



太和觀 THK

Serving with
Heart
Leading with
Purpose

ANNUAL REPORT
2025/2026

THYE HUA KWAN NURSING HOME LIMITED



Cornerstone



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Cornerstone



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About Us



Vision

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



Mission

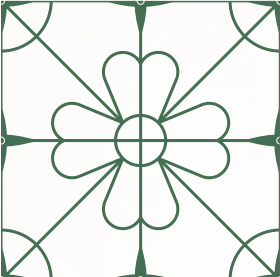
To make THKNH Ltd the preferred partner by providing the best person-centred care to every elderly and an integrated suite of step-down care services to assist them in the Community.



Objectives

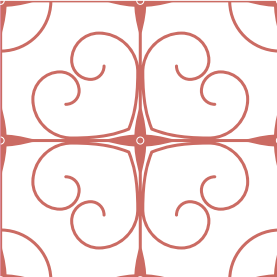
In line with the Singapore government's focus on quality aged care services, THKNH Ltd was set up in 2013 to respond to the arrival of a 'silver tsunami' and the anticipated increasing demand for Nursing Home beds. Being client-focused, we hope to provide, as far as possible, integrated and seamless 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.

Core Values



Vision

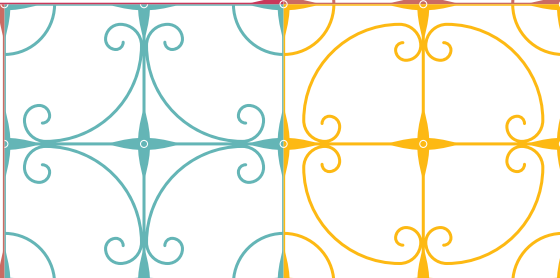
To Serve Mankind through Evidence Based, Person-Centred Care for the Elderly.

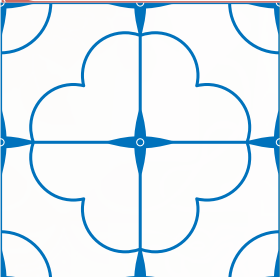




Building

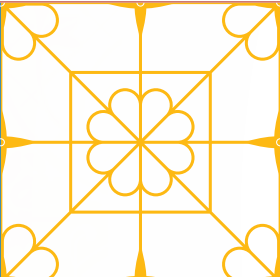
Manpower Capabilities

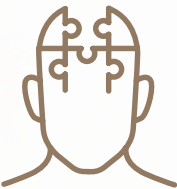





Positive

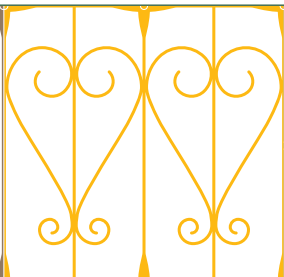
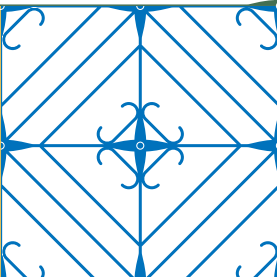
Client Experience





Enhanced

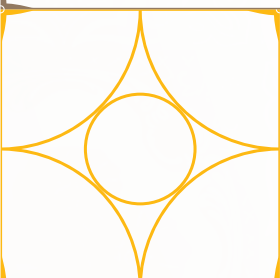
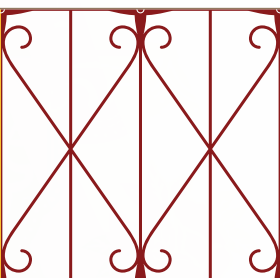
Dementia Specific Capacity

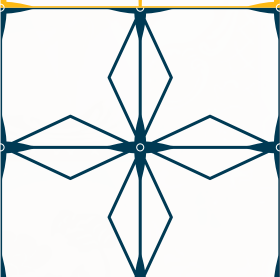
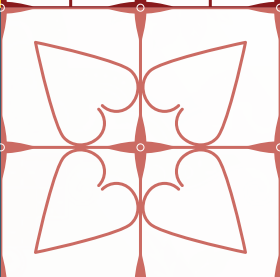
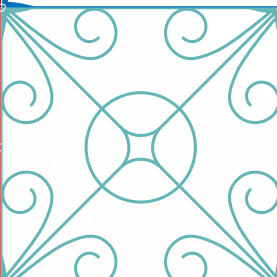
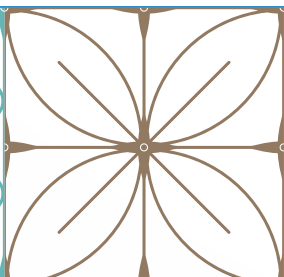
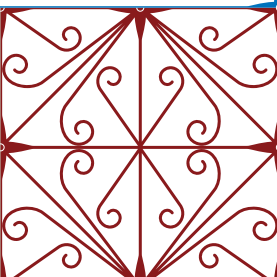





Evidence-based

Culture

"Heart" Model of Care

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



- 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.



- 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.



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



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



- 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

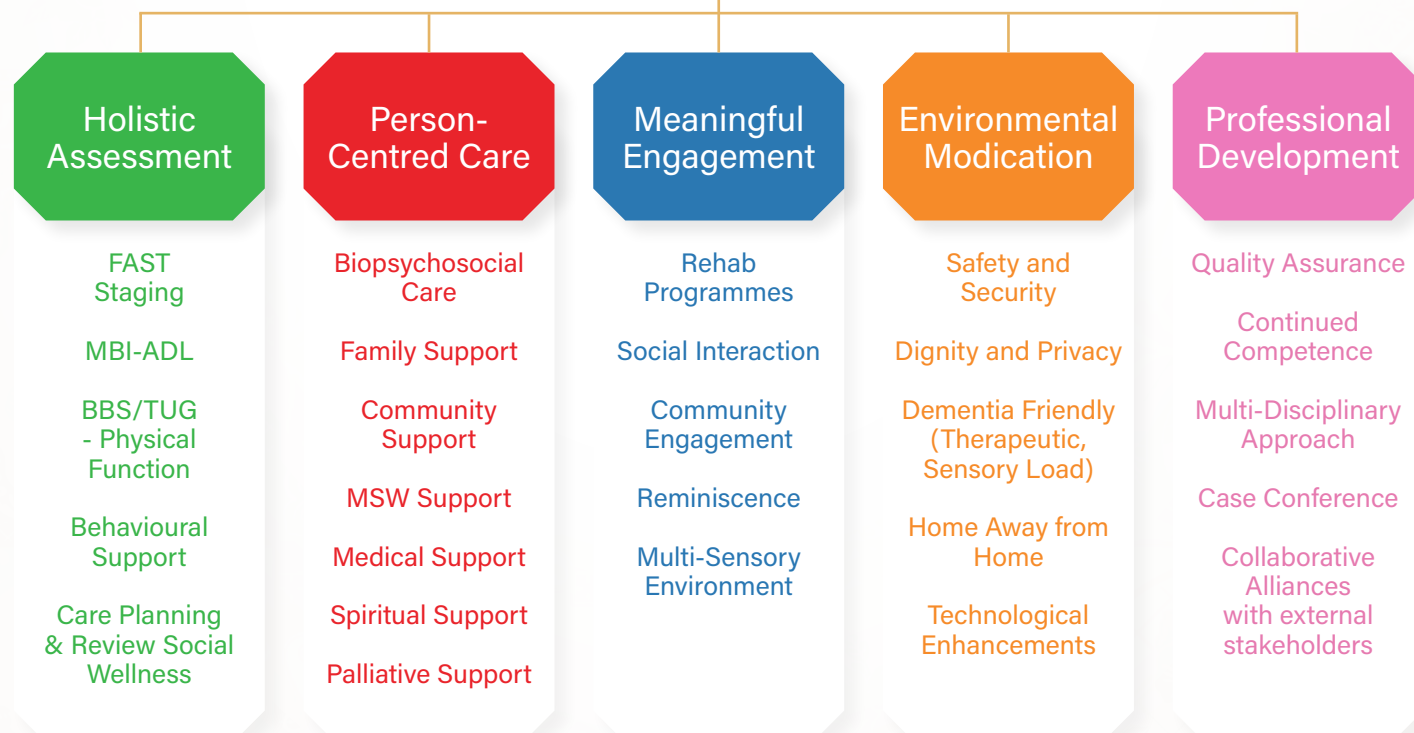
In order to be at the forefront of providing eldercare services, THKNH believes in providing person-centred and evidence-based care for our elderly clients. Currently at Hougang NH, we have 114 beds dedicated to dementia patients. For Tanjong Katong NH, we also have 2 levels of dedicated dementia beds totaling at 96. This, along with many general elderly residents also being diagnosed with dementia is why we developed this care framework.

