



太和觀 THK

# Embracing the *Heartbeat* of Care

Annual Report 2023/2024





*Cornerstone*





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## Cornerstone

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# About Us

## Vision

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



## Mission

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

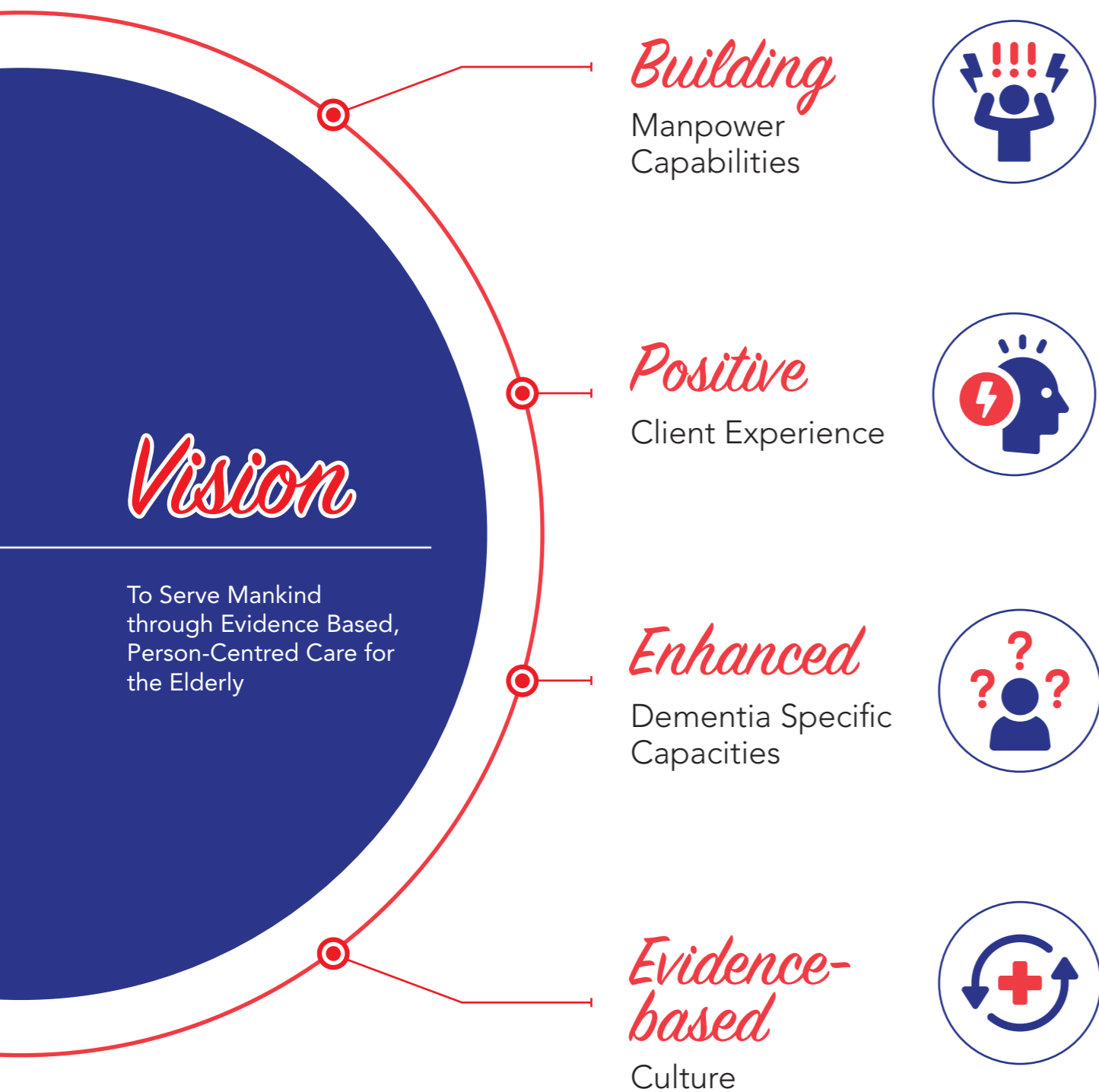


## Objective

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



# 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** *heart 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 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 irregardless of their race, colour, creed, language, culture and religion.
- We acknowledge the self-determination of our clients.

