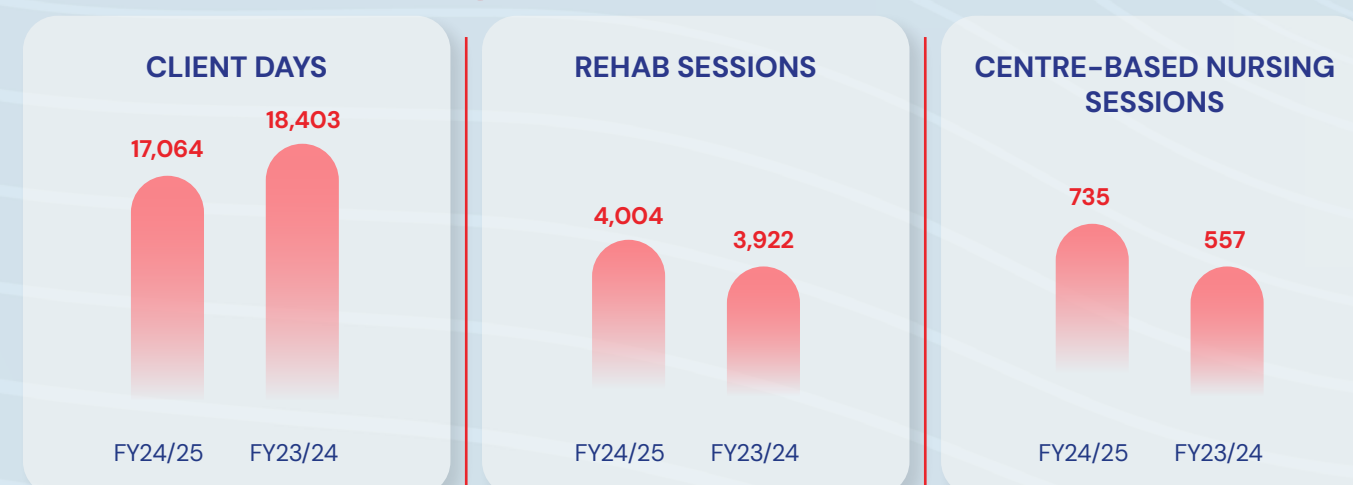
Beds Occupied  
(113 Dementia patients)



**4**

Reintegration to Community  
(Discharging independently or returned to family)

## Senior Care Centre @Kaki Bukit



## Home Care Services

	HOME PERSONAL CARE HOURS	INTERIM-CARE HOURS	HOME HEALTH CLIENTS	HOME HEALTH SESSIONS
FY24/25	<b>24,762</b>	<b>8,208</b>	<b>756</b>	<b>15,084</b>
FY23/24	<b>14,890</b>	<b>7,356</b>	<b>291</b>	<b>9,062</b>

## Summary Financial Performance

FY24/25

Total Income	Total Expenditure	Net Surplus
<b>S\$ 25,165,794</b>	<b>S\$ 19,375,341</b>	<b>S\$ 5,790,453</b>

## Principal Funding Resources

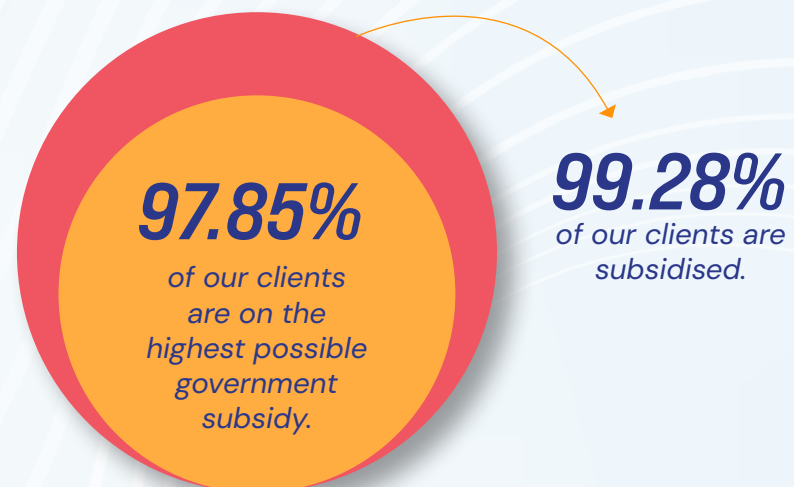
Thye Hua Kwan Nursing Home Limited is financially supported by government grants, programme fees and donations.