Dependent on 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.

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

Bankers:

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



Chairman's Message

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

On behalf of the Board of Directors, it is my privilege to present our Annual Report for FY2025/26.

This has been an important year for Thye Hua Kwan Nursing Home Limited (THKNH). We have continued to strengthen the services we provide today while preparing the organisation for its next stage of growth. At the same time, the year has reinforced an important responsibility for the Board: to ensure that as THKNH grows, we remain focused on why we exist and accountable to the seniors, families and communities we serve.

Why We Do What We Do

Singapore is ageing rapidly. By 2030, one in four Singaporeans will be aged 65 and above. Behind this demographic change are individuals, each with their own experiences, relationships and needs, and each deserving to live with dignity, respect and a sense of belonging.

This is why THKNH exists.

Our role is not simply to provide accommodation or clinical care. It is to provide care that supports seniors as their needs change. Today, THKNH's work extends beyond residential care at our nursing home in Hougang. We also provide senior care and rehabilitation through our Senior Care Centre and Day Rehabilitation Centre, as well as nursing, medical and personal care in the homes of seniors through our Home Care Services.

This broader role is important. Not every senior needs the same form of care, and the right support may change over time. THKNH must therefore continue to build the capability to support seniors in different settings and at different stages of their care journey.

For the Board, growth is not an end in itself. What matters is whether we can grow responsibly while maintaining the quality of care, financial sustainability and trust that our organisation has built over the years.

Our Responsibility as Stewards

The Board has been entrusted with the responsibility of safeguarding THKNH's mission and ensuring that the organisation remains sustainable, accountable and prepared for the future.

Good stewardship requires us to look beyond immediate needs. It means exercising financial discipline, maintaining strong governance, managing risks responsibly and making decisions that are in the long-term interests of the organisation and the people we serve.

This responsibility has been particularly important as THKNH prepares to expand its residential care capacity. The Board has considered not only what we can do, but what we should do, and whether our organisation has the capability and resources to do it well.

We also recognise that THKNH's strength does not lie only in its buildings or systems. It lies in our people, our culture and the standards we set for ourselves. Protecting these foundations while preparing the organisation for the future is an important part of our role as stewards.

A Strategic Step Forward

The development of our second nursing home at Tanjong Katong is a significant step in THKNH's growth since its establishment in 2016.

The decision to expand was made with a clear purpose: to strengthen our ability to respond to Singapore's growing need for quality residential eldercare and to bring THKNH's experience and capabilities to another community.

During the year, substantial work was undertaken to prepare the new home. This included putting in place the people, systems and operating arrangements required for a new nursing home, while ensuring that the physical environment is designed around the needs of the seniors who will live there.

The new home is purpose-built with dementia-friendly features, rehabilitative spaces, landscaped areas and design elements that reflect the heritage of the Tanjong Katong neighbourhood. These are important features, but the Board is clear that the quality of a nursing home ultimately depends on the care provided within it.

As the organisation expands, we will continue to provide close oversight to ensure that growth is properly managed and that the standards and values of THKNH remain firmly in place.

Building for the Next Decade

As THKNH approaches its tenth anniversary, it is a good time to consider not only what we have built since 2016, but what the next ten years will require of us.

The eldercare landscape will continue to change. Seniors are living longer, care needs are becoming more complex, workforce pressures remain significant, and technology is creating new possibilities for how care can be delivered. THKNH must be ready for these changes.

This means continuing to strengthen our residential services while developing our community and home-based care capabilities. It means investing in our people, using technology where it genuinely improves care and productivity, and building an organisation that is financially and operationally sustainable.

Most importantly, we must continue to grow without losing sight of the standards and values that have earned the confidence of the community.

With Appreciation

To our residents and their families, thank you for the trust you place in THKNH. It is a responsibility that we do not take lightly.

To our employees and volunteers, thank you for your commitment and the work you do every day to support our seniors.

I also thank our donors, sponsors, partners and supporters for their continued confidence in THKNH, and my fellow Board members for their counsel, commitment and stewardship.

As we move towards our next decade, our responsibility is clear: to build on what THKNH has done well, address what we can do better, and ensure that the organisation remains worthy of the trust placed in it.

Sincerely,

Mr. Richard Eu

Chairman

Thye Hua Kwan Nursing Home Limited



CEO's Message

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

FY2025/26 was a year of significant progress for Thye Hua Kwan Nursing Home Limited (THKNH). We strengthened our existing services, expanded our community and home-based care, and spent much of the year preparing for the opening of our second nursing home at Tanjong Katong.

The work was across different parts of the organisation, but the objective was the same: **to provide better care and support for the seniors and families who depend on us.**

More Than a Nursing Home

THKNH today is more than a nursing home.

Our work spans residential care at THK Nursing Home @ Hougang, senior care and rehabilitation at THK Senior Care Centre @ Kaki Bukit and our Day Rehabilitation Centre, and nursing, medical and personal care delivered in the homes of seniors through our Home Care Services.

This matters because seniors have different needs, and those needs can change over time. Our role is to build the capability to support them in the right setting, whether that is a nursing home, a senior care or rehabilitation centre, or their own home.

During FY2025/26, we continued to build on each of these areas.

At THK Nursing Home @ Hougang, we cared for 276 residents, including 110 residents living with dementia. Bed occupancy remained above 95 per cent throughout the year. Nine residents were successfully reintegrated into the community or returned to their families.

These outcomes are important. A nursing home is not only a place where people receive care. Where possible, we should also help residents maintain or regain their abilities and return to the community or their families.

Keeping Residents Connected

Good care extends beyond what happens in the wards.

During the year, our residents took part in 329 volunteer activities and events involving schools, corporate partners, religious organisations and community groups. We welcomed 160 newly registered volunteers, bringing our volunteer community to 306.

Activities ranged from animal-assisted therapy and music performances to cultural workshops and group activities. These programmes give residents opportunities to remain connected, active and engaged, and they are an important part of creating a good living environment.

Strengthening Care in the Community

Our community services also continued to grow.

At THK Senior Care Centre @ Kaki Bukit, we recorded 17,305 client days and delivered 5,532 rehabilitation sessions, compared with 4,004 sessions in the previous year.