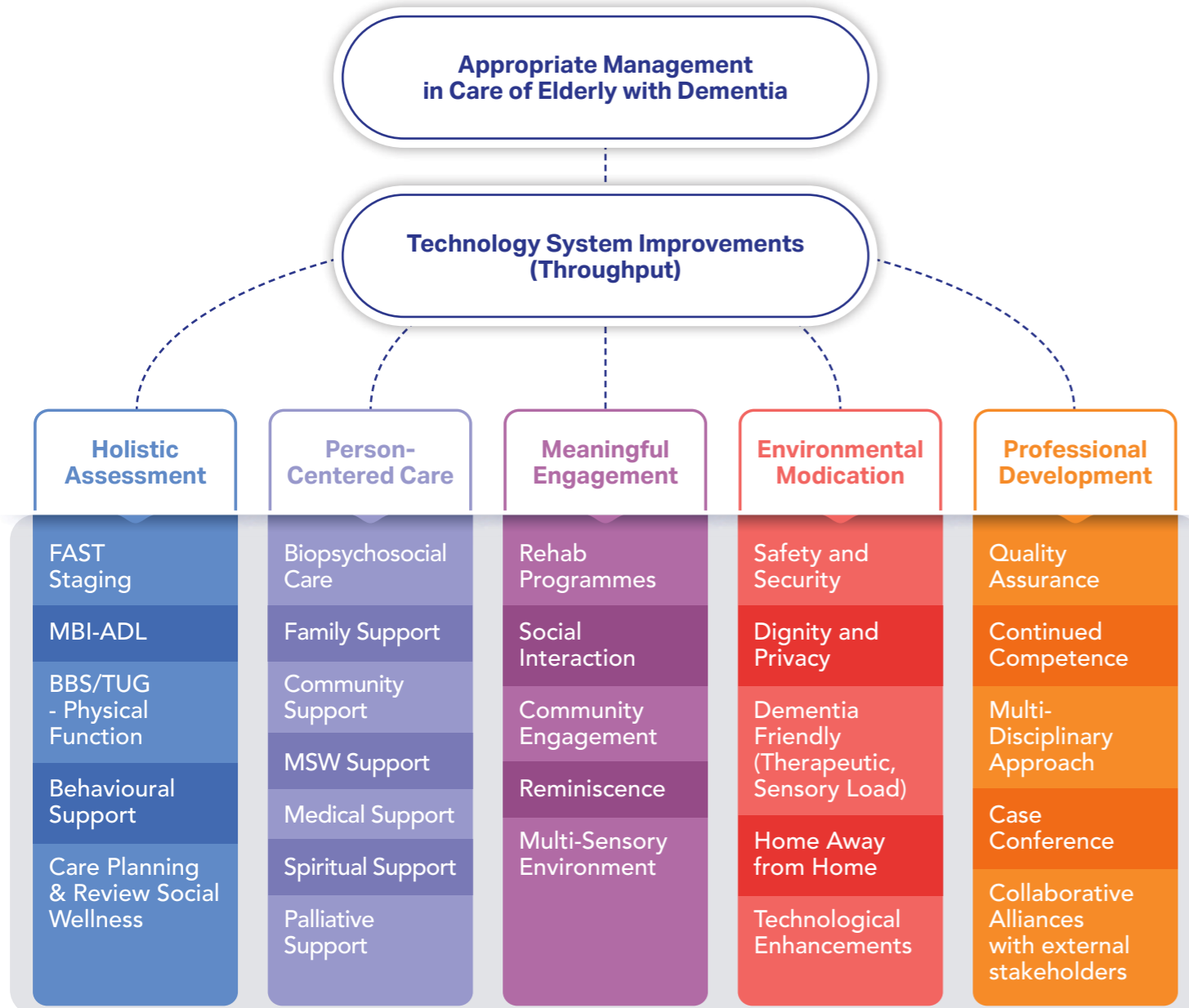
**T** *echnological Enablement*



- We believe in adopting evidence-based practices to enhance our service quality.
- We inculcate a growth mindset by improving care quality, productivity, processes and workflow 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. With 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 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.

## Overview *of Charity*

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

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

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

**Unique Registration Number (UEN):**  
201323219Z

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

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

**Auditor:**  
KPMG LLP

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

# Chairman's *Message*

Dear friends, partners, sponsors, and beneficiaries of Thye Hua Kwan Nursing Home Limited (THKNH),

Since its inception, THKNH has been dedicated to caring with heart, always guided by our mission and vision. Our clients and residents are central to everything we do. Our services have facilitated recovery and provided care to individuals across Singapore. This has been made possible through effective leadership, operational efficiency, and a strategic blend of current and new capabilities. These ensure all activities remain focused on our clients and strategic priorities.

This annual report shares our financial performance and tells the story of THKNH's culture and how our values are embedded in our single-minded purpose of being the preferred provider of the best person-centered care with an integrated suite of step-down care services for our elderly. We remain acutely aware of and humbled by our responsibility to our clients, residents, caregivers, and society.

## Richard Eu

Chairman  
Thye Hua Kwan Nursing Home Limited



### Year in review

Our residential home has consistently maintained a high occupancy rate, a clear indication of the trust and confidence that our community places in the quality of our services. I am pleased to share the highlights of our financial performance and the commendable achievements we have made over the past year. Our dedication to excellence and transparency has been recognised with the prestigious Charity Transparency Award 2023. This honour highlights our steadfast commitment to integrity, accountability, and the highest standards of governance. It acknowledges our diligence in governance, leadership integrity, financial accountability, and fundraising practices. The nursing home has excelled not only in its disclosure practices but also in demonstrating exemplary standards across all areas of operation.

Having been a part of the Board, my involvement as Chairman, I am sincerely thankful to the management team for their dedicated efforts in running the nursing home smoothly and efficiently. Their hard work had ensured efficacy in our operations and consistently exemplary in-service standards. These accolades are a testament to the team's unwavering perseverance to provide the highest quality of care and services to our residents.

I also thank all our donors, volunteers, and funders for their support to keep our services affordable and accessible, and to serve all regardless of race and creed. "THK Nursing Home Limited remains committed to providing affordable care for our clients as we continue to mitigate increased costs in this evolving healthcare environment. "By fulfilling our mission, eliminating inefficiencies, and investing in technology, facilities, and our communities, we are on a financially sustainable path."

### Commitment to Quality Care and Improved Outcomes

We appreciate deeply the trust and confidence our clients and supporters have placed in us. This has motivated us to continue tracking and improving our clinical and service standards. Working with the Agency of Integrated Care (AIC), we have made good progress in expanding our basic safety, clinical and quality indicators THKNH will continue to invest in our people, by providing training opportunities to optimise processes and operations, and hence deliver better care. In 2023, we onboarded ECCareSuite, a software solution, which includes Electronic Health Records, Financial management, Billing, and Resident Care Planning to manage and streamline operations.

A commitment and deep belief in always seeking a better way has propelled the THKNH organisation forward since our earliest days. Today, in an ever-challenging environment, THKNH employees are embracing a lean philosophy of "change to make it better." They are delivering care for our clients by empathetic listening, continuous learning, and efficient implementation. Step-by-step, one process at a time, we are advancing patient safety, quality delivery of care, and achieving cost efficacy, to ensure our service remains accessible and of high standards.

Looking ahead, the road is full of possibilities to advance our work and improve outcomes for our staff, residents, and the communities we serve.

Thank you for your continued support and trust in our organisation. Together, we will continue this journey of excellence, making a meaningful difference in the lives of those we serve.



# CEO's *Message*

## Recognition for Governance

We are thrilled to announce that THKNH received the prestigious Charity Transparency Award (CTA) in 2023, underscoring our commitment to the highest standards of accountability in managing donations. This achievement reflects our dedication to transparency through clear financial reporting, open communication, efficient fund usage, and regular audits. This recognition inspires us to continue pursuing excellence in governance and securing the trust of our community.

## Excellence in Service and Care

Our dedication to innovation and quality care was recognised at the Ageing Asia Festival 2023-24, where THKNH won the "Facility of the Year" award and was a finalist in five other categories. These included the coveted "Operator of the Year" and "Innovation of the Year" for our Dementia Care Programme. Additionally, our staff from Thye Hua Kwan Nursing Home (THKNH), Senior Care Centre (SCC), and Home Care Services (HCS) were honoured at the Singapore Health Quality Service Award (SHQSA) 2024 with 1 Star Award, 8 Gold Awards, and 24 Silver Awards. Notably, our Head of Nursing, Ms. Sri Pavani SK, received the Star Award for her outstanding leadership and commitment to clinical governance.

## Community Engagement and Volunteerism

Volunteer engagement at THKNH surged, with registrations rising from 238 to 416 and activities from 316 to 329. Corporate volunteers participated in 17 CSR events, and new programs like Bloomback Floral Therapy and Animal-Assisted Therapy have brought much joy to many of our residents, who eagerly look forward to these exciting interactions. Much thanks to our volunteers!

## Innovative Initiatives

We are grateful for your generous donations, which enabled us to launch ECCaresuite, an advanced IT system that boosts productivity, reduces manual tasks, and streamlines care documentation. Your support also helped upgrade our facilities, train staff, and organise therapeutic activities, ensuring THKNH remains a place where residents can thrive.

## Resilience in Challenging Times

Our team has shown remarkable resilience through the ebb and flow of Covid-19. By embracing innovation, enforcing strict safety protocols, and ensuring uninterrupted care for our residents, they have persevered to maintain and even elevate our service standards with compassion and determination.