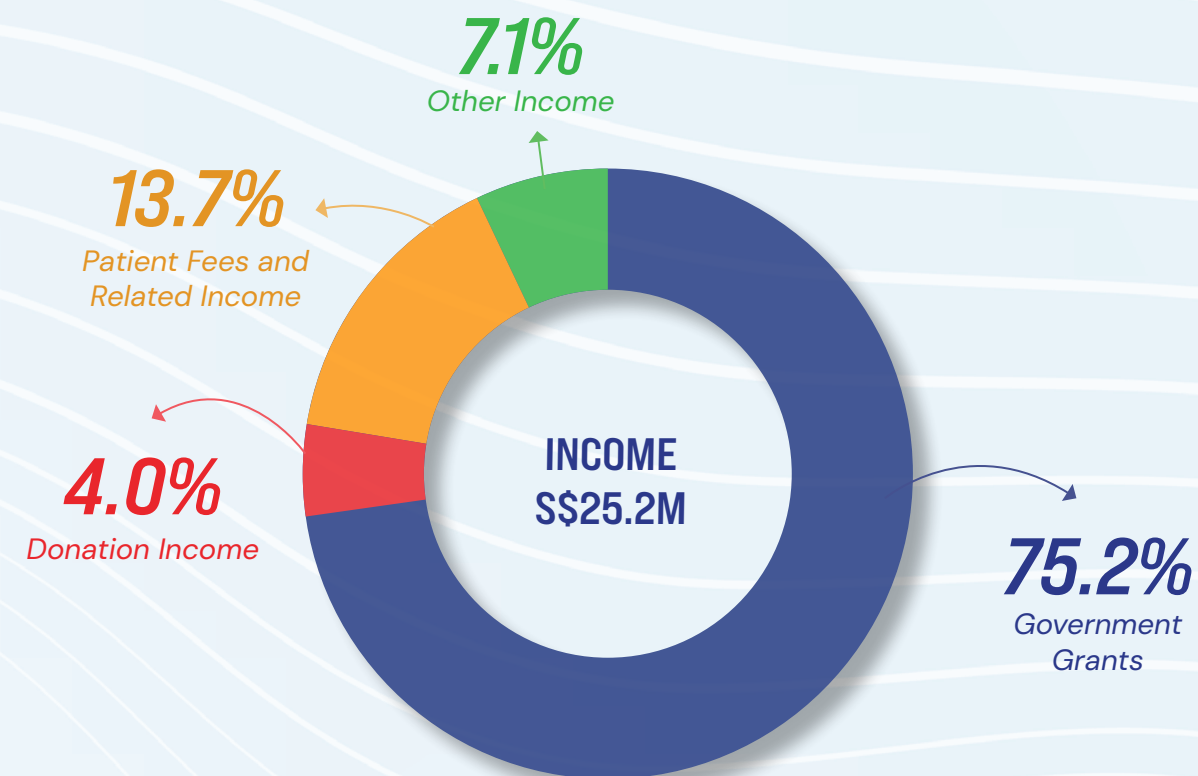
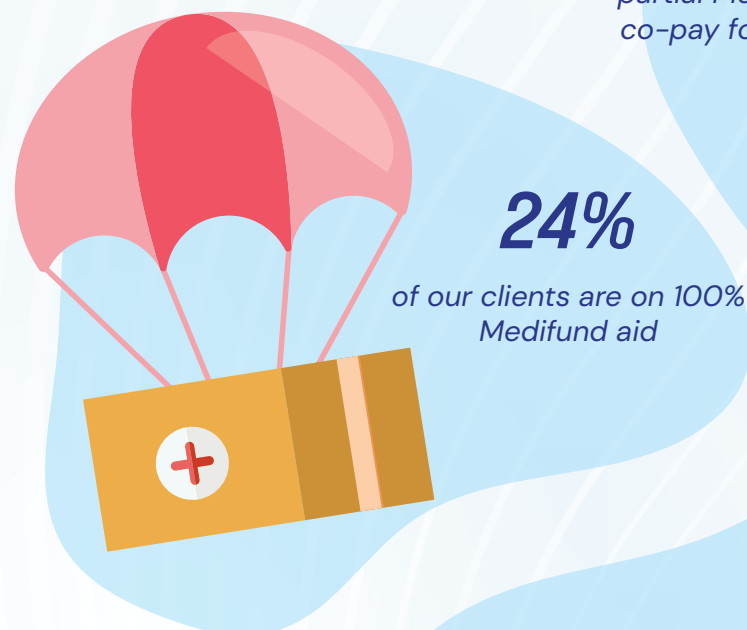
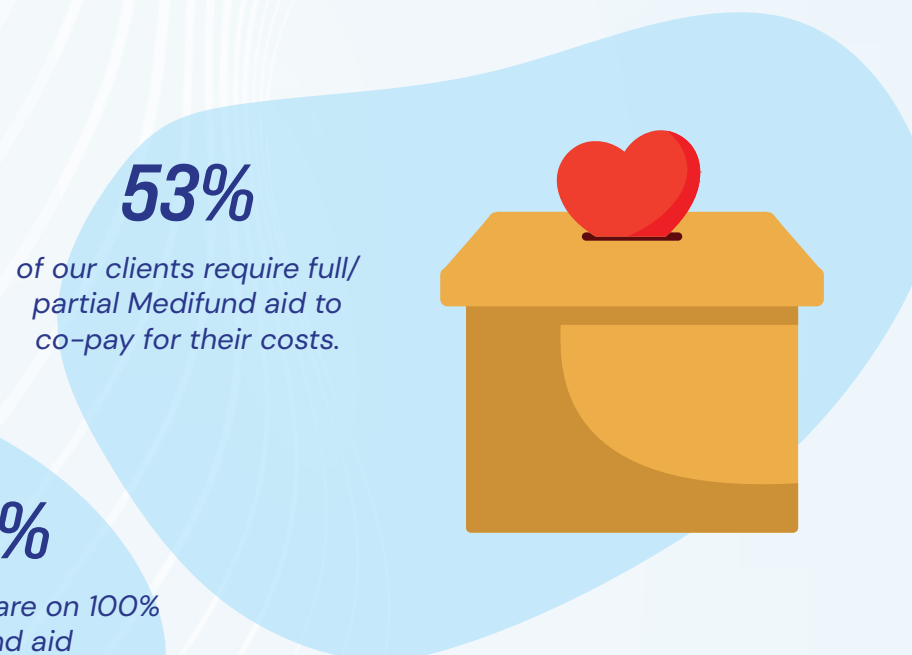