Our Home Care Services team delivered 16,895 home nursing sessions, 1,887 home medical sessions and 24,592 hours of home personal care.

The scale of these services reinforces why THKNH needs to look beyond residential care. There are seniors who need rehabilitation, seniors who need support during the day and seniors who need care brought to them at home.

We need to continue strengthening these services and, importantly, improve the connections between them.

Our People and Their Performance

None of this happens without our people.

This year, 32 staff received Silver Awards and 7 received Gold Awards at the SingHealth Service Quality Awards. Another 12 staff received Silver Awards at the AIC Community Care Excellence Awards. We also had 3 finalists at the Eldercare Innovation Awards.

I am pleased that our staff have received this recognition. But awards are not the objective. The real test is whether the same standards are reflected in the care we provide every day.

As THKNH grows, we need to continue developing our frontline staff and leaders, strengthen our teams and make sure our people have the skills and support to manage increasingly complex care needs.

This will be particularly important as we move from operating one nursing home to operating two.

Preparing for Tanjong Katong

FY2025/26 also involved substantial work to prepare our second nursing home at Tanjong Katong.

The soft opening of the new home in March 2026 marked an important milestone after many months of planning and preparation. We had to put in place the people, systems, processes and operating arrangements needed to start a new nursing home properly.

We also recruited and prepared a new team of 75 staff, with training and orientation focused not only on their individual roles, but on the standards and culture we expect across THKNH.

The new home has dementia-friendly features, a rehabilitative gym and therapy hub, landscaped gardens and Peranakan-inspired design that reflects the character of the neighbourhood.

The building is important. **But the real test starts when the first resident moves in.**

We now need to make sure that the systems work, the team works well together and the quality of care is consistent from the start. Just as importantly, we need to learn from the experience and continue improving as the new home develops.

Serving Those Who Need Us Most

Our mission is also reflected in the people we serve.

In FY2025/26, 99.28 per cent of our residents received subsidised care, while 83.69 per cent received the highest level of government subsidy. More than half required MediFund assistance to co-pay for their care, and 34 per cent were seniors without family support.

These figures matter. They show that THKNH serves many seniors who have significant financial or social needs.

For us, providing quality care also means ensuring that the care remains accessible to those who need it. That requires us to be disciplined about our resources and sustainable in how we operate.

What We Need to Do Better

As we approach our tenth anniversary, I am proud of how much THKNH has developed since 2016. But growth also brings new responsibilities.

We now have two nursing homes, senior care, rehabilitation and home-based services. The next step is to make these capabilities work better together.

We need to strengthen the links between residential, centre-based and home care. We need to continue improving rehabilitation and community services. We need to use technology where it can genuinely improve care, productivity or the experience of our seniors and staff. And we need to continue developing the leaders and teams who will carry THKNH forward.

At the same time, we have to remain disciplined. Growing an organisation is relatively straightforward compared with growing it while maintaining quality, culture and financial sustainability.

That is the challenge for the years ahead.

Thank You

I want to thank our residents and families for trusting THKNH.

To our staff and volunteers, thank you for the commitment you show every day. The recognition our staff received this year is encouraging, but the bigger achievement is the consistent work that happens every day across our services.

I also thank our Board, donors, sponsors, partners and supporters for their continued confidence in THKNH.

We have come a long way since 2016. We have more services, more capability and a second nursing home.

But growth by itself is not enough.

The next ten years should be about becoming better at what we do, reaching more seniors who need us, and making sure that growth translates into better care.

That is the work ahead.

Sincerely,

Mr. Ardi S. Hardjoe

Chief Executive Officer

Thye Hua Kwan 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 5 sub-committees namely Finance Committee, Audit Committee, Human Resource Committee, Investment 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 Lee Kim Siang
Member

Chairman
Ang Mo Kio-Thye Hua Kwan
Community Hospital
Date of Appointment
28 Aug 2013



Mr Koh Juay Meng

Treasurer

Retired
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 Thiruthakka Devan s/o K Perumal

Member

Consultant
Miltrade Technologies Pte Ltd
Date of Appointment
22 May 2023



Ms Tan Khiaw Hgoh

Member

Director
Singapore Land Group Ltd
Date of Appointment
6 Sep 2024



Mr Ong Ser Huan

Member

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



Mr Chang Long Jong

Member

Retired
Date of Appointment
11 Jan 2019



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 Holdings Pte Ltd
Date of Appointment
14 Mar 2025

Related Entities Listing and Governing Board Members

As of FY2025/2026

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 Lee Kim Siang	Member	-	Vice-Chairman	Chairman
Mr Ong Ser Huan	Member	Vice-Chairman	Secretary	Member
Mr Chang Long Jong	Member	-	Member	-
Mr Koh Juay Meng	Treasurer	-	Vice-Chairman/ Treasurer	Member
Mr Ng Kok Kiang Lawrence	Member	Vice-Chairman	Member	-
Mr Thiruthakka Devan s/o K Perumal	Member	-	-	-
Ms Tan Khiaw Hgoh	Member	-	-	Member
Ms Pauline Sim Seo Lian	Member	-	Member	-
Mr Colin Wang Ann Teng	Member	-	Member	-

Finance Committee
Ms Tan Khiaw Ngoh (Chairperson)
Mr Koh Juay Meng
Mr Colin Wang Ann Teng

Human Resource Committee
Mr Chang Long Jong (Chairperson)
Mr Ng Kok Kiang Lawrence
Mr Koh Juay Meng

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

Investment Committee
Mr Philip Tan Eng Seong (Chairperson)
Mr Lee Kim Siang
Mr Colin Wang Ann Teng

Nomination & Appointment Committee
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.

FY25-26 Board Meetings and Attendance

Name	Board Appointment	Meeting Attendance
Mr Richard Eu Yee Ming	Chairman	4/4
Mr Lee Kim Siang	Member	0/4
Mr Ong Ser Huan	Member	4/4
Mr Chang Long Jong	Member	2/4
Mr Koh Juay Meng	Treasurer	4/4
Mr Ng Kok Kiang Lawrence	Member	3/4
Mr Thiruthakka Devan s/o K Perumal	Member	4/4
Ms Tan Khiaw Hgoh	Member	3/4
Ms Pauline Sim Seo Lian	Member	3/4
Mr Colin Wang Ann Teng	Member	3/4

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, internal and external audit functions.

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

Investment Committee

The Investment Committee (IC) was formed to assist the Board in fulfilling oversight responsibilities in reviewing and approving significant investments of the nursing home. In performing its duties, the IC will maintain effective working relationships with the Board of Directors and Management. To perform his or her role effectively, each Committee member will obtain an understanding of the detailed responsibilities of Committee membership as well as the nursing home's business, operations and risks.

Name	Designation	Meeting Attendance
Mr Philip Tan Eng Seong	Chairperson	2/2
Mr Lee Kim Siang	Member	2/2
Mr John Teo Woon Keng	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.