## Looking Ahead

We are excited to announce the upcoming opening of our new nursing home in Tanjong Katong, tentatively in the third quarter of 2025, where we aim to set new standards in elderly care. This facility will adopt innovation, leverage technology and automation, and ensure compassionate and personalised care remains a hallmark of THK nursing homes.

Moving forward, our strategic plan aims to enhance care quality, adopt new technologies, and expand services. We are preparing to open a new facility and upgrade existing ones while prioritising staff development and financial stability. We will actively engage with the community and measure our progress through regular reviews to ensure continued excellence.

With your continued trust and support, we remain dedicated to our mission of providing exceptional care, guided by our core values of compassion, integrity, and innovation.

Thank you for being with us on this journey. Together, we can make a meaningful difference.



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

As we reflect on the past year, filled with both challenges and achievements, I extend my deepest gratitude to each of you. Your unwavering support has enabled us to provide exceptional care to our residents, who are at the heart of our mission.



**Ardi S. Hardjoe**

Chief Executive Officer  
THK Nursing Home Limited

# Leadership

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

## Governing Board



**Mr Richard Eu Yee Ming**  
*Chairman*  
Group Chairman  
Eu Yan Sang International Ltd  
*Date of Appointment*  
23 Oct 2018



**Mr 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 Ching Chiat Kwong**  
*Vice-Chairman*  
Executive Chairman  
Oxley Holdings Ltd  
*Date of Appointment*  
1 Nov 2014



**Mr Lee Kim Siang**  
*Member*  
Chairman  
Thye Hua Kwan Moral Society  
*Date of Appointment*  
28 Aug 2013



**Mr Koh Juay Meng**  
*Treasurer*  
President  
RSVP Singapore  
*Date of Appointment*  
2 Sep 2019



**Mr Ng Kok Kiang Lawrence**  
*Member*  
CEO  
Thye Hua Kwan Moral Society  
*Date of Appointment*  
15 Jan 2020



**Ms Cheah Sheau Lan**  
*Member*  
Director,  
Tsao Foundation  
*Date of Appointment*  
1 Nov 2014



**Mr Goh Tok Mong**  
*Member*  
Vice-Chairman  
THK Moral Society, Chee Hia Kog Moral  
Society and Theng Hai Huay Kuan  
*Date of Appointment*  
1 Nov 2014



**Mr Cheong Kah Meng**  
*Member*  
Superintendent  
Banyan Home @ Pelangi Village  
*Date of Appointment*  
22 May 2023



**Mr Thiruthakka Devan s/o K Perumal**  
*Member*  
Business Development Manager  
MILTRADE TECHNOLOGIES  
*Date of Appointment*  
22 May 2023



# Leadership

## Related Entities Listing and Governing Board Members

As of FY2023/2024

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	-	Advisor Retired from THKMC	Member
Mr Ching Chiat Kwong	Vice-Chairman	Vice-Chairman	Member	Member
Mr Lee Kim Siang	Member	Chairman	Vice-Chairman	Chairman
Ms Cheah Sheau Lan	Member	-	Member Retired from THKMC on 1 Apr 2023	-
Mr Goh Tok Mong	Member	Vice-Chairman	Member	-
Mr Ong Ser Huan	Member	Vice-Chairman	Secretary	Member
Mr Chang Long Jong	Member	-	Chairman	-
Mr Koh Juay Meng	Treasurer	-	Member	Member
Mr Ng Kok Kiang Lawrence	Member	Chief Executive Officer / Asst Hon General Secretary	Vice-Chairman	-
Mr Cheong Kah Meng	Member	Member Appointed 22 May 2023	Member Appointed 22 May 2023	-
Mr Thiruthakka Devan s/o K Perumal	Member	Member Appointed 22 May 2023	-	Member Appointed 22 May 2023

## Committee Members

### Finance Committee

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

### Human Resource Committee

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

### Audit Committee

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

### Nomination & Appointment Committee

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

### Declaration

1. None of the 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.

# Governance

## Corporate Governance Statement

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

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

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

### Term Limit of Board

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

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

## FY23-24 Board Meetings and Attendance

Name	Board Appointment	Meeting Attendance
Mr Richard Eu Yee Ming	Chairman	3/4
Mr Ching Chiat Kwong	Vice-Chairman	0/4
Mr Lee Kim Siang	Member	0/4
Ms Cheah Sheau Lan	Member	3/4
Mr Goh Tok Mong	Member	0/4
Mr Ong Ser Huan	Member	4/4
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	3/4
Mr Cheong Kah Meng	Member	3/4

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

### Audit Committee

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

Committee	Name	Designation	Meeting Attendance
Audit Committee	Mr Ong Ser Huan	Chairperson	1/2
	Mr Ng Kok Kiang Lawrence	Member	2/2
	Mr Koh Juay Meng	Member	2/2

### Finance Committee

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

Committee	Name	Designation	Meeting Attendance
Finance Committee	Mr Koh Juay Meng	Chairperson	4/4
	Mr Lee Kim Siang	Member	2/4
	Ms Cheah Sheau Lan	Member	3/4
	Ms Tan Khiaw Ngoh	Member	3/4

### Human Resource Committee

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

Committee	Name	Designation	Meeting Attendance
HR Committee	Mr Chang Long Jong	Chairperson	4/4
	Mr Ng Kok Kiang Lawrence	Member	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.

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



## Programme & Services Committee, Fundraising Committee, Investment Committee

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

### Disclosure of Remuneration of Three Highest Paid Staff

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

Category	2024	2023
A. General /unrestricted funds (Reserves)	\$26,984,583	\$22,556,311
B. Annual Operating Expenditure	\$16,848,444	\$15,084,850
Ratio of Reserves (A)/(B)	1.60:1	1.50:1

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 having integrity and ethical behaviour by helping to foster and maintain an environment where all employees can act appropriately, without fear of retaliation. To maintain these standards, THKNH encourages its employees who have concerns about suspected serious misconduct or any breach or suspected breach of law or regulation that may adversely impact THKNH, to come forward and express these concerns without fear of punishment or unfair treatment.

