



太和觀 THK



CONQUERING THROUGH CARE

THYE HUA KWAN NURSING HOME LIMITED
ANNUAL REPORT 2020/2021



CORNERSTONE



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Cornerstone

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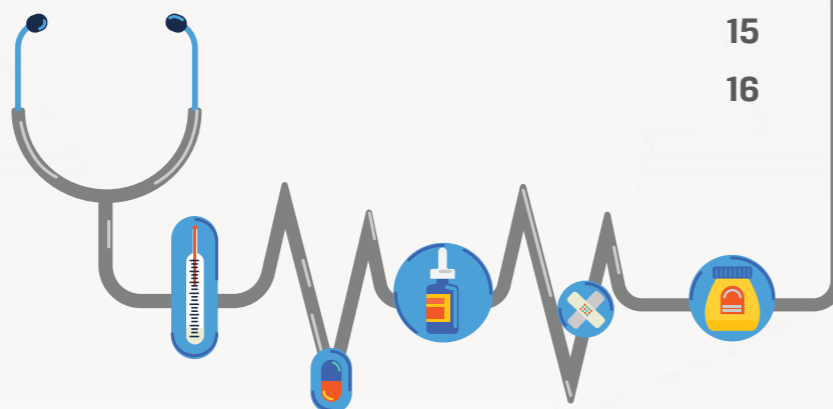
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ABOUT US

Our Vision and Mission



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



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 aim to provide
an integrated and seamless care for ageing clients and their
caregivers. We desire to play a significant role in the lives of
elders by providing the entire continuum of step-down care
services in the Intermediate and Long Term Care (ILTC) sector.

STRATEGIC THRUSTS & CORE VALUES



Heart for 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.

Ageing in Place

- We believe that all seniors should grow old gracefully, through strengthening human relationships and meaningful, active participation.

Technological Enablement

- We believe in the ability of evidence-based practice to enhance our service quality.
- We aim to inculcate a growth mindset in improving care quality, productivity, processes and workflows, through harnessing the advantages of technology.

Empowerment and Engagement

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

Respect

- We help anyone who needs help with full respect to their race, colour, creed, language, culture and religion.
- We acknowledge the self-determination of our clients.



MODEL OF CARE

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

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 a 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 elderly with dementia. Therefore, the organisation has built a care framework guided by the Progressively Lowered Stress Threshold model (PLST). This care framework will guide strategy geared towards eliminating key issues of isolation, boredom, loneliness and despair, commonly faced by elderly in their sunset years. With focus on the 5 identified key areas and support from empirical evidence, the care team can then plan interventions accordingly to achieve the necessary patient, caregiver as well as institutional outcomes.

Appropriate Management in Care of Elderly with Dementia

Technology & System Improvements (Throughput)

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

With focus on the 5 identified key areas and support from empirical evidence, our care team is able to plan customised interventions to achieve patient-centred, caregiver support and institutional outcomes.

OVERVIEW OF CHARITY

THKNH was incorporated as a Public Company Limited by Guarantee on 28 Aug 2013.

THKNH has been accorded IPC (Institution of a Public Character) status till 28 June 2022.

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

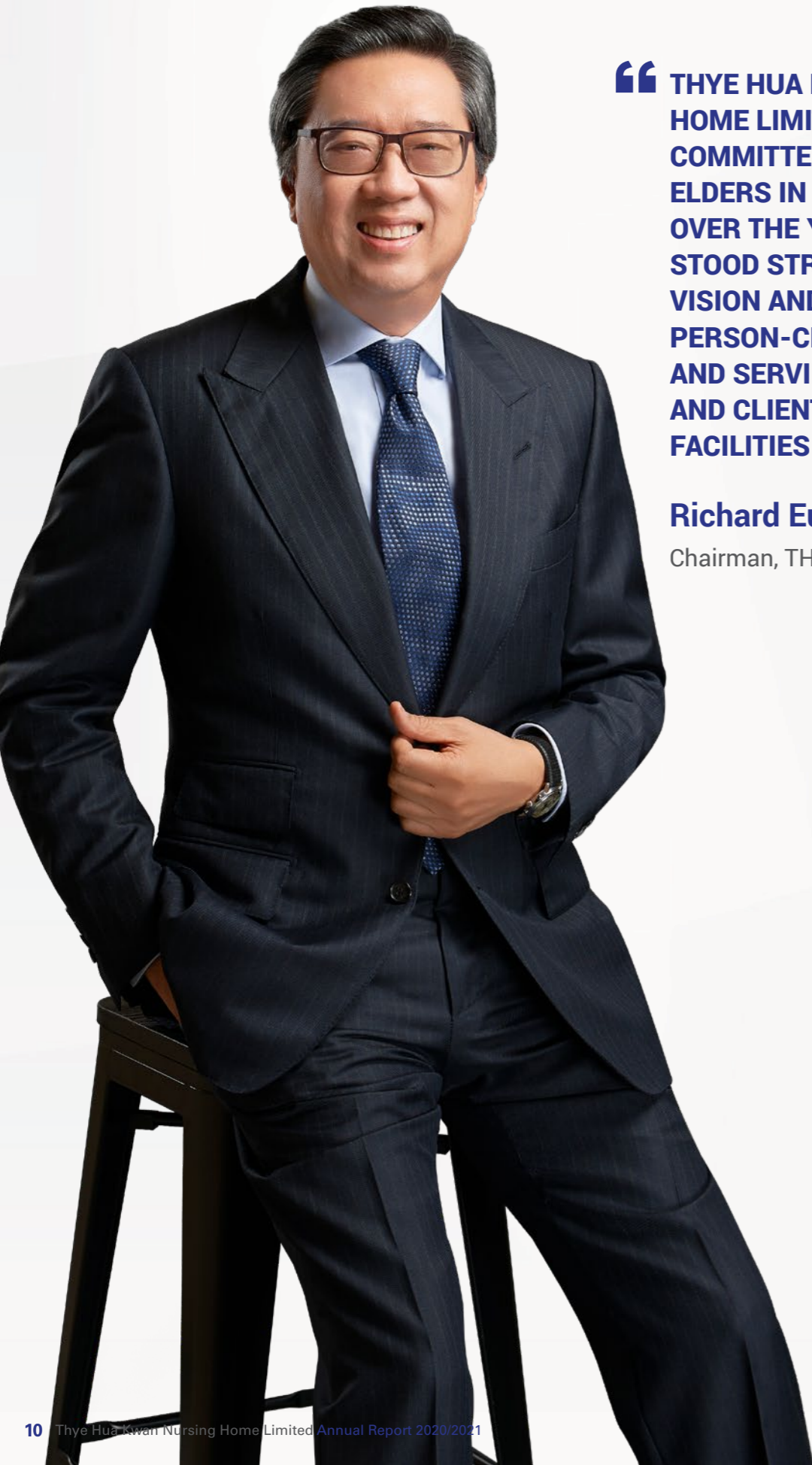
Banker

Oversea-Chinese Banking Corporation Limited

BNP Paribas Singapore



CHAIRMAN'S MESSAGE



“ THYE HUA KWAN NURSING HOME LIMITED (THKNH) IS COMMITTED IN CARING FOR THE ELDERS IN OUR COMMUNITY. OVER THE YEARS, WE HAVE STOOD STRONGLY BY OUR VISION AND MISSION IN BEING PERSON-CENTRED, PROTECTING AND SERVING ALL RESIDENTS AND CLIENTS WITH THE BEST FACILITIES AND SERVICES. ”

Richard Eu

Chairman, THK Nursing Home Limited

Amidst the various challenges from the COVID-19 pandemic, we remain focused in offering elders a holistic suite of caregiving services and in developing our staff to their fullest potential. Our staff have been most vigilant in observing safe management measures in our homes and centres. We are confident that we will continue to meet and overcome the pandemic challenges as a team with the support and understanding of all our clients and stakeholders.