Name	Designation	Meeting Attendance
Ms Tan Khiaw Ngoh	Chairperson	4/4
Mr Koh Juay Meng	Member	4/4
Mr Colin Wang Ann Teng	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	3/4
Mr Ng Kok Kiang Lawrence	Member	4/4
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

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	2

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)	\$41,056,870	\$32,775,036
B. Annual Operating Expenditure	\$21,210,065	\$19,375,341
Ratio of Reserves (A)/(B)	1.94:1	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:
- i. The conflicting interest is to be fully disclosed.
 - ii. The person with the conflict of interest is to abstain from the discussion, voting and approval of such a transaction.
 - iii. Competitive bids or comparable valuation are to be obtained.
 - iv. 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 2025/2026

SN	CALL FOR ACTION	CODE ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance', please explain.
Principle 1: The charity serves its mission and achieves its objectives.				
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	
Principle 2: The charity has an effective Board and Management.				
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	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. For all Board members: 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. 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). 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.	2.9a 2.9b 2.9c	Yes	
14	For Treasurer (or equivalent position) only: 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. 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	1.2	Yes	
Principle 3: The charity acts responsibly, fairly and with integrity.				
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	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. 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.	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	
Principle 4: The charity is well-managed and plans for the future.				
21	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. 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).	4.1a	Yes	
22	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as: i. Revenue and receipting policies and procedures; ii. Procurement and payment policies and procedures; and iii. System for the delegation of authority and limits of approval.	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	
Principle 5: The charity is accountable and transparent.				
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	

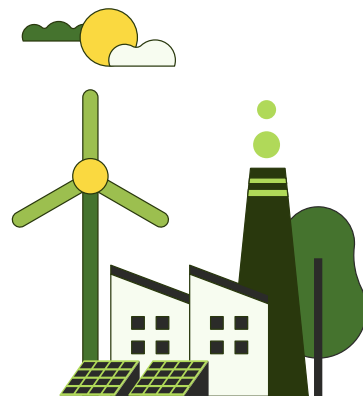
SN	CALL FOR ACTION	CODE ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
32	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose 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	
Principle 6: The charity communicates actively to instil public confidence.				
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 •

THK Nursing Home advanced sustainability through digitalisation and smarter resource management. Ward computer systems were refreshed and a new digital service request portal moved operations to a paperless, data-driven model, improving maintenance response times and reducing equipment downtime.

- Disinfectant robot: uses UV-C light and ultrasonic dry mist to cut chemical use and waste
- Sustainable food sourcing: seasonal, local ingredients to lower transport emissions
- Food waste reduction: portion control, supply tracking, composting and recyclable packaging with vendors



• Social •

The Home remains committed to a fair, safe and supportive workplace, alongside meaningful engagement for residents.

- Fair employment aligned with Tripartite Guidelines and MOM regulations, with regular HR policy review
- Staff well-being benefits: corporate membership passes, dental care, birthday celebrations and quarterly fruit distribution
- Workplace safety and mental health support: fire safety drills, infection control training, and stress management resources
- Resident engagement: partnerships for horse and pet therapy, and community outings that foster independence and connection



• Governance •

As an Institution of Public Character, THK Nursing Home upholds strong risk management, regulatory compliance and Board oversight.

- Data protection (PDPA) and cybersecurity controls, with confidential whistleblowing channels
- Regular review of policies and procedures, including procurement and annual conflict-of-interest declarations
- Board governance aligned with the Charity Portal's Code of Governance 2025



Organisation Chart

The Management Team

THKNH Limited

Chief Executive Officer

Ardi S. Hardjoe

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.

Director of Nursing Home

Kuak Keian Meng

Mr Kuak brings over 20 years of experience in management and social service. He was appointed on 10th December 2025.

THK Nursing Home @ Hougang

Operations

Steven Ho

Head
(Appointed 1 September 2025)

Nursing

Vijaya Maruthanayagam
Director of Nursing

Social Work

Sarojathevi Manickam
Medical Social Worker

Finance

Sam Sheng Yi
Finance Manager

HR

David Soh
HR Manager
(Appointed 25 August 2025)

THK Nursing Home @ Tanjong Katong

Nursing

Joanne Koh
Director of Nursing
(Appointed 1 October 2025)

Social Work

Ng Hsu Fen
Medical Social Worker

THK SCC @ Kaki Bukit (Bedok North)

Centre Manager

Julie Sim Chay Khing
(Appointed 1 April 2025)

Home Care Services

Assistant Manager

Nur Athirah Azhari

Our Services

Thye Hua Kwan Nursing Home Limited (THK Nursing Home Ltd) is an IPC-registered, non-profit voluntary welfare organisation established in 2013 in response to Singapore's rapidly ageing population and growing demand for elder-care services in the intermediate and long-term care sector. Covering the entire continuum of step-down care services, we operate residential Nursing Homes, Senior Care Centre, a range of home care services, and is an Integrated Community Care Provider (ICCP) of integrated and seamless person-centered care for seniors and their caregivers.

THKNH Institutional Care

RESIDENTIAL CARE

THK Nursing Home provides holistic care that addresses residents' physical, medical, emotional, social, and psychosocial needs. To meet these needs, THK Nursing Homes are equipped with beds, common space such as day rooms and activity areas to encourage social activity and cognitive engagement amongst the residents and visiting family members or volunteers.

THK Nursing Home @ Hougang serves up to 285 residents who require nursing care, including up to 114 clients living with dementia. 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.



THK Nursing Home @ Tanjong Katong opened in 2026, serving up to 294 residents in six floors of households. Nestled in the heart of Tanjong Katong, THK Nursing Home @ Tanjong Katong is committed to delivering evidence-based, person-centred care that honours the dignity and individuality of every resident. Inspired by the neighbourhood's rich Peranakan heritage, the thoughtfully designed environment fosters familiarity, comfort, and a deep sense of belonging.

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

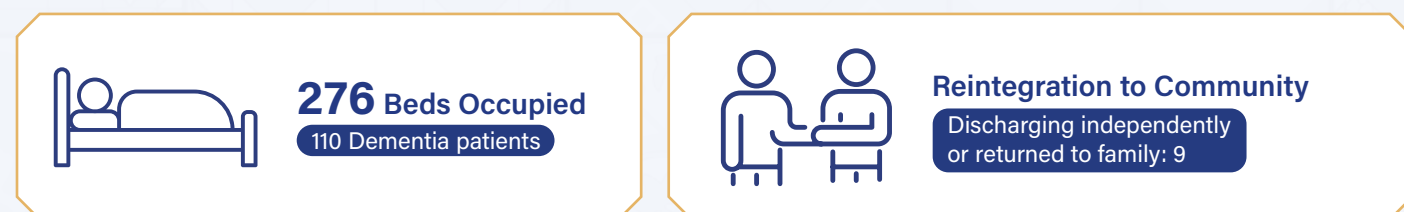


The Year At Large (FY25/26)