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

### Conflict of Interest Policy

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

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

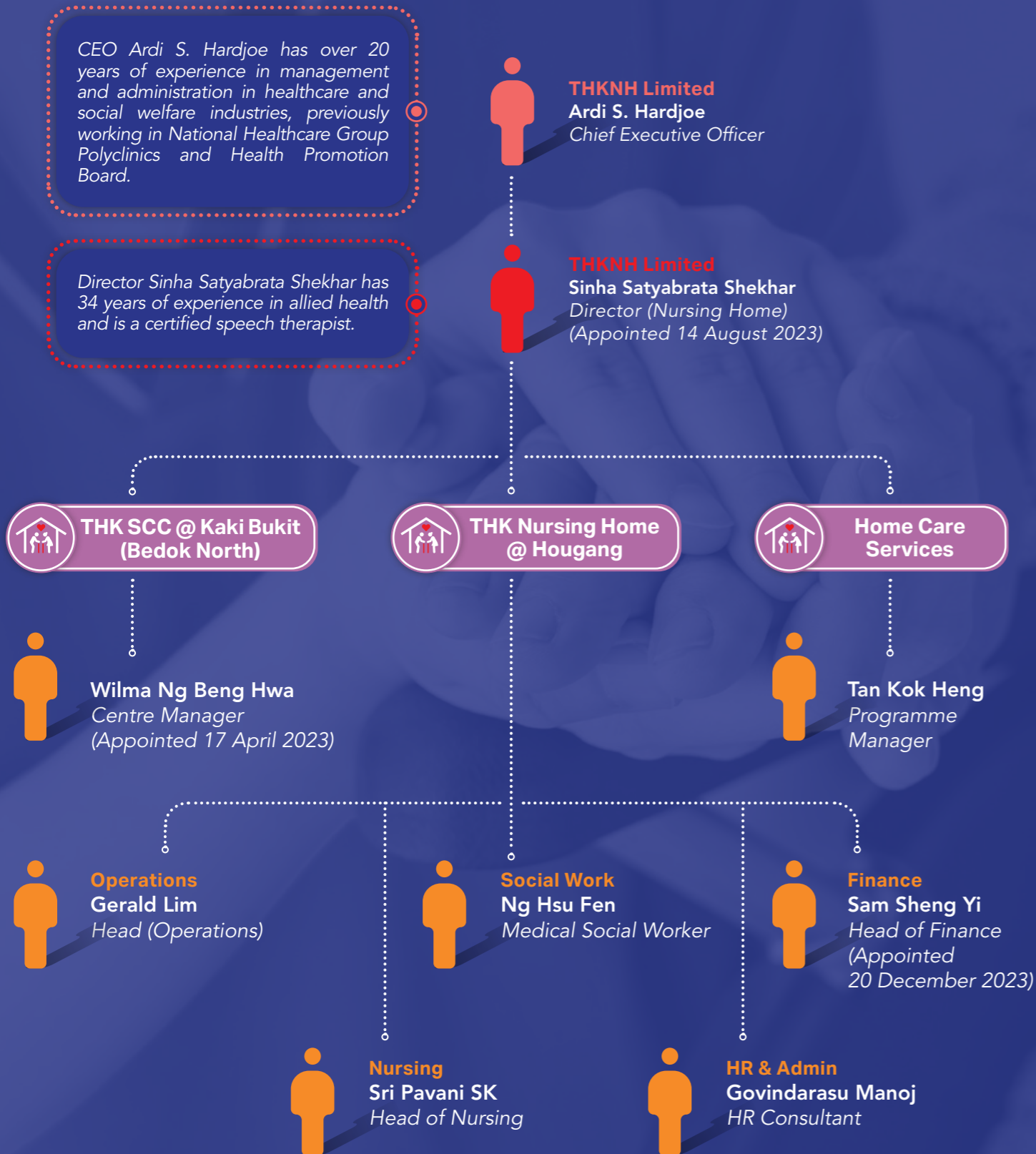
Transactions with parties with whom a conflicting interest exists may be permitted only if all of the following are observed:

- The conflicting interest is to be fully disclosed;
- 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; and
- The Audit Committee has determined that the transaction is in the best interest of the Organisation though there may be a conflict of interest.



# Organisation *Chart*

## The Management Team



# 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.

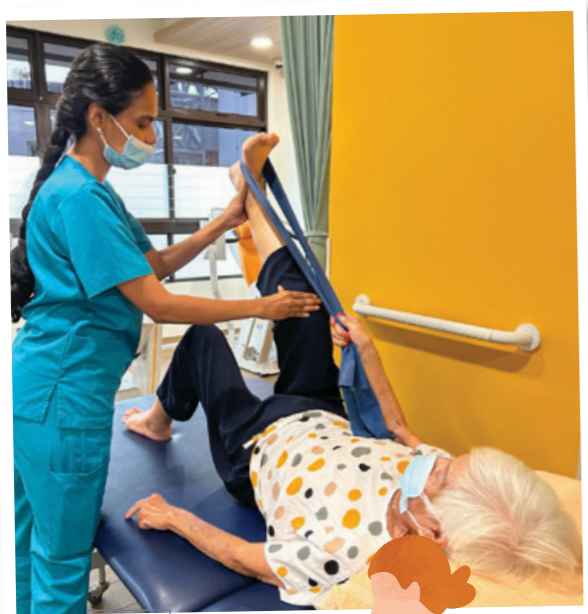
The Nursing Home features amenities such as therapy gardens, a rehabilitative room, sensory rooms and other elder-friendly infrastructure. Two levels of the building are dedicated to the care of patients living with dementia. Our dementia wards are specifically designed for dementia care. Coupled with 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.





**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 one of the four 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

**142**  
Staff

**129**  
Staff

### The Senior Care Centre

**36**  
Staff

**29**  
Staff

### The Home Care Services

**36**  
Staff

**36**  
Staff

FY23/24

FY22/23

## Nursing Home Hougang

FY23/24

**271**

Beds Occupied  
(113 Dementia patients)