# Serving the Most Needy

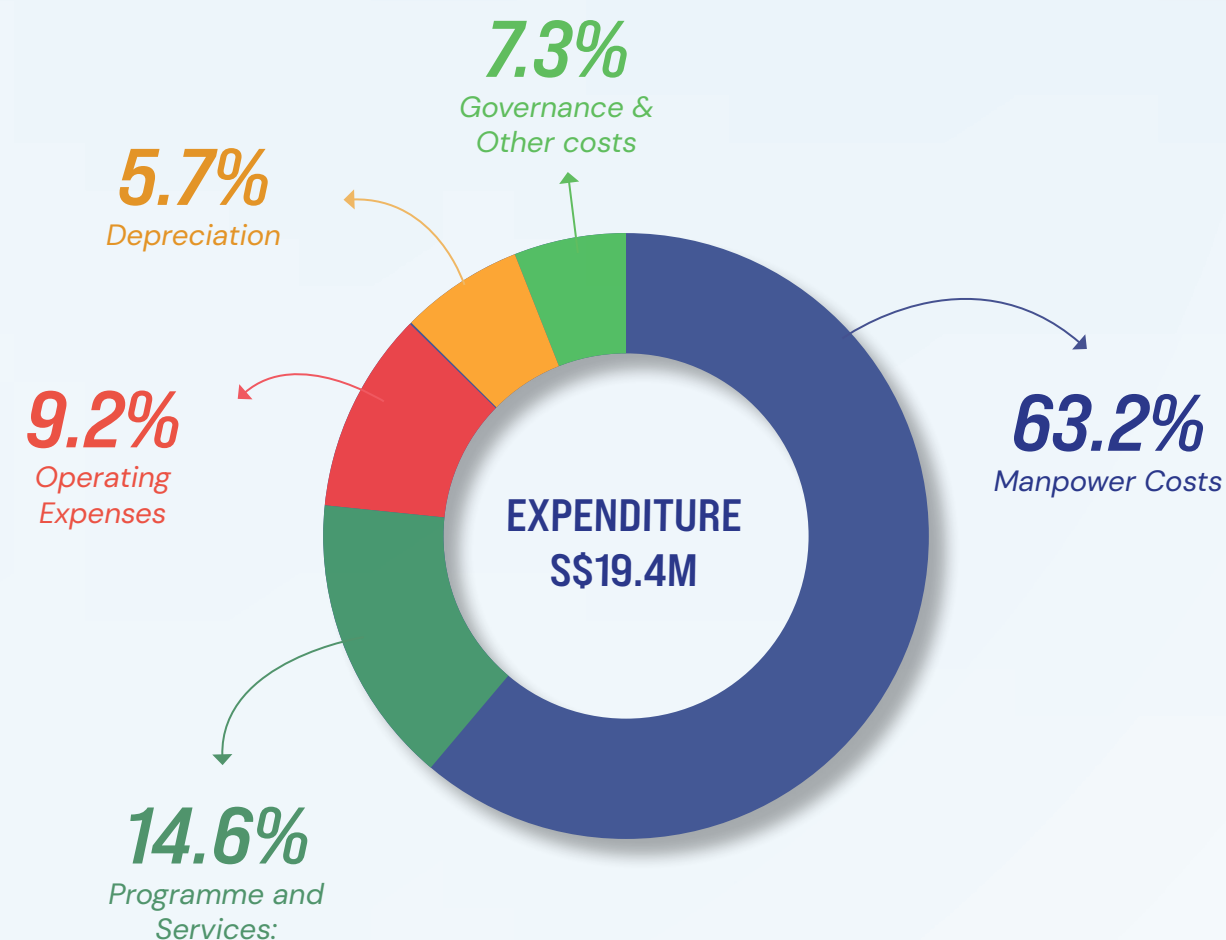
Thye Hua Kwan Nursing Home Limited is committed to serving the most needy clients in our society.



For the needy and financially disadvantaged



Our fundraising efficiency ratio is 29.5%



How Your Donation Makes a Difference

\$60



1 day  
Medical/Nursing Services  
1 elderly

\$150



1 month  
Diaper Supply  
1 elderly

\$300



1 month  
Meals Supply  
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/>

For via our online donation portal:  
<https://www.giving.sg/thye-hua-kwan-nursing-home-limited>



# Strength Through Volunteerism

For this FY, we were heartened to welcome new volunteers who joined our committed team in making a difference. Alongside our long-time partners, these individuals brought fresh energy, compassion, and a shared desire to uplift lives through simple yet powerful acts of kindness. Whether through time spent in meaningful conversations, supporting activities, or offering a listening ear, their presence has enriched our community in countless ways. We are deeply grateful for the kindness that continues to ripple through our home, fostering connection, dignity, and hope.