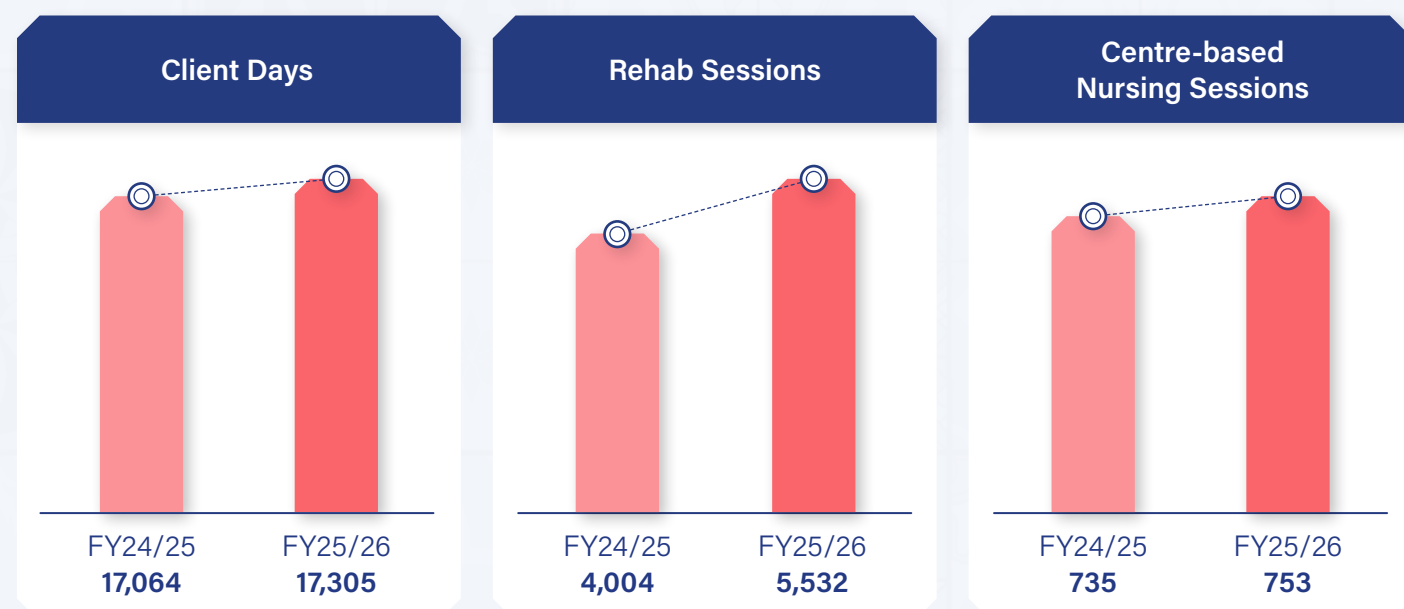
Manpower



Nursing Home @Hougang



Senior Care Centre @Kaki Bukit

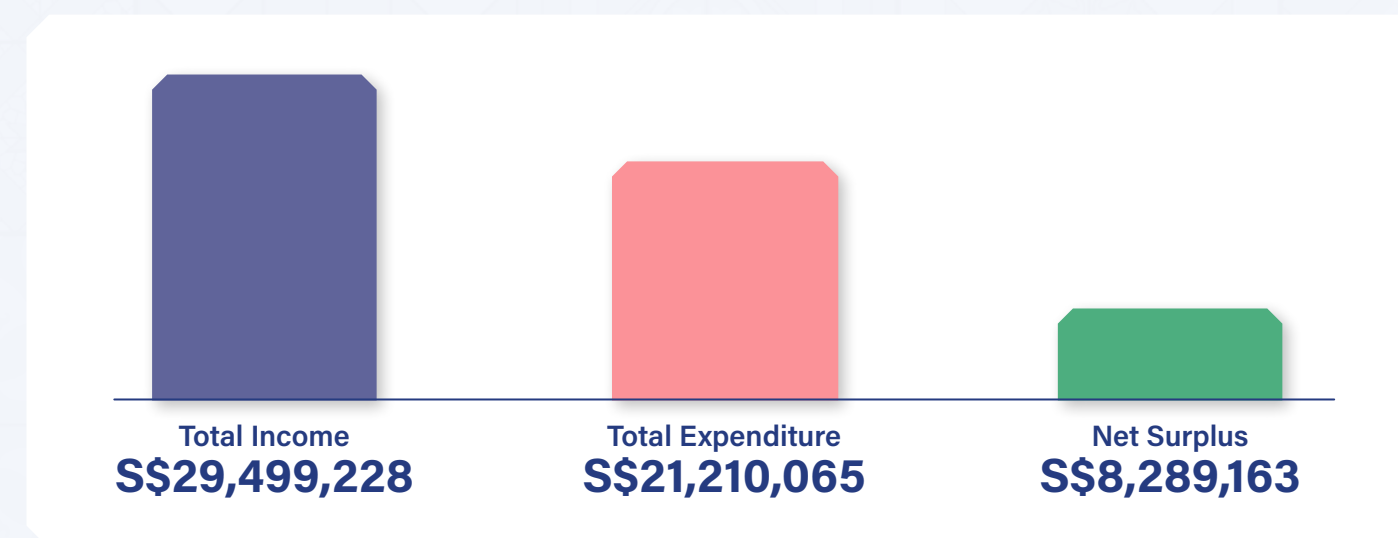


Home Care Services

Home Personal Care Hours		Interim-Care Hours		No. of Home Health Clients	
24,592	24,762	3,113	8,208	697	756
FY25/26	FY24/25	FY25/26	FY24/25	FY25/26	FY24/25

Home Health Sessions		
Home Nursing 16,895	Home Medical 1,887	15,084
FY25/26		FY24/25

Summary Financial Performance

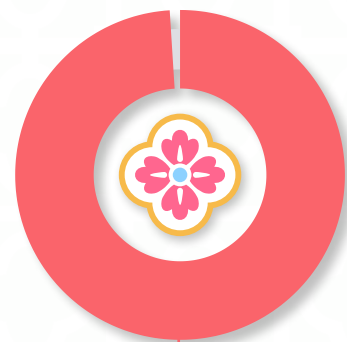


Principal Funding Resources

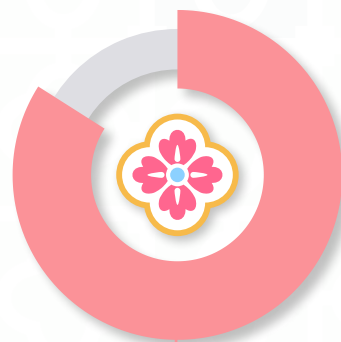
Thye Hua Kwan Nursing Home Limited is financially supported by government grants, programme fees and donations.

Serving the Most Needy

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



99.28%
of our clients are subsidised.