Staff Development

Our staff are our greatest resource. At THKNH, we strongly believe in continuous learning and development to groom our staff to take on new responsibilities and grow in their career with us. Cross training efforts are in the pipeline to support more fluid manpower deployment across job functions based on changing demands in the elder care sector. Hiring and retaining talented and passionate individuals to join the THKNH family will anchor us in becoming the leader in eldercare services in Singapore.

Maintaining Fiscal Prudence

With the increasing demand for eldercare services from home and in our Centres, we need to expand our therapy and rehabilitation services while blending mental wellness programmes and healthy eating habits into the daily lives of elders. Being prudent in our expenditure will allow us to stay accountable to our stakeholders and ensure that funds are well invested in essential areas.

Rethinking Volunteerism in a COVID-19 World

Volunteers have played a great role in supporting our engagement efforts in community to reach out to needy elders. Through our wide ecosystem of partners and volunteers, we have been able to provide timely quality care for elders with regular home visits and video conferencing to monitor the overall well-being of our elders. In the new COVID-19 world, we need to rethink our volunteer outreach efforts to effectively and efficiently meet changing times and needs.

As the Silver Generation continues its upward trend worldwide, we look forward to supporting elders in their intermediate to long term care needs on a holistic basis in person and via video facilities. We endeavour to train more caregivers on home-based skills and safety features required at home.

Our elders have been most instrumental in transforming Singapore from a fishing village and kampong to the well-developed country she is today. The prosperity and progress of Singapore would not have been possible without the hard work and dedicated efforts from all our elders. We look forward to showing gratitude for their nation-building efforts through providing them the best care and comfort in our Home and through our various services.

A big thank you to all our staff, stakeholders, partners and volunteers for making THKNH a shining beacon in such a challenging time. Let us continue to work as one to serve our elders!

CEO'S MESSAGE

2020 was a challenging year for everyone across the globe.

The COVID-19 pandemic impacted our lives in many ways and our Nursing Home saw ever-changing safe management measures and visitation rules. Despite the challenges, our staff showed great positivity and resilience in implementing the safe management measures and visitation rules while fielding enquiries and complaints with patience and understanding.

Over the financial year of 2021, our Nursing Home provided care for 282 elders, including 121 dementia patients. We maintained our bed occupancy above 95%, enhanced our elder friendly infrastructure and introduced new initiatives to provide more efficient quality care for our elders and patients.

It warmed our hearts to celebrate the discharge of 6 residents from our Nursing Home to be re-integrated into the community amidst the COVID-19 pandemic. Our staff are most dedicated in caring for our residents and we fully support abled residents to return to their homes and reunite with their families.

In spite of the Circuit Breaker implemented from 7 April 2020 to 28 June 2020 (both dates inclusive), our Senior Care Centre served up to 80 elders through our maintenance day care, dementia day care and rehabilitation programmes. Our Home Care Services saw an increase in demand given the COVID-19 pandemic with many elders being homebound. Our timely boosting of staff strength allowed us to smoothly meet the increase in demand for our Home Care Services and Centre-based nursing services.

In our continuous efforts to provide innovation, quality and affordable care to our elders, we ran pilot trials on a few new initiatives like the Telepresence Robots and Quantitative Timed Up and Go (QTUG) Technology.

Telepresence Robots were piloted in our Nursing Home for 3 months under the #ReadyTogether initiative with Agency of Integrated Care (AIC). Telepresence Robots allowed volunteers to conduct virtual exercise sessions and art and craft sessions for our elders, while observing their progress simultaneously.

The QTUG Technology shaves off many manhours at our Nursing Home through its digital assessment of patient fall risk scores and mobility scores. With its efficient assessment and swift report, staff at our Nursing Home have been able to provide better quality care to our elders and patients based on their individual assessment needs.

In November 2020, THKNH took home 3 major awards at the 8th APAC Eldercare Innovations Awards held by Ageing Asia:

1. Innovation of the Year – Health Programme (MindGym: A virtual reality platform for rehabilitation purposes)
2. Best Day Centre Operator (THK Senior Care Centre at Kaki Bukit)
3. Best Smart Care Technology – Operational Management Solution (CARES)

In the 2020 Community Care Excellence Awards held by Agency of Integrated Care (AIC), THKNH proudly saw 16 Award winners in recognition of the wonderful care efforts by our staff. An honourable mention goes out to Ms Punitha D/O Ram Keelavan, Nurse Manager at THKNH, for receiving the Individual Gold Award.

We are most proud of all our achievements in 2020 and look forward to continuously caring for and serving our elder community on a wider scale via new initiatives and projects in the year ahead. As always, we rely heavily on the support from our partners and volunteers in making a difference to the lives of our elders.

“ WE ARE COMMITTED TO PROVIDING THE BEST PERSON-CENTRED CARE TO OUR RESIDENTS AND ELDERSD ”

Ardi S. Hardjoe

CEO, THK Nursing Home Limited



LEADERSHIP

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

Governing Board



MR RICHARD EU YEE MING
Chairman
Group Chairman, Eu Yan Sang International Ltd
Date of appointment: 23 Oct 2018



MR CHING CHIAT KWONG
Vice-Chairman
Executive Chairman, Oxley Holdings Ltd
Date of appointment: 1 Nov 2014



MS CHEAH SHEAU LAN
Member
Board Member, Tsao Foundation
Date of appointment: 1 Nov 2014



MR KOH JUAY MENG
Treasurer
President, RSVP Singapore
Date of appointment: 2 Sep 2019



MR ONG SER HUAN
Member
Chairman, Enkon Consulting Engineers Pte Ltd
Date of appointment: 11 Jan 2019



MR CHANG LONG JONG
Member
Group Chief Executive Officer, mm2 Asia Ltd
Date of appointment: 11 Jan 2019



MR LEE KIM SIANG
Member
Chairman, Thye Hua Kwan Moral Society
Date of appointment: 28 Aug 2013



MR NG KOK KIANG LAWRENCE
Member
CEO, Thye Hua Kwan Moral Society
Date of appointment: 15 Jan 2020



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 ZUKIFLI BAHARUDIN
Member
Executive Chairman, ITL Corporation
Date of appointment: 1 Nov 2014

Please refer to our website for details of Board Members' key directorship and appointments held in other organisations.