ORGANISATION	ORGANISATION TYPE	TYPE OF EVENT	TOTAL
ACES Care Ltd	Charity Organisation	CSR /Activity	1
Adventure Rangers	Religious Organisations	Befriending/Activity/Entertainment	1
Agency for Integrated Care (AIC)	Ministries/Government Agencies	Befriending/Activity/Entertainment	1
Ahmad Ibrahim Secondary School	Schools/JC/ Polytechnics & University	Befriending/Activity/Entertainment	1
AIA Toastmasters Club	Corporate	CSR /Activity	1
Andersen Secondary School	Schools/JC/ Polytechnics & University	Befriending/Activity/Entertainment	1
Anderson Serangoon Junior College	Schools/JC/ Polytechnics & University	Befriending/Activity/Entertainment	2
Anglo Chinese School Independent	Schools/JC/ Polytechnics & University	Befriending/Activity/Entertainment	5
Anglo Chinese School Junior College	Schools/JC/ Polytechnics & University	Befriending/Activity/Entertainment	1
Barley Secondary School	Schools/JC/ Polytechnics & University	Befriending/Activity/Entertainment	1
Bedok Reservoir-Punggol CC and RCs	Community Club/Sports	Befriending/Activity/Outing	4
Betty Teo & Ukulele Group Performers	Organised Groups/Entertainment	Entertainment	2
Bloomback (Floral Therapy)	Art & Craft School	Art & Craft	1
BNP PARIBAS	Corporate	CSR /Activity	3
Buddhist Life Mission	Religious Organisations	Befriending/Activity/Entertainment	8
CHIJ St Nicholas Girls School	Schools/JC/ Polytechnics & University	Befriending/Activity/Entertainment	1
Church of St Vicent De Paul	Religious Organisations	Entertainment	1
CompassVille Primary School	Schools/JC/ Polytechnics & University	Befriending/Activity/Entertainment	1
Crystal & Friends	THK NH Volunteers	Befriending/Activity/Entertainment	1
Dancing Mind	Social Enterprise	Therapy	1
Dell Technologies	Corporate	CSR /Activity	1
Derek Koh Agency (Prudential)	Corporate	CSR /Activity	1
Diana & Friends	THK NH Volunteers	Befriending/Activity/Entertainment	1
Dover Court International School	Schools/JC/ Polytechnics & University	Befriending/Activity/Entertainment	5
Down Bad Football Club	Organised Groups/Entertainment	Befriending/Activity/Entertainment	1
Equal Ark (Horse Therapy)	Social Enterprise	Animal Assisted Therapy	17
Eton House International School	Schools/JC/ Polytechnics & University	Befriending/Activity/Entertainment	8
Ferninda Family and Friends	THK NH Volunteers	Befriending/Activity/Entertainment	1
Filipino Caregivers Group	THK NH Volunteers	Befriending/Activity/Entertainment	45
Finger Hope	Art & Craft School	Art & Craft	31



ORGANISATION	ORGANISATION TYPE	TYPE OF EVENT	TOTAL
Global Foundries	Corporate	CSR /Activity	1
Great Eastern Life	Corporate	CSR /Activity	3
Greendale Primary School	Schools/JC/ Polytechnics & University	Befriending/Activity/Entertainment	1
Hamonies of Hope Orchestra	Organised Groups/Entertainment	Entertainment	2
Hwa Chong International	Schools/JC/ Polytechnics & University	Befriending/Activity/Entertainment	7
I'm Soul Inc	Social Enterprise	Music Therapy	13
Institute of Technical Education College Central	Schools/JC/ Polytechnics & University	Befriending/Activity/Entertainment	2
Jasmine Ng Birthday Celebration	THK NH Volunteers	Befriending/Activity/Entertainment	1
Jen's Hairdressers Group	THK NH Volunteers	Residents Haircutting	12
Kidz Meadow Preschool	Pre-Schools	Befriending/Activity/Entertainment	1
Life Journey Project Bernice Chang	THK NH Volunteers	Befriending/Activity/Entertainment	5
Link Reit Investment	Corporate	CSR /Activity	1
LOGOS & City Sprout	Corporate	CSR /Activity	1
Lynn Loke – Sound Healing	THK NH Volunteers	Therapy	8
Maha Bohdi School	Schools/JC/ Polytechnics & University	Befriending/Activity/Entertainment	5
Mandarin Oriental Hotel Singapore	Corporate	CSR /Activity	3
MapleBear Serangoon North	Pre-Schools	Befriending/Activity/Entertainment	1
Master Card	Corporate	CSR /Activity	1
McDonalds Restaurant (Hougang)	Corporate	CSR /Activity	1
Mercu Learning Point	Schools/JC/ Polytechnics & University	Befriending/Activity/Entertainment	1
Microsoft Seattle, USA	Corporate	CSR /Activity	1
Ministry of Defence (MINDEF)	Ministries/Government Agencies	Befriending/Activity/Entertainment	1
Montfort Secondary School	Schools/JC/ Polytechnics & University	Befriending/Activity/Entertainment	4
MS Amlin Marine Services Pte Ltd	Corporate	CSR /Activity	1
Mutts & Mittens (Pet Therapy)	Social Enterprise	Animal Assisted Therapy	1
My FirstSkool	Pre-Schools	Befriending/Activity/Entertainment	2
Nagomi Art by Vanshika	THK NH Volunteers	Befriending/Activity/Entertainment	18
Nanyang Technological University	Schools/JC/ Polytechnics & University	Befriending/Activity/Entertainment	2
Nex Venture	Corporate	CSR /Activity	5
North East CDC	Ministries/Government Agencies	Befriending/Activity/Entertainment	1
NUS Community Service Club	Schools/JC/ Polytechnics & University	Befriending/Activity/Outing	1
Ocarina Circle Kuon Music Grp (Japan)	Organised Groups/Entertainment	Entertainment	1
Overseas Chinese Banking Corporation (OCBC)	Corporate	CSR /Activity	1
Pasir Ris Altantis RN	Community Club/Sports	Befriending/Activity/Entertainment	2
PCF Sparkletots – Various Centres	Pre-Schools	Befriending/Activity/Entertainment	3
Pearline Teo & Childrens Performance	THK NH Volunteers	Befriending/Activity/Entertainment	1
Penanshin Shipping Pte Ltd	Corporate	CSR /Activity	1
People Association Grassroots	Ministries/Government Agencies	Outing	1
Play for Good (AIC)	Organised Groups/Entertainment	Entertainment	4
Prudential Assurance Company (Various Agencies)	Corporate	CSR /Activity	1
Raffles Kidz International Teachers	Pre-Schools	Befriending/Activity/Entertainment	1
Rotary Club of the Garden City	Community Club/Sports	Befriending/Activity/Entertainment	1
SanCare Asia	Social Enterprise	Exercise & Entertainment	4