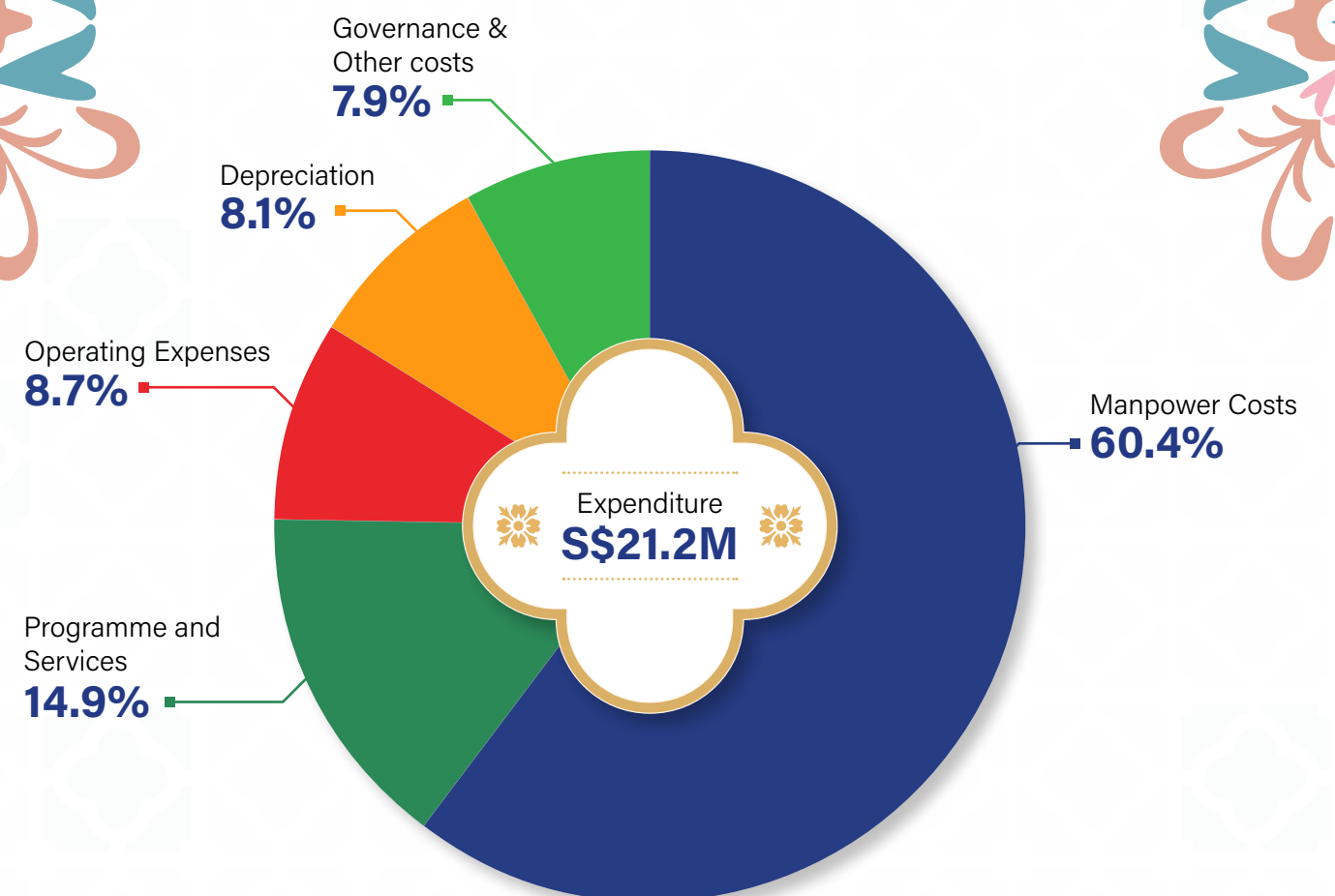
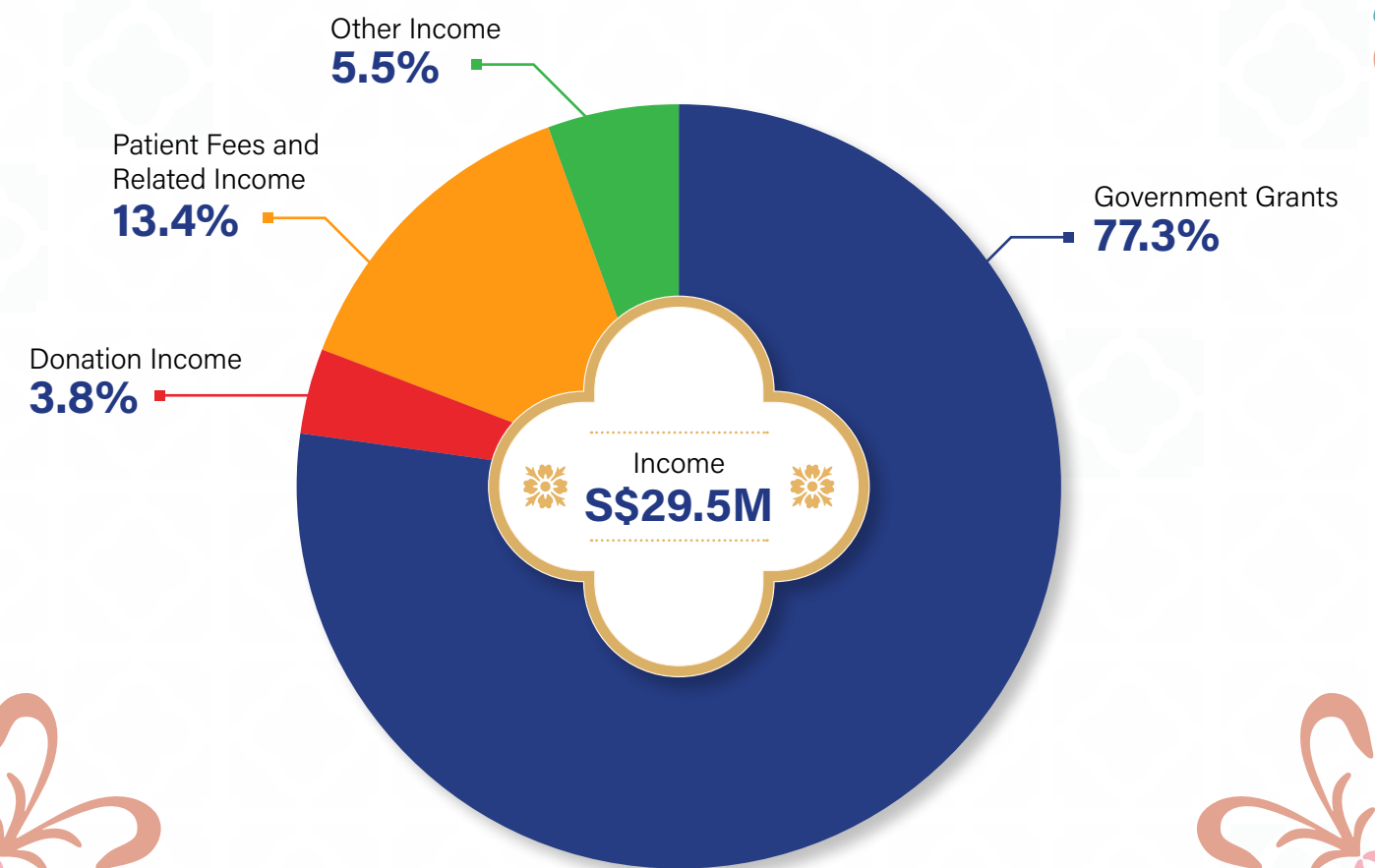
83.69%
of our clients are on the highest possible government subsidy.

For the needy and financially disadvantaged



56.52%
of our clients require full/partial Medifund aid to co-pay for their costs.

34%
seniors who are single, without any family support.



Our fundraising efficiency ratio is 29.9%

How Your Donation Makes a Difference



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



\$150
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 stabilised number of activities and events, including a significant increase in arts and craft activities particularly due to the initiation of the Peranakan workshop. There were also some new volunteers and partners on board.

FY 2025 / 2026 ACTIVITIES & EVENTS BY ORGANISATIONS			329	329
			FY25/26	FY24/25
S/No	Organisation Type	No of Activities		
1	Art & Craft School	32		
2	Charity Organisation	5		
3	Community Club/Sports	8		
4	Corporate	14		
5	Ministries/Government Agencies	3		
6	Organised Groups/Entertainment	14		
7	Pre-Schools	14		
8	Religious Organisations	11		
9	Schools/JC/ Polytechnics & University	42		
10	Social Enterprise	94		
11	THK NH Volunteers	92		
		329		

Registered Volunteers

	Volunteer Registration FY24/25	Volunteer Registration FY25/26	Total Current
Number of volunteers	146	160	306

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 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) •

THKNH Family Fiesta: A Day of Thrills at USS

Our THKNH community came together for a fun-filled Family Day at Universal Studios Singapore, enjoying thrilling rides, magical attractions, and quality time with loved ones. The event fostered unity and strengthened bonds, creating unforgettable memories for staff, clients, and their families. Our CEO Mr. Ardi highlighted the importance of togetherness in the opening speech, making the day a resounding success.