**10**

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

## Senior Care Centre Kaki Bukit

### Client Days

FY23/24 18,403

FY22/23 17,414

### Rehab Sessions

FY23/24 3,922

FY22/23 3,250

### Centre-based Nursing Sessions

FY23/24 557

FY22/23 674

## Home Care Services

### Home Personal Care Hours

**23,726**

**14,890**

### Interim-Care Hours

**4,543**

**7,356**

### Home Health Clients

**755**

**291**

### Home Health Sessions

**9,062**

**5,557**

FY23/24

FY22/23

## Summary Financial Performance

FY23/24

Total Income

**S\$ 21,276,716**

Total Expenditure

**S\$ 16,848,444**

Net Surplus

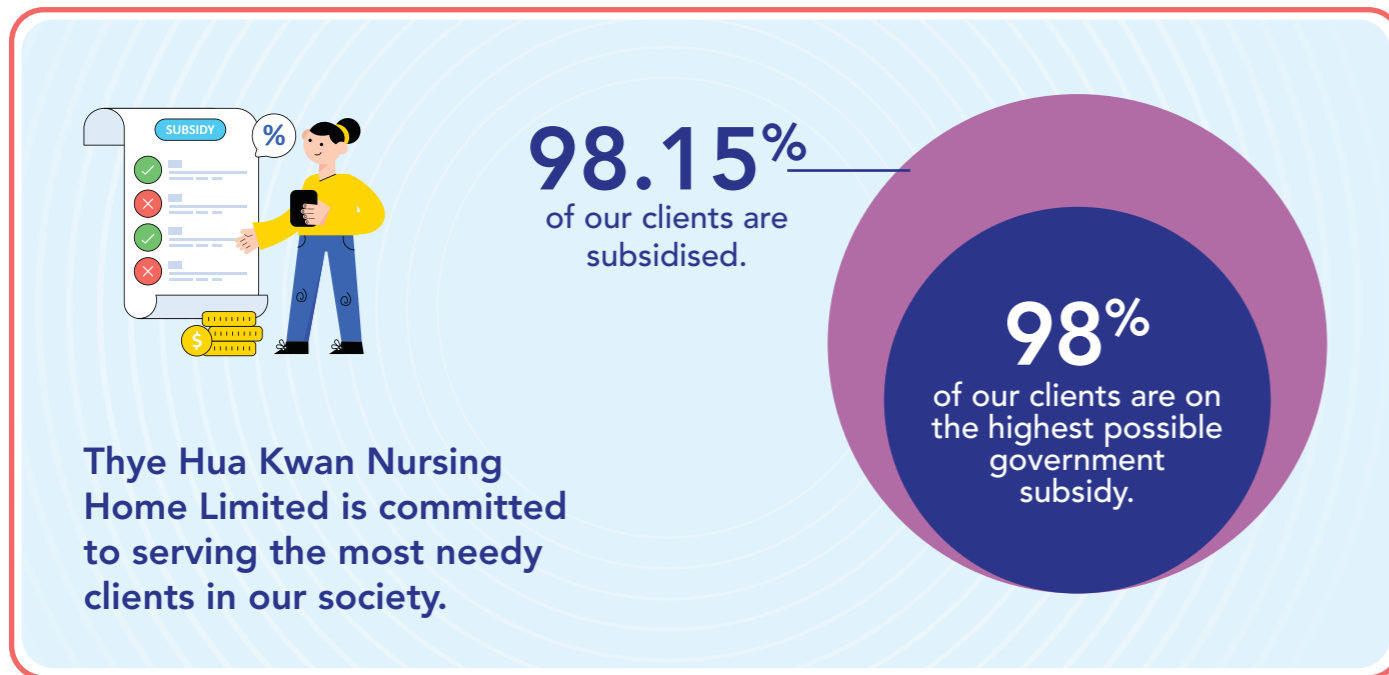
**S\$ 4,428,272**

### Principal Funding Resources

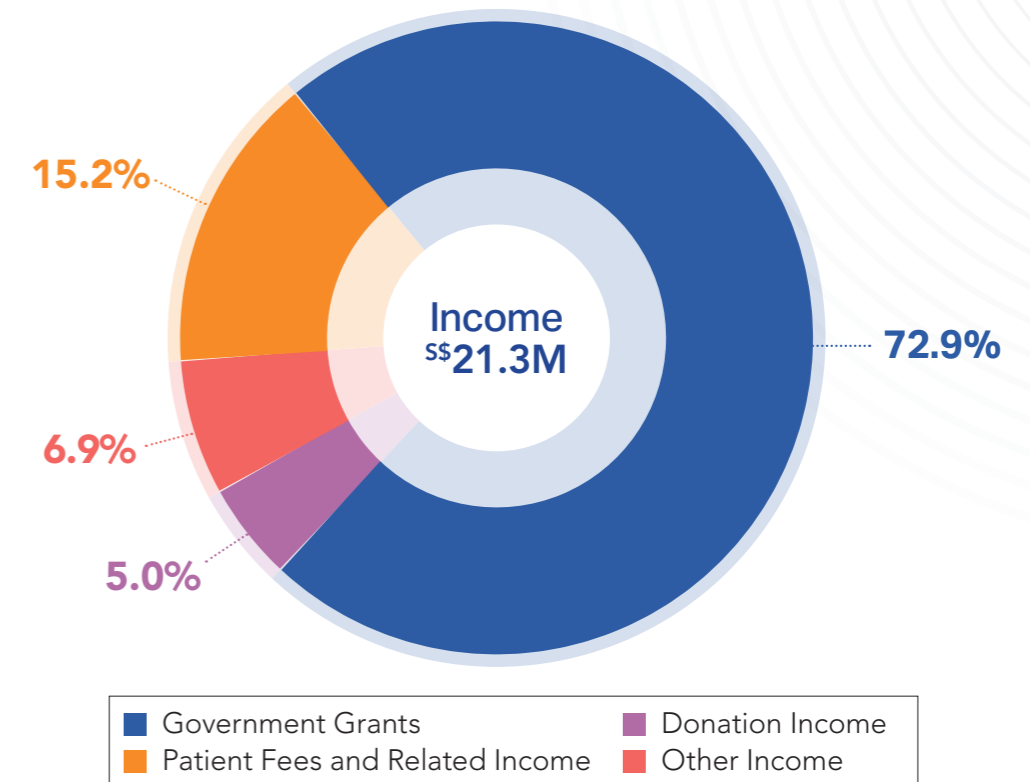
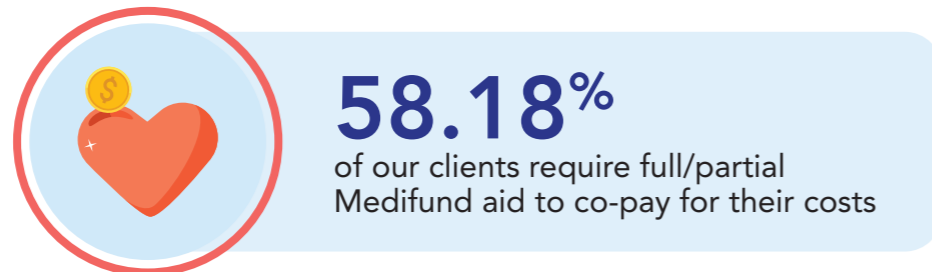
Thye Hua Kwan Nursing Home Limited is financially supported by government grants, programme fees and donations.