Related Entities Listing and Governing Board Members

As of FY2020/2021

| 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 | Member |
| Mr Ching Chiat Kwong | Vice-Chairman | Vice-Chairman | Member | Member |
| Mr Lee Kim Siang | Member | Chairman | Chairman | Chairman |
| Mr Zukifli Baharudin | Member | - | Treasurer | Member |
| Ms Cheah Sheau Lan | Member | - | Member | - |
| Mr Goh Tok Mong | Member | Vice-Chairman | Member | - |
| Mr Ong Ser Huan | Member | Vice-Chairman | Member | Member |
| Mr Chang Long Jong | Member | - | Member | - |
| Mr Koh Juay Meng | Treasurer | - | Treasurer | Member |
| Mr Ng Kok Kiang Lawrence | Member | Chief Executive Officer | Member | - |

Committee Members

Finance Committee

| Name |
|--------------------|
| Ms Cheah Sheau Lan |
| Mr Lee Kim Siang |
| Ms Tan Khiaw Ngoh |
| Mr Koh Juay Meng * |

* Mr Koh Juay Meng was appointed wef 17 Aug 2020

Audit Committee

| Name |
|--------------------------|
| Mr Ong Ser Huan |
| Mr Ng Kok Kiang Lawrence |
| Mr Koh Juay Meng |

Nomination & Appointment Committee

| Name |
|--------------------------|
| Mr Lee Kim Siang |
| Mr Ng Kok Kiang Lawrence |

Human Resource Committee

| Name |
|--------------------------|
| Mr Chang Long Jong |
| Mr Ng Kok Kiang Lawrence |
| Mr Koh Juay Meng |

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 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 at 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 member serving more than 10 consecutive years.



GOVERNANCE

FY20-21 BOARD MEETINGS AND ATTENDANCE

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

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, system of internal control, risk management systems, internal and external audit functions.

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

FINANCE COMMITTEE

The Finance Committee (FC) is responsible for overseeing all financial matters including financial reporting, monitoring of financial performance and 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 | 3/3 |
| | Mr Lee Kim Siang | Member | 0/4 |
| | Ms Cheah Sheau Lan | Member | 4/4 |
| | Ms Tan Khiaw Ngoh | Member | 4/4 |

* Mr Koh Juay Meng was appointed wef 17 Aug 2020

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 |
|---------------|--------------------------|----------------|--------------------|
| N&A 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 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 | 3 |

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

DISCLOSURE OF THE NUMBER OF PAID STAFF WHO ARE CLOSE MEMBERS OF THE FAMILY OF THE BOARD MEMBER, WHO RECEIVES REMUNERATION EXCEEDING S\$50,000 DURING THE YEAR, IN BANDS OF S\$100,000:

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

PARTIES INVOLVED IN SETTING REMUNERATION IN 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.

RESERVE POLICY

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

The Organisation targets to maintain an optimum level of accumulated fund which is equivalent to three years of its budgeted operating expenditure. The Organisation regularly reviews and manages its reserve 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) | S\$16,013,810 | S\$11,082,822 |
| (B) Annual Operating Expenditure | \$12,138,323 | S\$11,185,098 |
| Ratio of Reserves (A)/(B) | 1.32:1 | 0.99:1 |

The reserves that have been set aside provide financial stability and the means for 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.

CONFLICT OF INTEREST POLICY

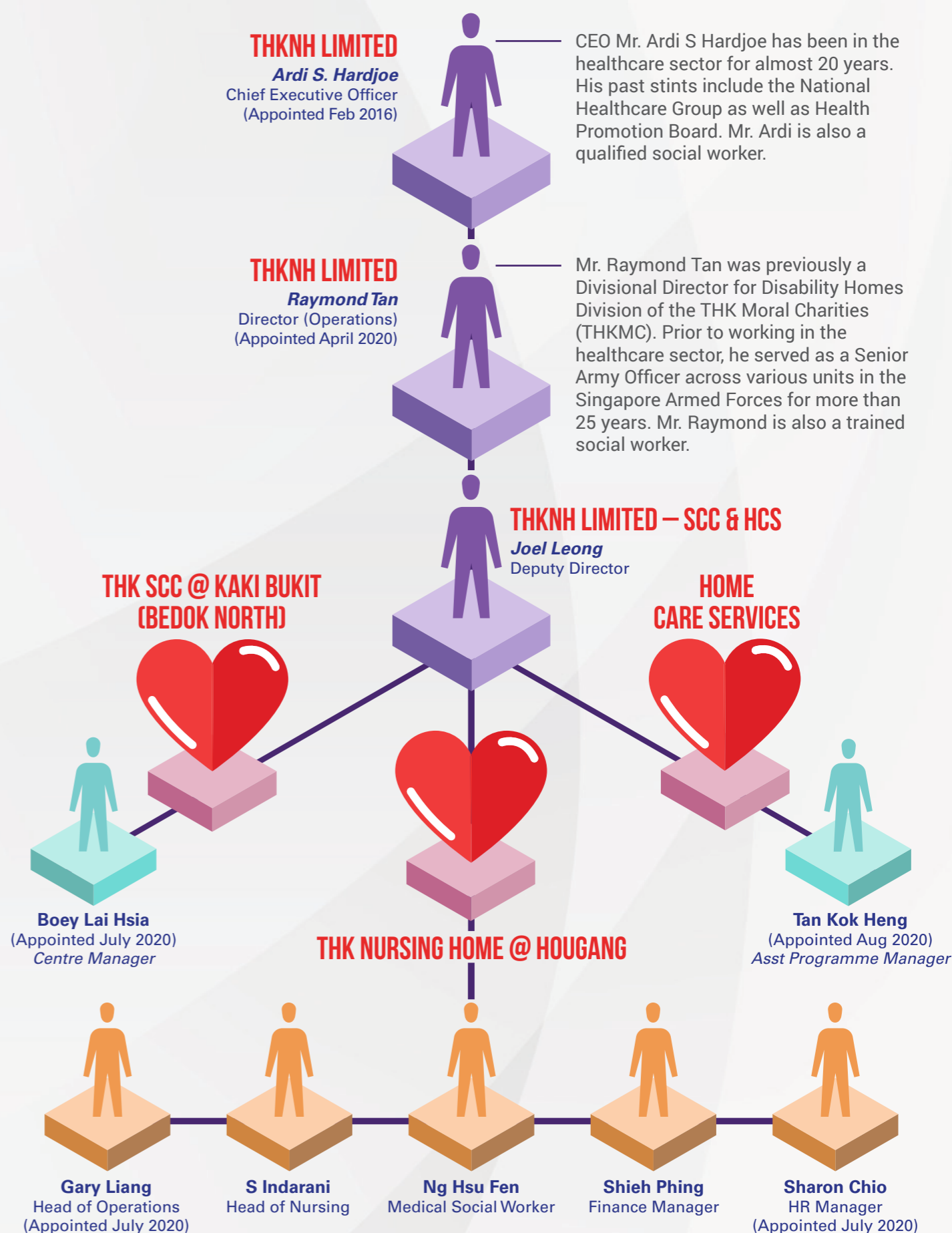
All Board members and staff are required to comply with the Organisation's conflict of interest policy.