ORGANISATION	ORGANISATION TYPE	TYPE OF EVENT	TOTAL
Satheswary Rasandran & Volunteers	THK NH Volunteers	Befriending/Activity/Entertainment	1
Sg Art Class	Art & Craft School	Art & Craft	8
Silver Hair Band	Organised Groups/Entertainment	Exercise & Entertainment	10
SIM iCare	Schools/JC/ Polytechnics & University	Befriending/Activity/Entertainment	1
Singapore Police Force (Trainees)	Ministries/Government Agencies	Befriending/Activity/Entertainment	1
Singapore Polytechnic	Schools/JC/ Polytechnics & University	Befriending/Activity/Entertainment	1
Singapore University of Social Services (SUSS)	Schools/JC/ Polytechnics & University	Befriending/Activity/Entertainment	1
Sowers Group (Novena Church)	Religious Organisations	Befriending/Activity/Entertainment	1
Spark Playhouse Pte Ltd	Pre-Schools	Befriending/Activity/Entertainment	1
St Peter & Paul Church Choir Group	Religious Organisations	Entertainment	1
Sunshine Group Volunteers	Organised Groups/Entertainment	Befriending/Activity/Entertainment	1
SuperWorld Electronics	Corporate	CSR /Activity	1
T. Roew Price	Corporate	CSR /Activity	1
The City Church Group	Religious Organisations	Befriending/Activity/Entertainment	1
The Esplanade Singapore	Organised Groups/Entertainment	Entertainment	1
Toa Payoh Chinese Methodist Church	Religious Organisations	Befriending/Activity/Entertainment	2
Tots & Teddies	Corporate	CSR /Activity	1
Vintedge Pte Ltd	Corporate	CSR /Activity	1
Westbourne College Singapore	Schools/JC/ Polytechnics & University	Befriending/Activity/Entertainment	1
XinMin Secondary School	Schools/JC/ Polytechnics & University	Befriending/Activity/Entertainment	6
Yoga Exercises by Stella Seet	THK NH Volunteers	Exercise & Games	4
Yoges & Friends	THK NH Volunteers	Befriending/Activity/Entertainment	1
Young Christian Students Movement	Organised Groups/Entertainment	Entertainment	1

**TOTAL: 325**

**REGISTERED  
VOLUNTEERS**



**178**

Volunteer Registration up to  
FY23/24



**146**

Volunteer Registration  
FY24/25

Total

**324**

Volunteers are now able to register online without the need to call or email. The link for registration is <https://thknhsocialservicesconnect.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 in accordance with the categories of volunteers, profile and suggested activities
- Define clear and concise practice of volunteers' scope of work
- Ensure that all volunteers are selected and evaluated based on standards required



# Highlights of The Year

## Events & Activities

### THK NURSING HOME (Hougang)

#### ONE COMMUNITY, ONE NATION: ALJUNIED GRC & HOUGANG SMC NATIONAL DAY CELEBRATIONS

We were incredibly honoured to have Senior Minister Lee Hsien Loong joining us in celebrating Singapore's 59th Birthday! His warm interaction with the community, including our residents, made the day even more memorable. His visit brought smiles to many faces, creating a deep sense of pride and unity as we honoured our nation.



#### A DAY OF JOYFUL ENGAGEMENT WITH THKNH RESIDENTS WITH RAFFLES KIDZ INTERNATIONAL

Raffles Kidz International held a full-day staff retreat at our nursing home, where 50 staff members actively engaged with our residents through various meaningful activities in both the hall and the wards. Our residents enjoyed a wonderful time, filled with fun, laughter, and warmth, thanks to the dedicated efforts of the volunteers.



## Events & Activities

### THKNH Senior Care Centre (Kaki Bukit)



#### SIA HEARTFELT OUTREACH

We were delighted to host the Singapore Airlines cabin crew for a heartwarming morning of volunteering with our seniors. The crew enthusiastically participated in activities such as morning exercises, arts and crafts, karaoke, and even helped serve lunch to our seniors with dementia. Their feedback summed it up perfectly: "We had a wonderful volunteering experience!"