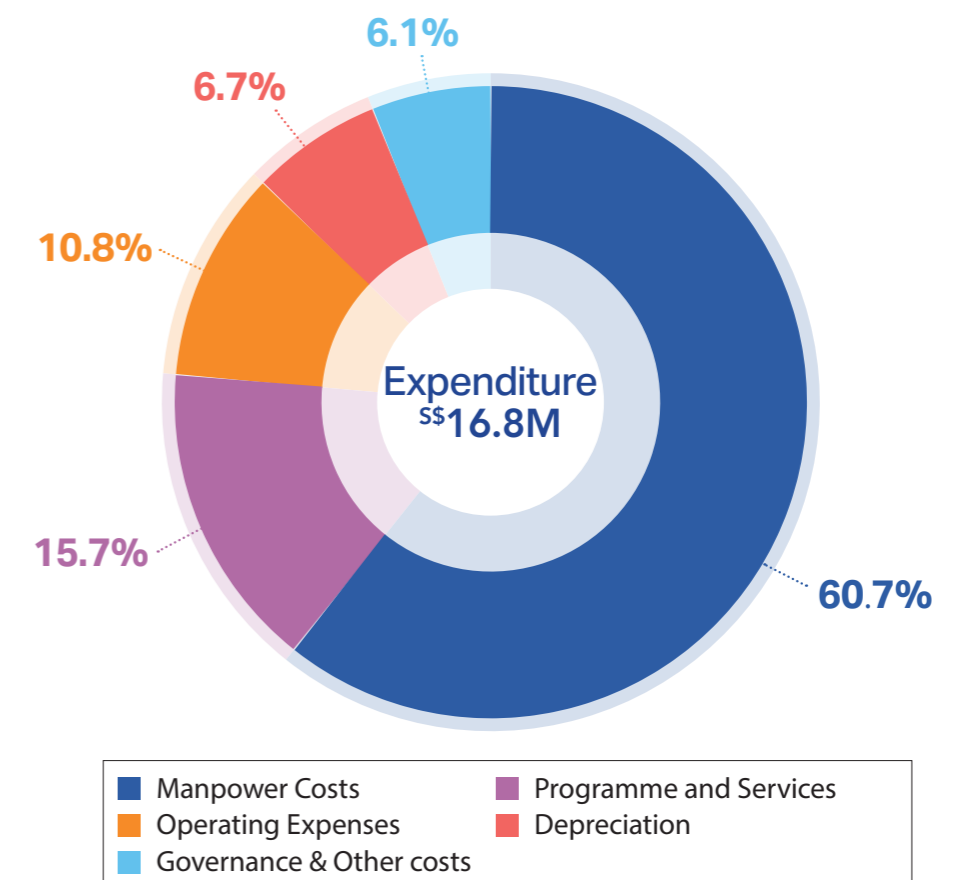
# Serving the *Most Needy*



## For the needy and financially disadvantaged



Our fundraising efficiency ratio is **28.9%**



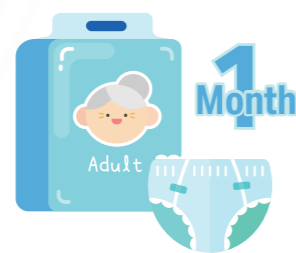


## How Your Donation Makes a Difference



**\$\$60**

1 day of medical/nursing services for 1 elderly



**\$\$100**

1 month of diaper supply for 1 elderly



**\$\$300**

1 month of meals supply for 1 elderly

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



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

## Strength through *Volunteerism*

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

### Fy 2023 / 2024 Activities & Events By Organisations

FY22/23: **316** activities and events  
FY23/24: **329** activities and events

Organisation	Organisation Type	Type of Event	Total
Adventure Rangers (Church Group)	Religious Organisations	Befriending/Activity	1
Ahmad Ibrahim Secondary School	Schools/JC/ Polytechnics & University	Befriending/Activity	1
Amitabah Buddhist Centre	Religious Organisations	Befriending/Activity	1
Anderson Serangoon Junior College	Schools/JC/ Polytechnics & University	Befriending/Activity	1
Beautiful Mind Charity SG	Organised Groups/ Entertainment	Entertainment	1
BDA Partners	Corporate	CSR /Activity	1
Bedok Reservoir-Punggol CC and RCs	Community Club/Sports	Befriending/Activity/ Outing	8
Betty Teo & Ukulele Group Performers	Organised Groups/ Entertainment	Entertainment	3
BDO LLP	Corporate	CSR /Activity	1
Bloom back (Floral Therapy)	Art & Craft School	Art & Craft	2
Brendan – Lion Dance Troop	Community Club/Sports	Entertainment	1
Buddhist Life Mission	Religious Organisations	Befriending/Activity	4
CMA-CGM Asia Pacific	Corporate	CSR /Activity	2
CompassVille Primary School	Schools/JC/ Polytechnics & University	Befriending/Activity	1
Dancing Mind	Social Enterprise	Virtual Activity	8
DCW Befrienders Group	THK NH Volunteers	Befriending/Activity	2
Equal Ark (Horse Therapy)	Social Enterprise	Animal Assisted Therapy	30
Eversafe Academy	Corporate	CSR /Activity	1
Filipino Caregivers Group	THK NH Volunteers	Befriending/Activity	58
Finger Hope	Art & Craft School	Art & Craft	12
Ferninda Family and Friends	THK NH Volunteers	Befriending/Activity	2
Glaxo Pharmaceuticals	Corporate	CSR /Activity	1
Green Link Digital Bank	Corporate	CSR /Activity	1
Greendale Primary School	Schools/JC/ Polytechnics & University	Befriending/Activity	4
Hilti Singapore	Corporate	CSR /Activity	1

Organisation	Organisation Type	Type of Event	Total
Hougang Sports Centre Active SG	Community Club/Sports	Exercise & Entertainment	25
Ideals Recruitment	Corporate	CSR /Activity	1
I'm Soul Inc	Organised Groups/ Entertainment	Music Therapy	30
Institute of Technical Education College Central	Schools/JC/ Polytechnics & University	Befriending/Activity	3
Jen's Hairdressers Group	THK NH Volunteers	Residents Haircutting	12
Kidz Meadow Preschool	Pre-Schools	Befriending/Activity	1
Land Transport Authority	Ministries/Government Agencies	CSR /Activity	1
MapleBear Serangoon North	Pre-Schools	Befriending/Activity	1
Max Tan – Chalimax	THK NH Volunteers	Outing	1
Meranti Power	Corporate	CSR /Activity	1
Montfort Secondary School	Schools/JC/ Polytechnics & University	Befriending/Activity	4
Mutts & Mittens (Pet Therapy)	Organised Groups/ Entertainment	Animal Assisted Therapy	17
Nanyang Junior College	Schools/JC/ Polytechnics & University	Befriending/Activity	1
Nanyang Polytechnic LEO Club	Schools/JC/ Polytechnics & University	Befriending/Activity	1
Nanyang Technological University	Schools/JC/ Polytechnics & University	Befriending/Activity	1
National Institute of Education (NIE)	Schools/JC/ Polytechnics & University	Befriending/Activity	1
Nex Venture	Corporate	CSR /Activity	2
NJ Works Group	Corporate	CSR /Activity	1
Northeast CDC	Ministries/Government Agencies	Befriending/Activity	1
North Vista Secondary School	Schools/JC/ Polytechnics & University	Befriending/Activity	2
NUS College of Design and Engineering	Schools/JC/ Polytechnics & University	Befriending/Activity	1
NUS Rotaract Community Service	Schools/JC/ Polytechnics & University	Befriending/Activity	1
PCF Sparkletots – Various Centres	Pre-Schools	Befriending/Activity	3
People Association Grassroots	Ministries/Government Agencies	Outings /Activities	2
Perfect Harmony Entertainment	Organised Groups/ Entertainment	Entertainment	1
Play for Good (AIC)	Organised Groups/ Entertainment	Entertainment	2
Prudential Assurance Company (Various Agencies)	Corporate	CSR /Activity	1
Red Schoolhouse	Pre-Schools	Befriending/Activity	1
Republic of Singapore Navy	Ministries/Government Agencies	CSR /Activity	1