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

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

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

THE MANAGEMENT TEAM



OUR SERVICES

THKNH Institutional Care

RESIDENTIAL CARE

THK Nursing Home @ Hougang serves up to 285 elder and patients who require nursing care. We have more than 114 clients living with dementia. We believe in providing the best quality of life for aging Singaporeans 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 landscape gardens, a rehabilitative gym and elder-friendly infrastructure. Two levels are dedicated to the care of patients living with dementia. Our dementia wards are specifically designed for dementia care. Coupled with evidence-based dementia programmes such as sensory rooms and other innovative technological solutions, the facility strives to provide a Home away from Home for the residents.



THKNH Community Care

CENTRE-BASED CARE

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

- Maintenance Day Care is where the frail and disabled elderly maintain and improve their physical and social well-being through therapeutic programmes and activities
- Dementia Day Care serves clients diagnosed with dementia, providing supportive care that will help slow down the deterioration of their physical and mental health
- We offer Rehabilitation with elder-friendly equipment to help an elderly meet his 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 who are 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 to their own homes.

Clients who are not suitable for or 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.





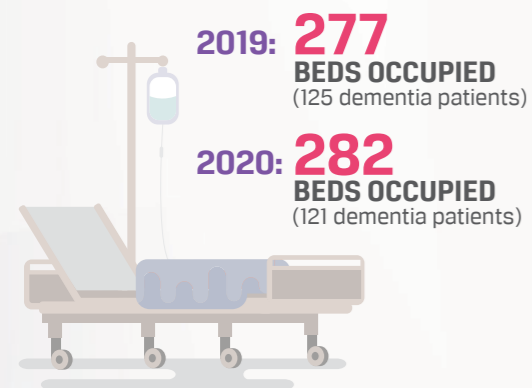
ACHIEVEMENTS



HIGHLIGHTS OF THE YEAR

The Year at A Glance

Nursing Home Beds (Operational Oct 2016)



Reintegration to community

6 Discharging independently or returned to family

Senior Care Centre (Operational Dec 2016)



| | | |
|--------------------------------------|------|---------|
| Client Days | 2019 | 18,910 |
| | 2020 | 13,788* |
| Rehab Sessions | 2019 | 2,482 |
| | 2020 | 2,354 |
| Centre-based Nursing Sessions | 2019 | 506 |
| | 2020 | 559 |

*(Figures for Day Care Centres only; SCC closed from 7 Apr to 28 Jun 2020 due to Circuit Breaker; Reopened with safe distancing measures as per advisory)

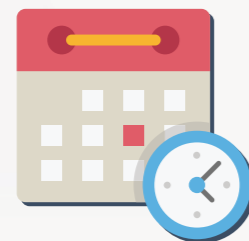
Home Care Services (Operational Jun 2017)

Home Personal Care Hours



2020 **12,396** Hours
(2019: 9,916)

Interim-Care Hours



2020 **11,376** Hours
(2019: 14,832)

Home Health Clients



2020 **95** Hours
(2019: 60)

Home Health Sessions



2020 **1093** Hours
(2019: 473)

Summary Financial Performance

Total Income:
S\$ 17,069,311



Total Expenditure:
S\$ 12,138,323



Net Surplus:
S\$ 4,930,988



There were no significant differences in financial performance from last year.

Principal Funding Resources

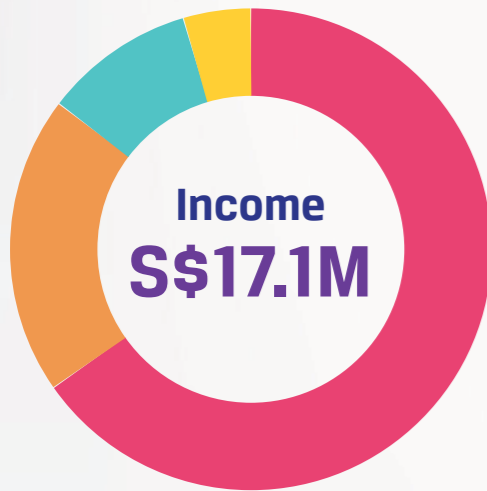
Thye Hua Kwan Nursing Home Limited is financially supported by government grants, program fees and donations.



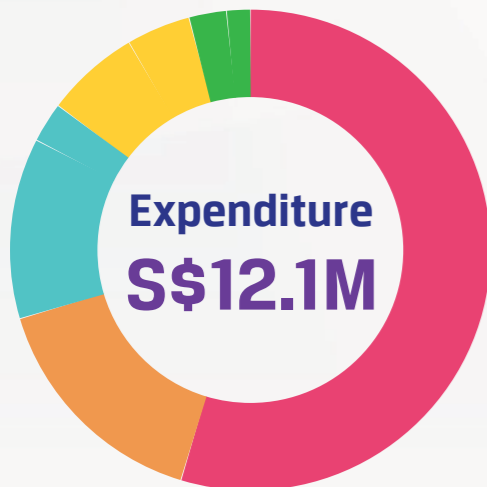
SERVING THE MOST NEEDY

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

98%
of our clients are subsidised and
91% of our clients are on
the highest possible
government subsidy.



- Government Grants **73.4%**
- Patient Fees and Related Income **15.2%**
- Donation Income **6.5%**
- Other Income **4.8%**



- Manpower Costs **56.2%**
- Programme and Services **16.8%**
- Operating Expenses **14.9%**
- Depreciation **9.6%**
- Governance & Other costs **2.5%**

Our fundraising efficiency ratio
was 17.4%

For the needy and poor



57%

of our clients require full/
partial MediFund aid.



25%

of our clients are on full
100% MediFund aid.



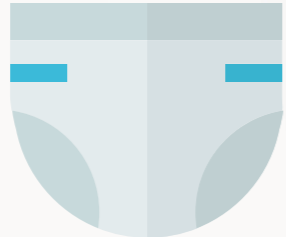
28%

of our clients are seniors
who have no family
support.