Grooving Down Memory Lane Silent Disco Style

Sponsored by National Heritage Board, as part of their accessibility initiative - Heritage Cares, in collaboration with social enterprise, SanCare Asia, Grooving Down Memory Lane programme's content is thoughtfully themed and curated with a combination of music, movement, games and sing-along segments through headphones. Residents got to enjoy their own silent disco as they travel back in time to explore the sounds, sights and maybe even smells of our glorious yesteryear. The programme is facilitated mainly in English and Mandarin (music segment will include songs in other mother tongue languages).

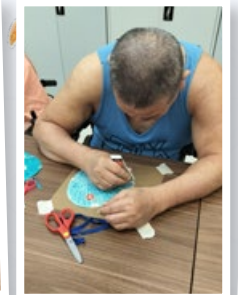
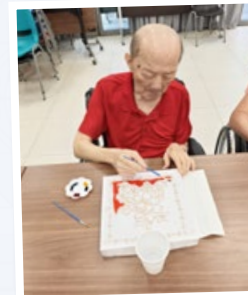


Animal-Assisted Therapy with Snow Pawttage

Our residents had a fantastic time engaging with 6 beautiful dogs of the Samoyed breed for few sessions in September 2025. These dogs are very calm and friendly as they are already resident dogs of a dog-petting cafe called Snow Pawttage. Residents got to pet them, feed them, brush their white and fluffy fur, as well as going for a short walk with the dogs in our sensory garden. A worthwhile sensory session for them as they enjoyed a day of pet therapy.

A Creative Tribute to Peranakan Culture

In anticipation of the opening of THK Nursing Home @ Tanjong Katong, our Hougang residents celebrated the occasion through a series of Peranakan-themed arts and craft workshops. From hand-sewn mini pillows and decorative fans to heartfelt canvas art, each creation was a beautiful expression of creativity, culture, and community spirit.



THKNH Dinner & Dance 2025: A Night to Remember

Laughter, music, and sparkle filled the air at our annual THKNH Dinner & Dance on 27 June 2025! With the theme of glamour, all the staff turned up in style for an evening of fun, food, and heartfelt celebration.

The night featured lively performances, exciting games, and a crowd-pleasing lucky draw.

It was a joyous night of bonding, appreciation, and unforgettable memories.



Highlights of the Year

Events & Activities

• @ THK NURSING HOME (Tanjong Katong) •

Our new nursing home @Tanjong Katong marked their soft opening on 9 March 2026. Though we have yet to welcome our first resident into the new home at that time, it was an auspicious day to celebrate with blessings from lion dances and a walkabout tour for our Board of Directors and staff. The event ended with sumptuous lunch in appreciation of this new milestone.



• @ THKNH Senior Care Centre (Kaki Bukit) •

In December 2025, SCC held their Volunteer Appreciation Luncheon to celebrate and thank all volunteers for their unwavering dedication and kindness towards our seniors. It was a meaningful afternoon where we gathered over lunch, shared laughter and expressed our heartfelt gratitude to them. This appreciation event marks the beginning of many more to come.

Some notable volunteers include Peter and Anna – Our Most Senior Volunteers Peter and Anna, our oldest volunteers, continue to inspire us with their unwavering dedication through music. As well as Monthly Birthday Angels – Our Indian Volunteer Group A dedicated group of Indian volunteers faithfully bakes cakes every month to celebrate our seniors' birthdays.



Parrot Therapy by Birdies and Family

The seniors had a joyful and heartwarming session during the Parrot Therapy visit by Birdies and Family. Many of them were excited to see and interact with the parrots up close. The colourful birds sparked curiosity, smiles and conversations among the seniors. It was wonderful to see how the presence of the parrots brightened the seniors' day and encouraged meaningful engagement.

Projects & Initiatives

Disinfection Robots

In 2025, THK Nursing Home @ Hougang deployed autonomous disinfection robots to complement the current sanitisation/terminal cleaning work.

With the autonomous disinfection robots, the Nursing Home is able to free up manpower committed disinfecting work for these high traffic contact points. This initiative would reduce:

- PPE consumption
- Staff risk in exposure through first cut disinfecting
- Man-hours required

These autonomous robots would also augment the need for cleaning staff to cross zones.



Data protection and cybersecurity enhancements

THKNH has been open to digitalisation and future-ready projects. We saw a greater need than before in tapping on technology to augment our operations. We also recognise the objective and importance of cybersecurity and complying with the data protection guidelines set by the data protection commission and the data protection act. To achieve this, we need to enhance our capabilities in data and IT infrastructure. This is where we tap on industry expert in IT to support our operations and data protection transformation and close our gaps towards building a cyber security safe and data-driven nursing home.

Awards and Accolades



2026 Singhealth Quality Service Awards

THKNH has won a total of 39 awards this time – 32 Silver and 7 Gold.

Gold Award Winners and THKNH's representatives attended the award ceremony graced by Guest of Honour Minister Ong Ye Kung, Minister for Health. The annual ceremony was held at National University's Cultural Centre, Ho Bee Auditorium.

AIC's Community Care Excellence Awards 2025

THK Nursing Home took home 12 silver individual awards. Our winners below got to receive a \$100 and award certificates.

Individual Awards

ASIONG LENY INGOSAN
Staff Nurse

GAURAV
Nursing Aide

Jyoti Devi
Nursing Aide

KHAING YADANAR AUNG
Nursing Aide

MANIKANDAN SANGEETHA
Nursing Aide

Joey Ho Chu Yi
Programme Executive

Radiah Binte Kamis
Healthcare Assistant

Nur Ain Natasha Binte Rahim
Social Worker

Federico Tabios Guban Jr
Senior Care Associate

Nann Ei Khaing
Senior Care Associate

Ye Min Aung
Senior Care Associate

Kyaw Zayar Lwin
Senior Care Associate

Ageing Asia's 14th Asia Pacific Eldercare Innovation Awards 2026

Thye Hua Kwan Nursing Home recently took home the finalists awards at the 14th Asia Pacific Eldercare Innovation(Ageing Asia) 2026, namely,

- The Bond Initiative (Social Engagement - Intergenerational)
- Smarter Spaces: Workflow Automation Meets Data Innovation (Operational Efficiency & ICT)
- Celebrating Culture, Harmony & Healing In Dementia care (Cognitive Therapy)



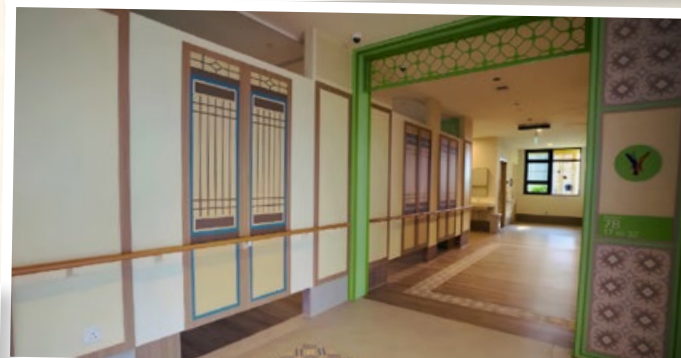
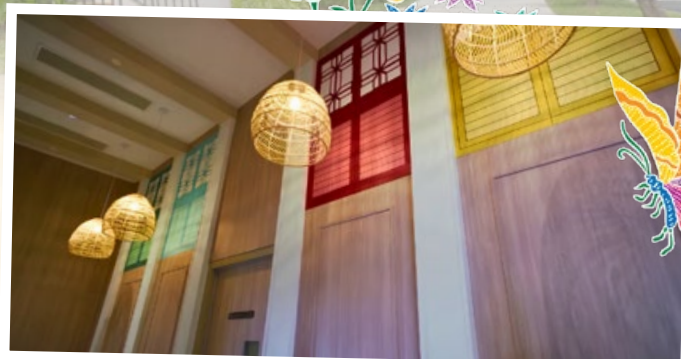
Special Feature

A Home Built for the Care: Inside THK Nursing Home @ Tanjong Katong

A Space That Speaks to the Heart

From the moment residents and families enter the foyer, the home's Peranakan-inspired design sets a tone of warmth and familiarity. Colourful floor tiles, intricate ventilation grilles, and batik-motif lift panels pay tribute to the rich cultural heritage of Tanjong Katong — creating an immediate sense of belonging for residents, many of whom grew up surrounded by these very same sights and textures.