Organisation	Organisation Type	Type of Event	Total
Rotary Club of the Garden City	Community Club/Sports	Befriending/Activity	2
SanCare Asia	Social Enterprise	Entertainment	12
Silver Hair Band	Organised Groups/ Entertainment	Exercise & Entertainment	11
Singapore Chinese Girls School	Schools/JC/ Polytechnics & University	Befriending/Activity	1
Singapore University of Social Services (SUSS)	Schools/JC/ Polytechnics & University	Befriending/Activity	2
SINDA Youth Group	Community Club/Sports	Outings /Activities	2
Sowers Group (Novena Church)	Religious Organisations	Befriending/Activity	1
SPF - Marseline	Organised Groups/ Entertainment	Befriending/Activity	1
Standard Chartered Bank	Corporate	CSR /Activity	1
Temasek Junior College	Schools/JC/ Polytechnics & University	Befriending/Activity	2
Temasek Polytechnic (Culinary & Management Faculty)	Schools/JC/ Polytechnics & University	Befriending/Activity	1
The City Church Group	Religious Organisations	Befriending/Activity	1
The Esplanade Singapore	Organised Groups/ Entertainment	Entertainment	3
The MAC Ensemble Orchestra	Organised Groups/ Entertainment	Entertainment	1
The Shipowners Club	Corporate	CSR /Activity	1
White & Case LLP	Corporate	CSR /Activity	1
Xin Min Secondary School	Schools/JC/ Polytechnics & University	Befriending/Activity	9
Yoga Exercises by Stella Seet	THK NH Volunteers	Exercise	9
<b>Total</b>			<b>329</b>

## Registered Volunteers

	Volunteer Registration up to FY22/23	Volunteer Registration FY23/24	Total Current
Number of Volunteers	238	178	416

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)



#### Equine Therapy

Involving residents in equine therapy at THKNH has played a role in enhancing the mental and socio-emotional well-being of dementia patients. Additionally, it has relieved caregiver burdens by aiding in the re-establishment of meaningful connections with others.



#### Fire Drill with SCDF

We ran a fire drill alongside our THKNH CERT team and partnered with SCDF to ensure readiness for potential fire situations.



#### Thye Hua Kwan Group: Inter-Racial & Inter-Religious Harmony Dinner Night 2024

We are set for a remarkable evening of unity and celebration at the Inter-Racial & Inter-Religious Harmony Dinner Night 2024. This event unites individuals from all walks of life, encouraging cultural understanding and mutual respect. Through shared dining, thought-provoking discussions, and captivating performances, the night offers a meaningful space to build connections and reinforce the spirit of inclusivity.



#### THKNH CNY Celebration

A festive event filled with vibrant cultural performances, delicious food, and heartwarming moments as we usher in the Lunar New Year together.



📍 THKNH Senior Care Centre (Kaki Bukit)



**Ageing Asia Exhibition Booth at MBS – QTUG with Seniors**

The QTUG assessment is a valuable tool designed to evaluate the mobility and fall risk in seniors. By leveraging advanced technology, the QTUG assessment offers a precise analysis of a senior's gait and balance, crucial indicators of overall health and independence.

📍 THKNH Home Care Service



**Malay Language Exercise**

At Thye Hua Kwan Nursing Home, we recognise the importance of effective communication in providing exceptional care. To better serve our Malay-speaking clients, we have introduced a tailored Malay language exercise for our caregivers. This initiative aims to enhance their language skills, enabling them to deliver compassionate and personalised care.

**Ageing Asia Gala Dinner - Winner for Residential Care - Facility of the Year 2024**

We are delighted to announce that the prestigious award for Residential Care - Facility of the Year 2024 at the Ageing Asia Gala Dinner goes to THKNH. This accolade recognises the facility's exceptional commitment to providing outstanding care, innovative services, and a nurturing environment for its residents.



**THKNH Staff Appreciation Dinner**

An enchanting evening at the Thye Hua Kwan Nursing Home Dinner and Dance, a special event celebrating our community's spirit and resilience. This joyous occasion promises an unforgettable night of music, dance, and camaraderie.





## 📍 THK NURSING HOME (Hougang)



### Mandarin Oriental Hotel Staff Volunteer Work

The dedicated staff of Mandarin Oriental Hotel recently engaged in volunteer work at Thye Hua Kwan Nursing Home, bringing joy and support to the residents. Our team is committed to making a positive impact in our community through meaningful volunteer activities.



### Monfort Students Volunteers

We are grateful to Montfort School for their heartfelt contribution and look forward to more collaborative efforts to brighten the lives of our residents at Thye Hua Kwan Nursing Home.

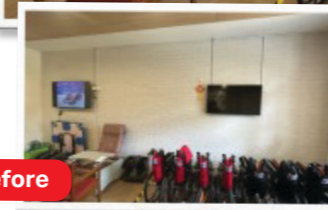
## 📍 THKNH Senior Care Centre (Kaki Bukit)



After



Before



Before

### Wall murals

At Thye Hua Kwan Nursing Home and Senior Care Centre, we believe in creating a vibrant and uplifting environment for our residents. Recently, the transformation of our walls with beautiful murals has brought new life and joy to our community.



After



### Donations from Yishun Town Secondary School

Thye Hua Kwan Nursing Home is grateful to receive generous donations from the students and staff of Yishun Town Secondary School. Their thoughtful contributions are a testament to their community spirit and commitment to supporting the elderly.



# Special *Feature*

📍 THK NURSING HOME (Hougang)



## Charity Transparency Awards 2023

Thye Hua Kwan Nursing Home is proud to be honoured with the Charity Transparency Award, a distinguished recognition that highlights our dedication to transparency and accountability in our operations. This award signifies our steadfast commitment to integrity and excellence, and we are deeply appreciative of this acknowledgment. We remain committed to maintaining the highest standards of openness and accountability in all our endeavours.

# Awards and *Accolades*

We were also finalist for the following awards:

<p><b>OPERATOR OF THE YEAR</b></p> <p>Residential Aged Care</p> <p><b>E.C.H.O.E.S</b></p>	<p><b>BEST DEMENTIA CARE PROGRAMME</b></p> <p><b>MURALS</b></p>	<p><b>FACILITY OF THE YEAR</b></p> <p>Residential Aged Care</p> <p><b>E.C.H.O.E.S</b></p>
<p><b>FACILITY OF THE YEAR</b></p> <p>Day Care Centre</p> <p><b>Elderverve</b></p>	<p><b>INNOVATION OF THE YEAR</b></p> <p>Technology</p> <p><b>Golden Growth Innovation</b></p>	<p><b>DESIGN OF THE YEAR</b></p> <p>Dining Space</p> <p><b>Peranakan Elegance</b></p>

At the 12th APAC Eldercare Innovations Awards, organised by Ageing Asia Pte. Ltd. <https://ageingasia.com/about/about-ageing-asia/> on 8-9 May 2024, THKNH took home the winning award for

## Singapore Health Quality Service Award 2024

THKNH's staff including both frontline healthcare workers as well as those in supporting roles were lauded for their quality care and excellent service at the Singapore Health Quality Service Awards 2024 on 23 January at the NUS Cultural Centre. A total of 11 colleagues were honoured at the awards ceremony graced by Dr Janil Puthuchery, Senior Minister of State for Health.