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.**

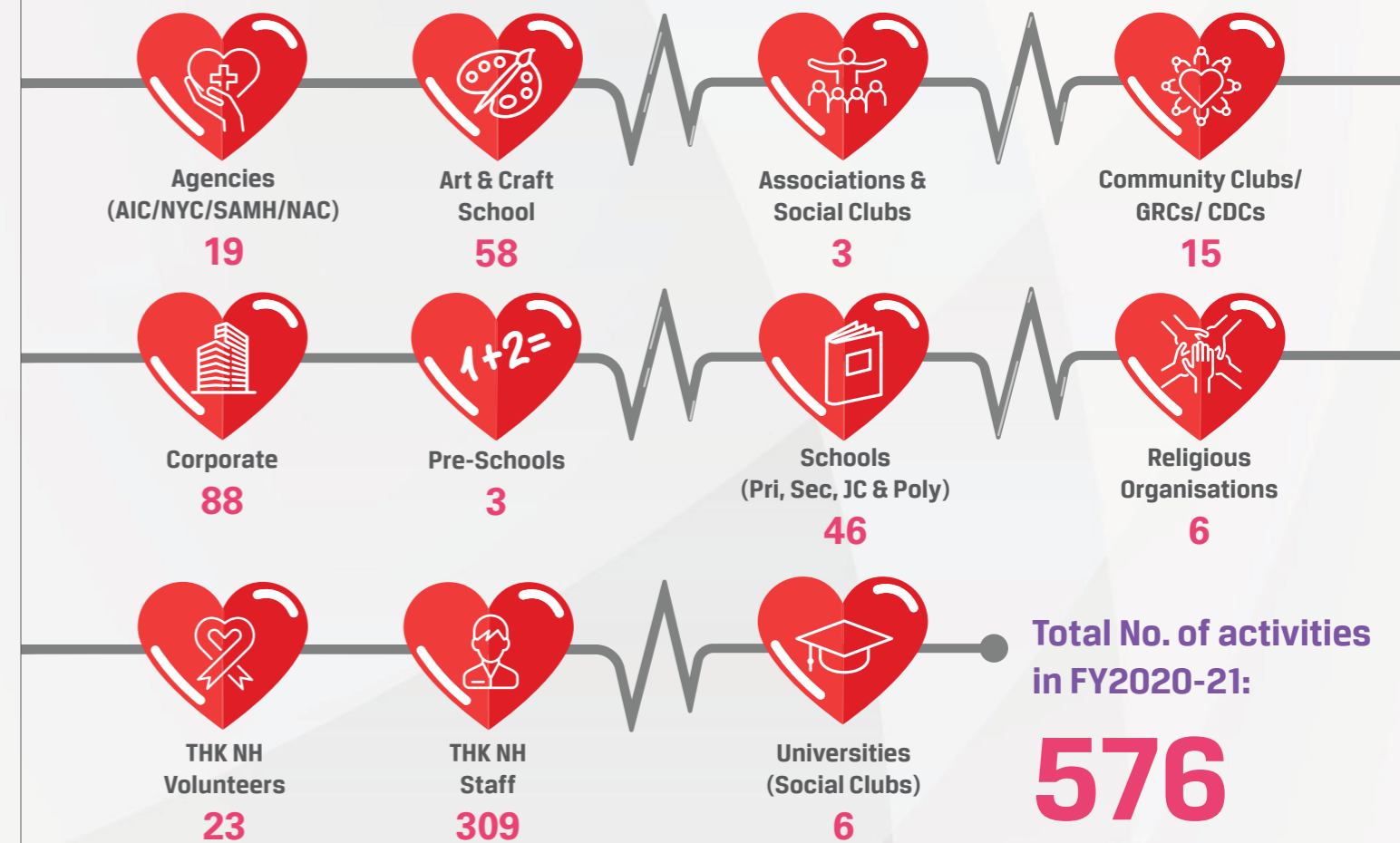
Find out more via <https://www.thknh.org.sg/donate/> or via online donation portal: <https://www.giving.sg/thye-hua-kwan-nursing-home-limited>



STRENGTH THROUGH VOLUNTEERISM

FY 2020/2021 ACTIVITIES & EVENTS BY PARTNER ORGANISATIONS

Activities conducted in FY 2020/2021



Volunteers

In spite of COVID-19 Circuit Breaker and minimising volunteer visits to the nursing, a total of **17 volunteer applications** for FY 2020-21 were received.

The total number of volunteers currently is **163**.

Volunteers held virtual befriending with activities such as arts and crafts and games with residents.

Safety and social distancing measures were put in place during virtual engagement with only a limited number of residents.

Residents were equipped with tablets and headphones for virtual befriending activities with volunteers.

Volunteer Policy

The Home warmly welcomes volunteers to join. Volunteers help bring much joy to our residents. To optimise every engagement session along with our wide range of programmes and activities, we have in place guidelines governing volunteer matching as well as the effective management of volunteers' database. For all volunteers, the nursing home will:

- Develop a plan in accordance with volunteer's category, profile and requested activities
- Define a clear and concise engagement plan for volunteers
- Conduct a one-time, pre-activity briefing for new volunteers prior to actual engagement
- Follow up with volunteers after each engagement session

OUR WORK: PROGRAMMES AND PROJECTS

Programmes & Initiatives

NURSE LED PROGRAMME

With volunteer activities reduced during most of COVID period, nurses and therapy aides had to keep the residents occupied from being bored and depressed by conducting simple arts and crafts and dementia sensory board activities.



VIRTUAL ENGAGEMENT ACTIVITIES

YOLDEN ARTS PROGRAMME (by National Youth Corps)

Yolden Arts Volunteers engaged with a maximum of 5 residents in the day room teleconferencing by ZOOM per session.

YOLDEN is a regular senior befriending programme that aims to cater to the physical, intellectual and social emotional wellness of the residents in the respective nursing homes. The word YOLDEN is derived from YO-YOuths and OLDEN-gOLDEN which represents the youths and seniors respectively.

This programme is supported by AIC and National Arts Council.



VIDEO-CALLS WITH NEXT OF KIN

Following AIC's advisory that visitors (e.g. caregivers and volunteers) are not allowed to enter the NH to reduce the importation risk of COVID-19, NHs are encouraged to use telephone or video calls for residents and their loved ones to keep in touch, and should roster this on a regular basis where possible.

Description:

- All video calls are on WhatsApp
- SSN/SN should have a schedule record of days and timings when caregivers want to video call the residents
- Video calls for 30 mins only
- Video calls are only during the visiting hours – 11am to 2pm and 4pm to 6pm
- There is a nurse assisting to make the video call who knows how to operate the tablet



Projects and Collaborations

TELEPRESENCE ROBOTS

Together with AIC, Thye Hua Kwan Nursing Home @ Hougang (THKNH @ Hougang) piloted the use of Telepresence Robots for a period of three months. This pilot, which taps on #ReadyTogether, aims to assess if the automated devices can offer alternative ways of delivering care and services to better support seniors.

THKNH used the Telepresence Robots for its volunteer activities conducted once a week by the Youth Corps. The volunteers conducted 90-minute sessions of simple exercises or arts and crafts for the residents of THKNH @ Hougang via remote access. Seniors were able to see the volunteers on the screen and follow their instructions, while the volunteers were able to observe the progress of the residents doing the activities. Residents of THKNH @ Hougang have taken positively to the Telepresence Robots.



QTUG TECHNOLOGY

Our elderly residents and those in the community deserve to be happy and independent for as long as possible.

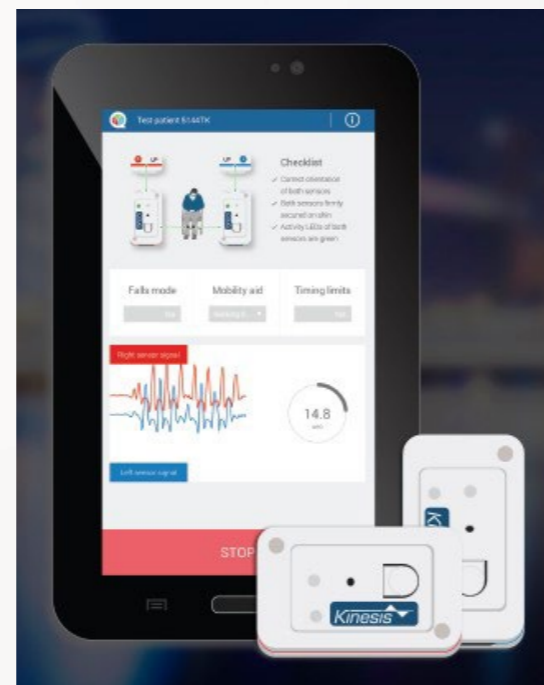
Current falls risk, gait or mobility assessment is done via a range of different assessment tools, such as Berg Balance Scale and the Time Up and Go Test (TUG). However, these assessments contain many subjective elements and are conducted via manual forms. This takes up a lot of time of the therapists who could be spending the time more effectively in running therapy programmes or training staff.