#### A DAY IN NATURE: SENIOR CARE CENTRE OUTING TO BIRD PARADISE

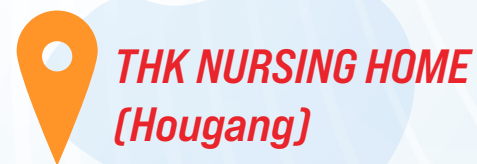
Our seniors enjoyed a wonderful day at Bird Paradise, immersed in the vibrant sights and sounds of nature. With colourful, exotic birds soaring above and lush, scenic landscapes surrounding them, the outing offered moments of joy, relaxation, and inspiration. From engaging feeding sessions to gentle strolls along beautifully designed aviaries, this visit provided a refreshing experience for everyone. Our dedicated staff and volunteers ensured that each participant felt supported, making this day both memorable and uplifting.





# Highlights of The Year

## Projects & Initiatives



**THK NURSING HOME  
(Hougang)**

### LONDON STUDY TRIP

Our participation in the London Study Trip offered valuable insights into global best practices in aged care. From smart technology integration to person-centred design, the experience deepened our understanding of innovative care models that support ageing with dignity. The knowledge gained will help THK Nursing Home enhance our care environment, strengthen staff capabilities, and explore new ways to enrich the lives of the seniors we serve.

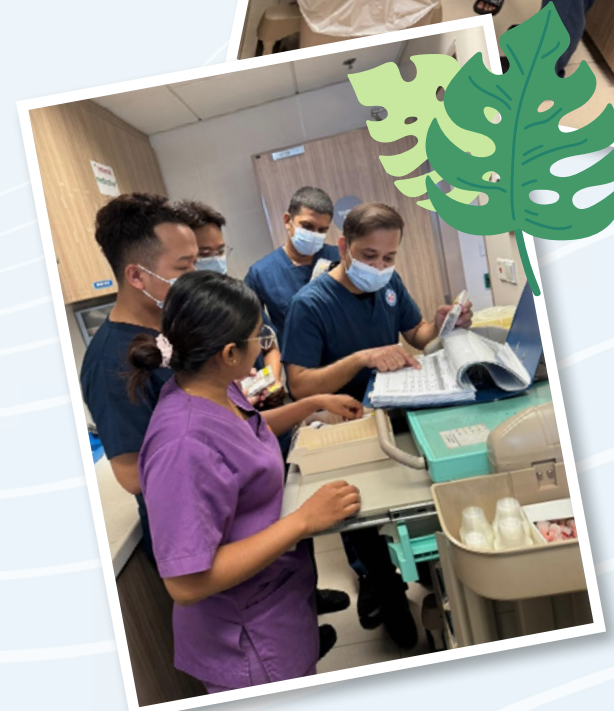


### DIGNITY REMINISCENCE

Dignity Renaissance programme not only offers families a cherished keepsake but also emphasises the vital importance of respecting and valuing our elderly residents. By creating stunning, personalised portraits, this programme highlights each resident's unique story and achievements, fostering a profound sense of pride and connection. This initiative ensures that our residents are celebrated with dignity, providing families with lasting memories that honour their loved ones' lives and legacies. This programme not only preserves the essence of each resident but also reinforces their significance within their families and communities, making a meaningful impact on how aging and life are appreciated.

### CREATIVE ARTWORK BY OUR RESIDENTS

At THK Nursing Home, we believe every individual has a story to tell and one of our talented residents recently shared theirs through a beautiful piece of artwork. Their creative expression reflects not only artistic skill, but also resilience, imagination, and the joy of making something meaningful. We're proud to provide a space where creativity thrives and where every art piece speaks of dignity and purpose.



### ENHANCING SAFETY THROUGH POLYPHARMACY MANAGEMENT

As part of our commitment to person-centred care, we prioritise the safe and effective use of medications through proactive polypharmacy management. Many of our residents live with multiple chronic conditions that require several medications. While essential, this can also increase the risk of adverse drug interactions, side effects, and reduced quality of life. Our team works closely to conduct regular medication reviews, ensuring that each prescription remains necessary, safe, and effective. By streamlining medication regimens, we reduce the risk of complications and enhance our residents' overall well-being. This careful and collaborative approach not only supports better clinical outcomes but also empowers our residents to enjoy a healthier, more comfortable daily life.



# Highlights of The Year

## Projects & Initiatives

### THK Senior Care Centre (Kaki Bukit)



#### WHERE STRENGTH GROWS WITH CARE

Our senior's rehabilitation journey is one of quiet strength and determination. Despite moments of fatigue, he remains committed to his exercises, finding joy and purpose in each session. His progress reflects the transformative power of personalised therapy and the supportive environment where resilience blossoms every day.

#### A HOLISTIC PATH TO WELLNESS

At SCC, our rehabilitation approach blends gentle garden walks, targeted limb-strengthening exercises, and lively group sessions with music. This trio supports physical mobility, emotional uplift, and social connection, empowering our seniors to thrive with confidence and joy.