Spanning nine storeys, the home is designed for both beauty and function. Each ward is colour-coded and equipped with dementia-friendly signage featuring large, clear fonts alongside pictorial icons of familiar local symbols — kites, sepak takraw balls — that help residents navigate their environment with ease and confidence. Approximately 20% of the home's 294 beds are dedicated to supporting residents living with dementia, reflecting THKNH's deep commitment to inclusive, person-centred care.



More Than a Facility — A Neighbourhood

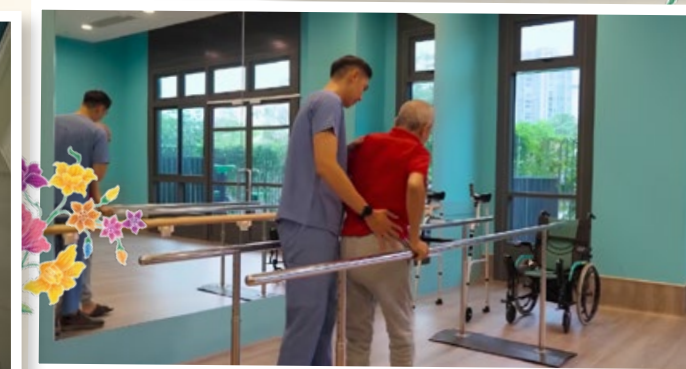
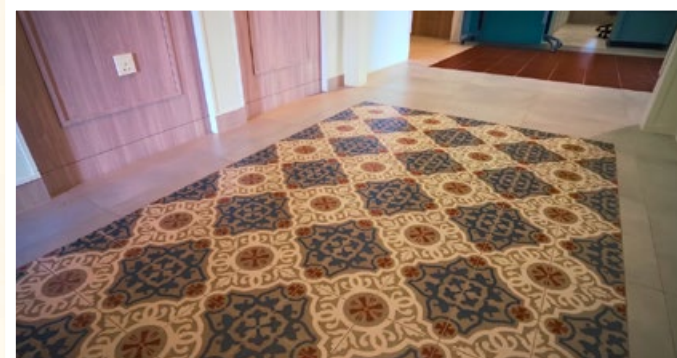
What sets this home apart is its philosophy of care. Each ward is intentionally designed as a "neighbourhood" — a smaller, intimate community where staff can deliver truly personalised care and residents can form genuine connections with one another.

Central to this approach is the "Memento Box" initiative, where residents and their families are encouraged to curate a collection of cherished memories, favourite items, and personal stories. These boxes serve as conversation starters for staff and volunteers, helping them connect with each resident as an individual — not just a patient.



Spaces That Inspire Wellness

The home's first-floor Rehabilitative Gym and Therapy Hub supports occupational and physiotherapy programmes in a fully equipped setting, while an outdoor landscaped garden and wheelchair-friendly kopi corner offer residents a breath of fresh air and a space to unwind with family and friends. The multi-purpose hall brings the entire community together for festive celebrations, cultural performances, art therapy, and group fitness activities — a vibrant, living heart at the centre of the home.



A Team Built on Trust

Behind every thoughtfully designed space is an equally dedicated team. Led by Director of Nursing Joanne Koh, the nursing team is guided by a culture of continuous learning, psychological safety, and mutual respect — one that embraces diversity and believes wholeheartedly that when staff feel cared for, residents thrive.

THK Nursing Home @ Tanjong Katong is not just a glimpse of what eldercare can look like today — it is a bold, compassionate vision of what it must become.





Resolution



In the Near Future

Looking Ahead

Following the opening of our 2nd nursing home at Tanjong Katong and our impending 10th anniversary in 2026, THKNH also has several projects planned to celebrate this milestone.

Projects include:

1. Launching Singapore's inaugural Calm Cabin in selected bus interchanges in collaboration with Tower Transit Singapore.
2. Official Opening of THK Nursing Home @Tanjong Katong.
3. Social Media Strategy.
4. THKNH 10th anniversary Celebration Gala Dinner.

Aside from this, THKNH continues to implement projects and initiatives that improve productivity, promote clients' safety as well as cognitive therapy.

1. Telepresence and general robotic solutions
2. Fall Prevention solutions
3. Automated bed-turning system
4. Transfer and weigh solutions
5. Interactive wall therapy

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
2. President's Challenge project



Exemplary



Our Partners

ACES Care Ltd	I'm Soul Inc	Sg Art Class
ACS International	IMH OT	Singapore Police Force (Trainees)
Amanda & Friends	Institute of Technical Education College Central	Singapore University of Social Services (SUSS)
Amithabah Buddhist Centre	Jasmine Ng Birthday Celebration	Snow Pawttage
Anderson Serangoon Junior College	Jen's Hairdressers Group	St Anne's Church
Art Therapy	Jun Xi and Friends	Star Learners
Automation Anywhere	Kidz Meadow Preschool	Sunshine Group Volunteers
Bartley Secondary School	Little Change Makers	Temasek Corporation
Bedok Reservoir-Punggol CC and RCs	Look Capital	Tower Transit Singapore
Betty Teo & Ukulele Group Performers	LS Construction Pte Ltd	Victoria Junior College
Braddell Heights CC	Lucy & Friends	Victor Pang
Buddhist Life Mission	Maha Bohdi School	XinMin Secondary School
CherryBrooks Pre-school	Mdm Ramlah & Friends	Yoga Exercises by Volunteers
China Harbour SG Engineering	Michael Lewis & Friends	Yoges & Friends
China International Corporation	Michelle Ho & Friends	
Church of St Vicent De Paul	Micron Technologies	
Dancing Mind	Montfort Secondary School	
Defence Science Technology Agency (DSTA)	Muneeswaran Community Services (MCS)	
Domestic Healthcare Group	My FirstSkool	
Dominic Cooray - Student Care	Nagomi Art by Vanshika	
Entegris	Nanyang Girls High School	
Equal Ark (Horse Therapy)	Nanyang Technological University	
Fa Sue Welfare Centre Ltd	Nex Venture	
Ferninda Family and Friends	Ngee Ann Polytechnic	
Finger Hope	NUS Community Service Club	
Great Eastern Life	PCF Sparkletots - Various Centres	
Hamonies of Hope Orchestra	Pearline Teo & Childrens Performance	
Healing Paws (SOSD)	People Association Grassroots	
HEPCO - Student Volunteers	Play for Good (AIC)	
Heritage Academy	Project Smiles	
HillCrest Girls	Raffles Girls School	
Hilti Far East Pte Ltd	Raoping Association	
Hwa Chong Junior College	SanCare Asia	

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