By introducing a digitised assessment technology, we are able to conduct more accurate assessments in shorter amounts of time, including falls risk score, mobility scores, and scores on quantitative gait parameters.

Through adopting Quantitative Timed Up and Go (QTUG) technology, we achieve the following outcomes:

- 1) Savings in manhours spent on resident/client assessment
- 2) Improved care quality and efficiency in assessment of clients

Assessments that took half an hour in the past can be as quick as just 5 minutes with the solution available. Data records, tracking of client progress and report generation will also be available and readily available with a few clicks as compared to the manual data entry and charting in the current state.



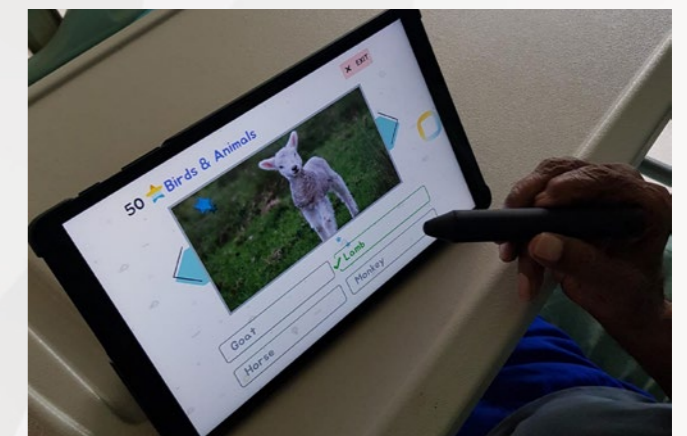
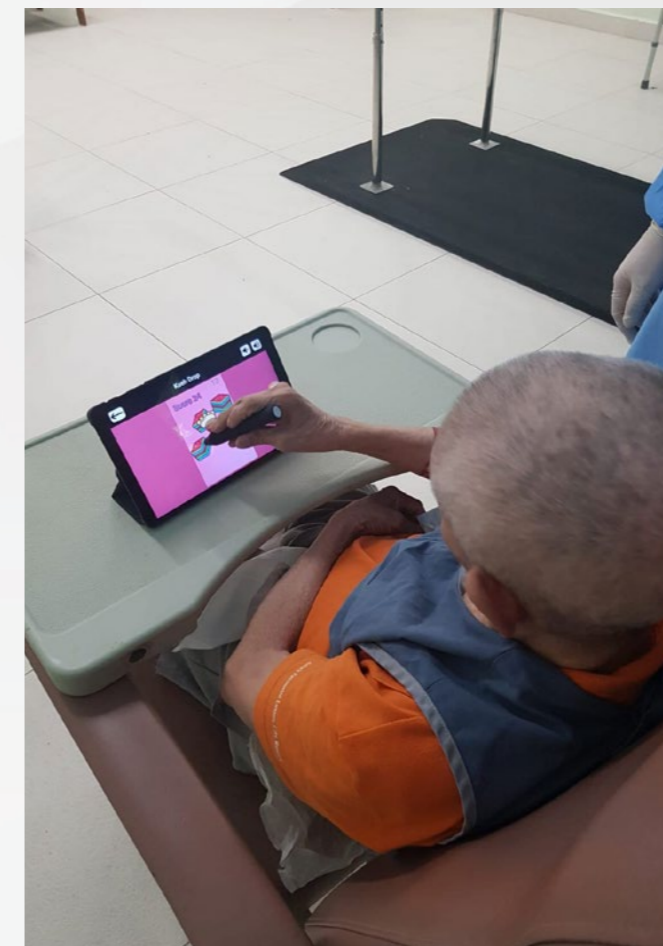
BEDSIDE INTERACTIVE THERAPY PROGRAMME

Using touchscreen technology and having portable functionalities, mobile 42" sensor monitor and interactive tablets can be utilised to conduct bedside therapy for our bedbound or wheelchair bound clients who are resistant or may not be comfortable with participating in other programmes or group activities.

The Dr Kinetic programme presents functional exercises in the form of games, providing direct feedback and complements that create an immediate positive emotion. Also, it provides clear medical outcomes in the form of detailed scores, allowing an engaging experience while allowing physiotherapists to set long term goals and monitor progress.

Games will also be better able to elicit natural movements from the elderly patients by helping them push their boundaries, forget their fatigue and fear of pain and achieve more than they thought possible.

Silverpad is a features-rich, multilingual tablet designed to boost the cognitive functions of elderly users through gamification. Users enjoy a clear and simple user-interface, with a choice of preferred language calibrated to the four main local languages. Cognitive activities for the elderly help to keep their minds sharp and alert while reducing the risk or delaying the progression of dementia. Through the bedside activities, the elderly can also be engaged in meaningful conversation and prevent the negative outcomes from their withdrawal from social interaction.



COVID SPECIAL: THE UNSUNG HEROES OF THK NURSING HOME

“ I miss my family but this helps me to be more independent. More importantly, this is to protect our residents and families. ”

Said Staff Nurse Siti Nadia at THK Nursing Home, who has been housed in a hotel, away from her family during this Circuit Breaker situation in Singapore.

The quotation above is the predicament our nurses face today, especially those who are patient-facing. Many nurses who dedicate themselves to nursing elderly residents who require institutional care usually start their nursing careers outside of the less glamorous ILTC sector. Being a nurse in a nursing home is more than just a job. Their dedication to their vocation is being tested like never before, ever since COVID-19 started crippling countries and has continued to test healthcare systems world-wide.

Like most people, nurses have a family and social life outside of work. Asking them to give this up has been a tough proposition. The sacrifices to make sure that infection control measures are fully complied with is demanding. Given the current arrangements, many of our staff, both foreign and local caregivers, are not able to return to the safety of their own homes. Many of our foreign nursing care staff continue to live in our nursing home dormitories with safe distancing, with about 30% of them who are required to stay in alternative accommodation. Ultimately, they are not allowed to leave the nursing home or their temporary premises after working. For local nursing staff, the same rules apply to them. This may add some emotional suffering to be away from their families.

THK Nursing Home @ Hougang (THKNH) cares for 285 residents, with half of them living with dementia. Basic nursing care includes us providing appropriate nutritional needs, activities for daily living like bathing, and looking at providing the highest quality of life outcomes where possible. When working in the nursing home, they have to follow stringent infection control protocols. They are required to don masks and PPEs when attending to residents. Having to work in environments without air-conditioning makes physical fatigue an issue. They also bide to a no cross-over to other wards policy. We can all empathise with the staff as they are required to be on high alert and remain vigilant of the residents' health and wellbeing during this period. These extra measures are necessary to keep them and the residents safe.