## Projects & Initiatives

### THK Home Care Service

#### THK HOME CARE SERVICE PROJECT R.I.C.E.

An annual nationwide donation drive led by youth leaders from the Singapore Red Cross, providing food and essentials to vulnerable families in partnership with Family Service Centres and Community Care providers. This collaboration supported the distribution of essentials to 177 of HCS's most needy clients, with HCS staff actively involved in packing and delivering the bundles, demonstrating their commitment to helping those in need.





# Special Feature



**THK NURSING HOME (Hougang)**

## Charity Transparency Award

Thye Hua Kwan Nursing Home is honoured to receive the CHARITY TRANSPARENCY AWARDS 2024. A prestigious accolade celebrating our unwavering dedication to transparency and accountability. This recognition underscores our commitment to integrity and excellence, and we are sincerely grateful for this acknowledgment. We pledge to continue upholding the highest standards of openness and accountability in all our efforts.



## PRESENTATION OF CHARITY TRANSPARENCY AWARDS THYE HUA KWAN NURSING HOME LIMITED



# Awards and Accolades



At the 13th APAC  
Eldercare Innovations  
Awards 2025, THKNH  
were finalists for the  
following awards:

**Equal Ark Horse Therapy**



that helps combat social isolation and improve social outcomes for older persons



to engage and enable cognitive rehabilitation for older persons with dementia



that engage, enable rehabilitation and happiness for older persons living with dementia

**ElderGlow**



that enables older persons to age-in-place

**CareConnect**



that supports opportunities for professional career growth in the ageing sector

**Dignity Renaissance**



that empowers older persons to live well and age with dignity

**Vital Bloom**



that promotes improvement in physical or cognitive health outcomes for older persons



## Nourishing Lives:

### OUR RESIDENTS SHARING INSIGHTS ON NUTRITION AND WELLNESS

In a recent CNA filming, our resident shared insights on how proper nutrition boosts health and well-being, especially for the elderly. The interview highlighted their experience with our nutritious meal plans, stressing the importance of balanced diets in maintaining energy and preventing illness. It also showcased our kitchen staff's commitment to providing tailored, high-quality meals that meet our residents' specific needs.



## THKNH insights

### RESIDENTS WITH NO NEXT OF KIN IN NURSING HOMES

Mr. Michael Foo, Director of Thye Hua Kwan Nursing Home, said that wherever feasible and at the residents expressed desire, the home tries to reach out to estranged family members to ask about their potential interest in visiting the residents. However, he noted that initial efforts to contact next of kin are typically done by the referring source such as restructured hospitals.

<https://www.channelnewsasia.com/today/ground-up/nursing-welfare-homes-elderly-next-kin-4964516>





# Resolution







# In the Near Future

## ***THKNH's future plans***

In 2025, THKNH will be taking on a 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 fulfil our strategic thrusts of

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

Projects include:

1. Client-related: Upgrading and renewing rehabilitation and medical equipment to enhance service delivery.
2. Staff-related: Implementing an enhanced HR system to streamline and optimise processing.
3. Operations-related: Driving efficiency through robotics and process automation.
4. Community-related: Partnering with a local bus operator to install sensory pods at bus interchanges, supporting passengers with dementia or ADHD.

## ***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. Community Silver Trust (CST) projects



*Exemplary*





# Our Partners

ACES Care Ltd
Adventure Rangers
Agency for Integrated Care (AIC)
Ahmad Ibrahim Secondary School
AIA Toastmasters Club
Andersen Secondary School
Anderson Serangoon Junior College
Anglo Chinese School Independant
Anglo Chinese School Junior College
Barley Secondary School
Bedok Reservoir–Punggol CC and RCs
Betty Teo & Ukulele Group Performers
Bloomback (Floral Therapy)
BNP PARIBAS
Buddhist Life Mission
CHIJ St Nicholas Girls School
Church of St Vicent De Paul
CompassVille Primary School
Crystal & Friends
Dancing Mind
Dell Technologies
Derek Koh Agency (Prudential)
Diana & Friends
Dover court International School
Down Bad Football Club
Equal Ark (Horse Therapy)
Eton House International School
Ferninda Family and Friends
Filipino Caregivers Group
Finger Hope
Global Foundries
Great Eastern Life
Greendale Primary School
Hamonies of Hope Orchestra
Hwa Chong International
I’m Soul Inc

IMI Hydronic Engineering (Partners)
Institute of Technical Education College Central
Jasmine Ng Birthday Celebration
Jen’s Hairdressers Group
Kidz Meadow Preschool
Life Journey Project Bernice Chang
Link Reit Investment
LOGOS & City Sprout
Lynn Loke – Sound Healing
Maha Bohdi School
Mandarin Oriental Hotel Singapore
MapleBear Serangoon North
Master Card
Max Tan – Chalimax
McDonalds Restaurant (Hougang)
Mercu Learning Point
Microsoft Seattle, USA
Ministry of Defence (MINDEF)
Montfort Secondary School
MS Amlin Marine Services Pte Ltd
Mutts & Mittens (Pet Therapy)
My FirstSkool
Nagomi Art by Vanshika
Nanyang Technological University
Nex Venture
North East CDC
NUS Community Service Club
Ocarina Circle Kuon Music Grp (Japan)
Overseas Chinese Banking Corporation (OCBC)
Pasir Ris Altantis RN
PCF Sparkletots – Various Centres
Pearline Teo & Childrens Performance
Penanshin Shipping Pte Ltd
People Association Grassroots