## CNY Celebration with Residents



During the Lunar New Year, a volunteer team comes to our nursing home to engage residents in arts and crafts activities and provide comforting massages, aiming to create a homely and comforting atmosphere for them. MediaCorp came to do filming on how we celebrate CNY for our residents.

And we have our talented resident who wrote the Chinese calligraphy on the CNY couplets.



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

## IPC's fund-raising plans for the following year

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

## IPC's expenditure plans for the following year

1. Community Silver Trust (CST) projects



*Exemplary*





# Our *Partners*

## Company

Adventure Rangers	Montfort Secondary School
Ahmad Ibrahim Secondary School	Mutts & Mittens (Pet Therapy)
Amitabah Buddhist Centre	Nanyang Junior College
Anderson Serangoon Junior College	Nanyang Technological University
Beautiful Mind Charity SG	National Institute of Education (NIE)
BDA Partners	Nex Venture
Bedok Reservoir-Punggol CC and RCs	NJ Works Group
Betty Teo & Ukulele Group Performers	Northeast CDC
BDO LLP	North Vista Secondary School
Bloomback (Floral Therapy)	NUS College of Design and Engineering
Brendan – Lion Dance Troop	NUS Rotaract Community Service
Buddhist Life Mission	Overseas Chinese Banking Corporation (OCBC)
CMA-CGM Asia Pacific	PCF Sparkletots – Various Centres
CompassVille Primary School	People Association Grassroots
Dancing Mind	Perfect Harmony Entertainment
DCW Befrienders Group	Play for Good (AIC)
Equal Ark (Horse Therapy)	Prudential Assurance Company (Various Agencies)
Eversafe Academy	Red Schoolhouse
Filipino Caregivers Group	Republic of Singapore Navy
Finger Hope	Rotary Club of the Garden City
Ferninda Family and Friends	SanCare Asia
Glaxo Pharmaceuticals	Silver Hair Band
Green Link Digital Bank	Singapore Chinese Girls School
Greendale Primary School	Singapore University of Social Services (SUSS)
Hougang Sports Centre Active SG	SINDA Youth Group
Ideals Recruitment	Sowers Group (Novena Church)
I'm Soul Inc	Standard Chartered Bank
Institute of Technical Education College Central	Temasek Junior College
Jen's Hairdressers Group	Temasek Polytechnic (Culinary & Management Faculty)
Kidz Meadow Preschool	The City Church Group
Land Transport Authority	The Esplanade Singapore
The MAC Ensemble Orchestra	The Shipowners Club
MapleBear Serangoon North	White & Case LLP
Max Tan – Chalimax	Xinmin Secondary School
Meranti Power	Yoga Exercises by Stella Seet

# Our *Kind Donors*

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

## Companies

ADDP ARCHITECTS LLP	PROOF TECH WATERPROOFING AND MAINT P L
BILLON CONSTRUCTION PTE LTD	SINGAPORE POLYTECHNIC
BUSINESS CONTINUITY PLANNING ASIA P L	SOLELY CONSTRUCTION PTE LTD
CARGILL TSF ASIA PTE LTD	STEEL ALLY CONTRACTS PTE LTD
COSBY PTE LTD	THE CENTRE FOR INNER STUDIES IN SG LTD
D2 INTERNATIONAL PTE LTD	VALUE ADD SYSTEM AND TECHNOLOGY P L
DE PACK PTE LTD	VYY PTE LTD
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FMB TRADING AND ENGINEERING PTE LTD	
HENRY ONG AND CO PTE LTD	
HMC SALES AND SERVICE PTE LTD	
HOE KEE HARDWARE (PTE) LTD	
KENNEX GLOBAL PTE LTD	
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LCS ELECTRICAL ENGINEERING PTE LTD	
M ATELIER PRIVATE LIMITED	
M/S TREESCAPES PTE LTD	
MAPLEBEAR SMART LEARNERS PTE LTD	
PACIFIC ENGRG AND SERVICES PTE LTD	
PENG KEE NOODLES MANUFACTURER PTE LTD	

## Individuals

ARUN RAMACHANDRAN

AW YEW CHENG

CASTREE JOHN

CHAN KUM LOON

CHANG KWONG WAI

CHAY OH MOH

CHEE SEE TECK

CHEN QIONGHUA

CHEW CHOON LING

CHIA I MUN

CHNG CHEE BEOW

CHONG NGEN YOONG

CHONG TAK YONG

EE KIAM KEONG

FOO SHER FAH

GAN SOH HAR

GOH JING SUA

GOH MIAW HUI

GOH PUAY HOON

HEE SIEW FONG

HO BEE TAT

HO BOON CHUAN WILSON

HO CHU YONG IVAN

HO LIAN LEE

HO SEONG PENG

HOE HWEE CHIN

HOOY KOK WAI

HOUGANG ST 51 ZHONG YUAN HUI

HW TANAGA

JENNY CHEW

JO NARDE BERG

JOEL GOH KWANG SOON

K PUVENESVERAN

KHAN SUAN CHEOK

KOK PIN CHIN STANLEY

KOK WING

KWA BEE WEE

LATE KANG CHU SIONG EDWIN

LAU HAU SIAN

LEE CHEE HONG

LEE GEOK HWA

LEE KIAN SING

LEE MAW YEN

LEE PAU HEONG

LEE WENXIN

LEONG FOOK CHOOI

LEOW YIN TECK

LEOW YUMING EUGENE

LIM BOON ENG JULIE

LIM CHIN TENG

LIM HOCK CHEE

LIM KIAN HWA

LIM LYE SIONG

LIM PING PING

LIM SAW ENG

LIM SOO PENG

LIM TENG TENG

LIM WEI HONG MATHEW

LING SIEW CHEN

LOH CHOH YAU

LOH CHUNG HEH

LOH YUAN MUN

LOW BOON YEAN

LOW KIM YONG

LOW MIANG HOW SANDY

LU NGUAN SOO

NEO NUE HONG

NG WOEI KIAN

OAN CHIM SENG

PHUA GIM HOCK

PHUA KWANG PENG

PHUA LAM SOON

PHUA WAN TING

POH GEOK KIW

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S ANG

SEAH WONG CHI

SECK LENG STANLEY EE

SENG YONG KOON

SIM CHEE HUANG JEFFERY

SIN CHAI SIEW

SOH AH YEONG

SOH KAY LOG

SOH LEE YONG

SOO YIN LING

TAN AH KEOW

TAN GEK CHOO

TAN HOCK KOON

TAN LAI TIAN

TAN POH CHIN

TAN SIANG LIM DANNDY

TAN SWAN ENG

TAN TECK LING

TANG CHAY SENG

TAY BOON SUAN

TAY LENG KEE

TAY SIEW NGOH

TAY THUAN WEE

TEE HIOK YIM

TEO CHOR HUI

TEO KHNG THOMAS

TING CHER LAN

TIONG SHU

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**

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

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

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

## **THKNH Home Care Services**

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



太和观 THK

THYE HUA KWAN NURSING HOME LTD



48 Hougang Avenue 8,  
Singapore 538793  
(Business Address)



68129840



68129869



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



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