Nurses have to manage residents who are bored, lonely and in despair. Many of them miss their family visits and their regular volunteer befriending sessions. Their concerned caregivers have also no peace of mind, missing their visits with their loved ones here during the circuit breaker period. The elderly suffering from dementia are more likely to be triggered and become frustrated since activities have ceased during these hard times. Nevertheless, nurses continue to remain calm, caring and professional in managing the residents by keeping them happily engaged. Teleconferencing is one way that the nursing team has helped the residents 'see' and chat with their families. Each of the wards has been given mobile devices (tablets and mobile phones) that are used for this purpose. To cure boredom, the nursing and rehabilitation team has been conducting regular activities such as bedside arts and crafts and exercises for the residents.

In our efforts to support our care team, aside from providing bento meals and transportation (to and from alternative accommodation), the management has also provided occasional treats such as KFC meals and snacks for our staff. Generous donors have also stepped forward from various companies, organisations and from our volunteer pool, donating fruits, special bento meals and sandwiches occasionally in appreciation for our care staff as well as the residents.

Thank you, THK Nursing Team! You're our heroes! Let us continue to do our best!



Contributed by THKNH CEO, Mr Ardi S. Hardjoe

AWARDS AND ACCOLADES



8th APAC Eldercare Innovations Awards

At the 8th APAC Eldercare Innovations Awards, held by Ageing Asia on 25 Nov 2020, THK Nursing Home Limited took home 3 awards, namely:

INNOVATION OF THE YEAR – HEALTH PROGRAMME

Best health programme implementation that demonstrates improvement in quality of life for older adults.



(WINNER: MindGym by Thye Hua Kwan Nursing Home Limited, Singapore & DancingMind Pte Ltd)

BEST DAY CENTRE OPERATOR

Provides the best centre based health, care and social services to enable ageing-in-place.



(WINNER: THK SCC @Kaki Bukit)

BEST SMART CARE TECHNOLOGY – OPERATIONAL MANAGEMENT SOLUTION

Best operational management technology innovation that enables independence, health monitoring, operational efficiency and care support.

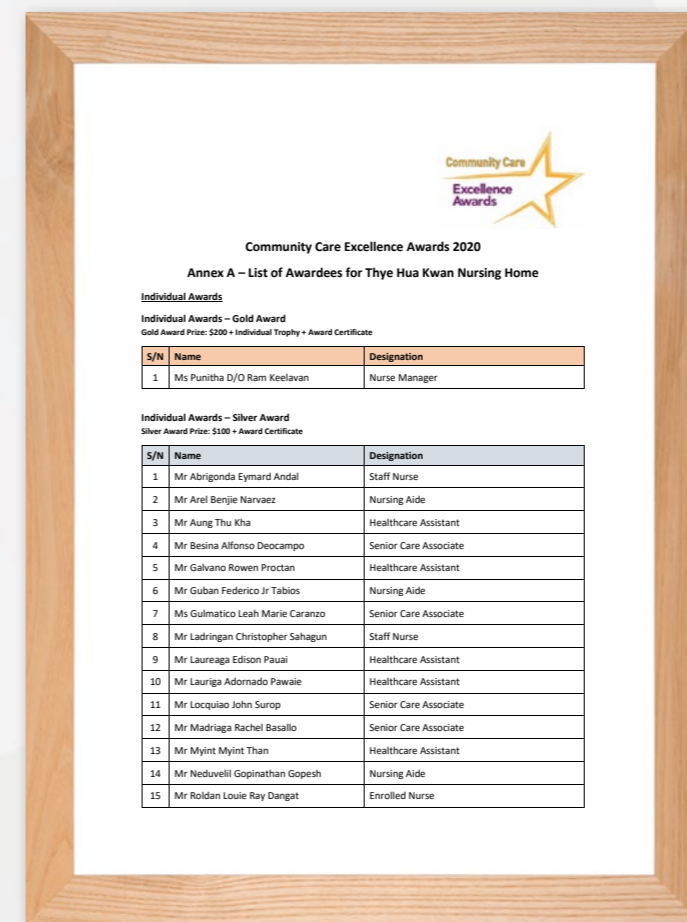


(WINNER: CARES by Thye Hua Kwan Nursing Home Limited, Singapore)

We were also finalists for the following awards:

- INNOVATION OF THE YEAR DEMENTIA CARE MODEL SOLUTION
- INNOVATION OF THE YEAR PRODUCTIVITY FINALIST
- BEST HOME CARE OPERATOR
- BEST REHABILITATION PROGRAMME
- BEST SMART CARE TECHNOLOGY PRODUCT

Community Care Excellence Awards and the inaugural Friends of Community Care Awards 2020



THKNH has a total of 16 winners (including a GOLD award) from the Community Care Excellence Awards and the inaugural Friends of Community Care Awards 2020, organised by AIC

Congrats to our hard-working, award-winning care staff in THKNH!