Play for Good (AIC)
Prudential Assurance Company (Various Agencies)
Raffles Girls School (Partners)
Raffles Kidz International Teachers
Rotary Club of the Garden City
SanCare Asia
Satheswary Rasandran & Volunteers
Sg Art Class
Silver Hair Band
SIM iCare
Singapore Police Force (Trainees)
Singapore Polytechnic
Singapore University of Social Services (SUSS)
Sowers Group (Novena Church)
Spark Playhouse Pte Ltd
St Peter & Paul Church Choir Group
Sunshine Group Volunteers
SuperWorld Electronics
T. Roew Price
The City Church Group
The Esplanade Singapore
Toa Payoh Chinese Methodist Church
Tots & Teddies
Vintedge Pte Ltd
Westbourne College Singapore
XinMin Secondary School
Yoga Exercises by Stella Seet
Yoges & Friends
Young Christian Students Movement

# Our Kind Donors

ACKNOWLEDGING OUR KIND DONORS WHO DONATED \$1,000 AND ABOVE.

## Companies

ACE SEMI CONDUCTOR SOLUTIONS PTE LTD
ADDP ARCHITECTS LLP
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CHIJ ST NICHOLAS GIRLS SCHOOL
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DE PACK PTE LTD
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ACE SEMI CONDUCTOR SOLUTIONS PTE LTD
ADDP ARCHITECTS LLP
AM GLOBAL PTE LTD
APP ADVISERS PTE LTD
AT4S PTE LTD



Individuals

ANG WEI SHUEN
ANNIE LIM TSUI GEOK
BELATED MR LOW KIM HER
CHAN KUM LOON
CHAN SALLY
CHAN SOOK YING
CHAY OH MOH
CHEN QIONGHUA
CHENG YOUJIANG
CHIA ZHAO SHAN ELSEN
CHIN MEI FONG
CHING KUEI HUANG
CHIOW PHENG LIM
CHNG JOO CHYE
CHONG NGEN YOONG
CHOO CHIAU BENG
CHUA KAN TEE (DECEASED)
CHYE SWEE PHENG
DR TEO SZE YIUN
ENG SIU SIEW LISA
GOH CHEE KIANG
GOH GUO WEI PAUL
GOH JING SUA
GOH PUAY HOON
GUI SIEW KHENG
HENG PENG SENG
HENG WEI YEOW
HO BEE TAT
HO SEONG PENG
IN MEMORY OF DR SOON SIEW BEE
JENNY CHEW

JO NARDE BERG
JOEL GOH KWANG SOON
KEK LIONG
KHOO CHEE BEEN
KOH AH CHOO
KWA BEE WEE
LAM YEN KOON
LATE MDM KUA LAI POO
LATE YAM YEW TIONG
LEE HIONG LAN
LEE PAU HEONG
LEE SU MIN
LEE WEI KAI
LEONG FOOK CHOOI
LEOW YIN TECK
LIM BOO LEONG
LIM BOON ENG JULIE
LIM CHENG HENG
LIM PING PING
LIM SAW ENG
LIM SIEW LAN
LIM TIONG KIM
LOH CHOH YAU
LOI HUI QING BELINDA
LOW BEE TIN
LOW KIM HER (DECEASED)
LOW PAK SING
LOW PECK RUN
LOW YOKE CHENG KAREN
LYE CHEE HOONG
LYNN

MICHAEL CHOW
NEO NUE HONG
NEO SIEW CHOON
NG CHEE WENG
NG HEONG PIN
NG SI MIN ANNABELLA
NG XIAO HUI
OAN CHIM SENG
ONG AH SIEW
ONG KIAM CHYE
OOI AH CHENG
PANG SIEW YONG
PHUA GIM HOCK
PHUA WAN TING
POH GEOK KIW
PYEI PHYO THAN
QUAH KEE SWEE
QUEK ZI TING
S K TOW
TAI CHEONG HUI
TAI SWEE HOON
TAN AI PING
TAN EE BENG
TAN KIM BIAU
TAN MANG LIE
TAN YANG CHONG ALLAN
TAY BOON SUAN
TAY SIEW NGOH
TAY THUAN WEE
TAY YEW CHEE
TIONG SHU

TOH KEN TECK
WEE PAI GEOK
WONG FOO SANG
WONG KIT PING
WONG PHIN FOH
YEE LAI CHING
YEO CHOU BOON
YEO WEI NING WILLY
YEOH AH CHIAH
YIM KHEE MENG
ZHENG YU HUA
TOW SOON KIM
TRESA WEE
WANG WAI LIAN
WOON CHIEW LAN (DECEASED)
YEE LAI CHING
YEOH AH CHIAH
YEOH PHAIK HONG
YU TIONG SOON
ZHANG MEIXIANG
ZHENG XUXIN



# Services Directory

## **THK Nursing Home @ Hougang**

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## **THK Senior Care Centre @ Kaki Bukit (Bedok North)**

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Singapore 460534  
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Fax: +65 6812 9869  
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## **THKNH Home Care Services**

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太和觀 THK

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(Business Address)



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68129869



[enquiry@thknh.org.sg](mailto:enquiry@thknh.org.sg)



[www.thknh.org.sg](http://www.thknh.org.sg)