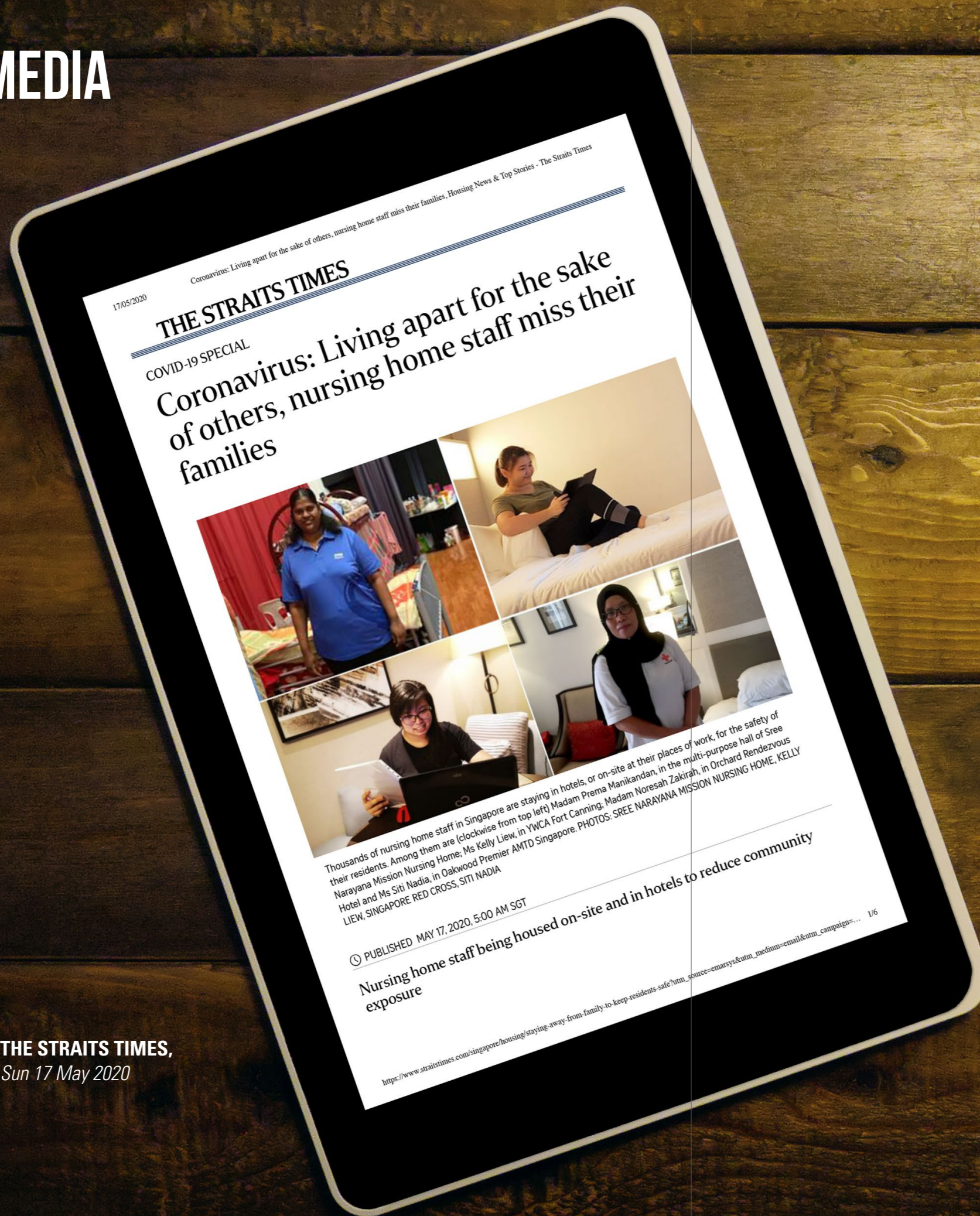


Nurses Merit Award 2020

Congratulations to Ms Punitha D/O Ram Keelavan for winning the Nurses' Merit Award 2020!



IN THE MEDIA



Our staff Ms. Siti Nadia shared her isolation-in-hotel experience as part of COVID19 mitigation efforts.

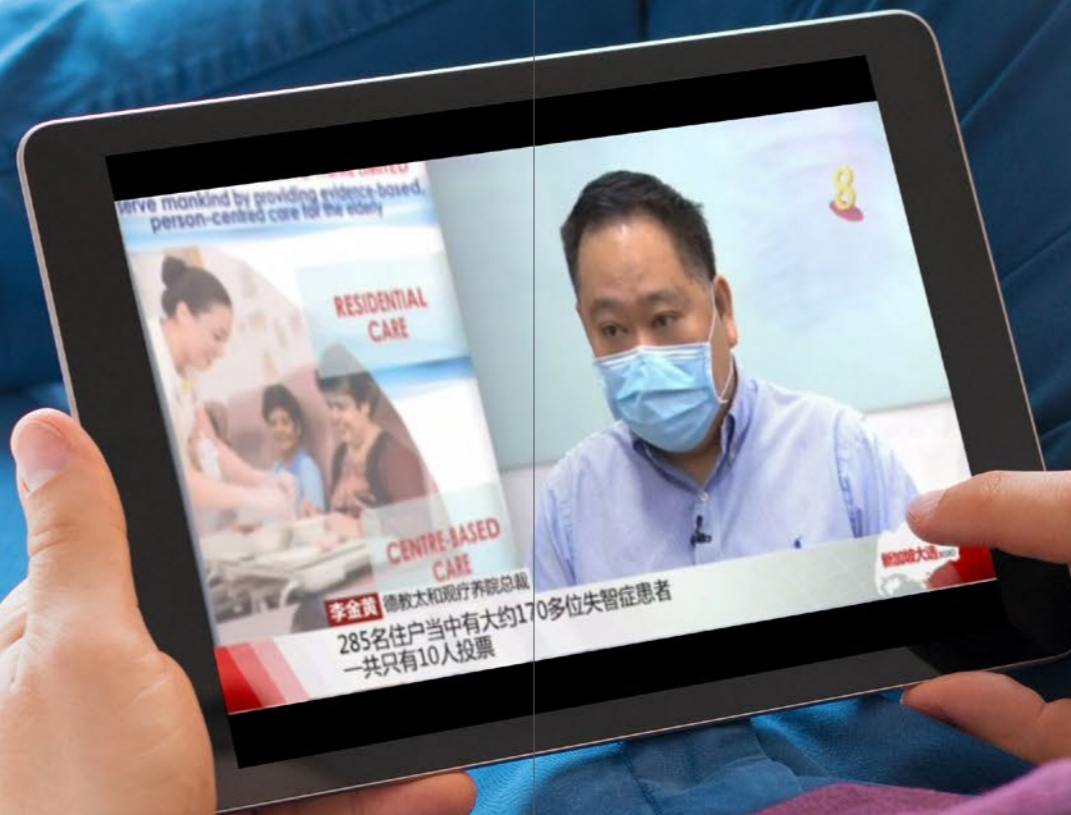
THE STRAITS TIMES,
Sun 17 May 2020

Channel News Asia,
Sat 20 Jun 2020



Our clients' emotional reunion with their next-of-kins after the resumption of nursing home visitations was featured by CNA.

Channel 8 news,
Sat 10 Jul 2020



CEO shared how we facilitated residents
to vote during the 2020 elections.



Channel News Asia,
Fri 17 Jul 2020



We shared how our visitations were managed in compliance to tightened COVID19 measures.

AIC with you,
Tue 21 Jul 2020



A feature covering our technology collaboration with Youth Corps Singapore to connect volunteers with residents.



AIC mosAIC,
Mon 26 Oct 2020

Our staff Ms. Punitha was featured as a "Motivational Monday" role model in AIC's Mosaic Facebook page.

THE STRAITS TIMES,
Mon 1 Feb 2021



CEO shared how decisions were made for mentally incapacitated and kinless residents to receive COVID19 vaccination.

Channel 8 news,
Tue 2 Feb 2021



We shared about allowing residents to take (4-hour) home leave during Chinese New Year.

Channel News Asia,
Wed 17 Mar 2021



One of our key partners, DancingMind Pte. Ltd. (CEO, Jennifer Zhang) shared about her dementia and elder-friendly VR product that was implemented in THKNH.



RESOLUTION



THE YEAR AHEAD

THKNH'S FUTURE PLANS

One of THKNH's major plans is to engage industry experts on a consultative basis for our various projects, as well as for the purpose of conducting research work with Institutes of Higher Learning.

This is one of our Community Silver Trust projects in which we hope to achieve a better understanding of our current services and their impact on our delivery of care, as well as how to improve upon them.

Other plans include:

- a) Community Silver Trust Projects
 - Coaching and Mentoring Courses for staff
 - All-in-one robot assistants
 - Music Therapy
 - Training and Education Videos
 - Interactive Activities via tablets
 - Animal Therapy
 - Consulting and IT services
 - Language courses
 - To expand therapist services in Homecare services
 - Consultation and Research services to improve our model of care
- b) Dementia Funding Project
 - Therapeutic Garden
 - The use of wall paper to replicate sensory, safety, positivity and nostalgia
 - Safety fixtures
 - Sensory and interactive games and technology system
- c) Integration strategies with THK Ang Mo Kio Community Hospital.

THKNH'S COMMITMENTS

Upgrading current garden to Therapeutic Garden.

THKNH'S FUND-RAISING PLANS FOR THE FOLLOWING YEAR

Online Campaigns on:

- Giving.sg
- Benevity Cause Portal

THKNH'S EXPENDITURE PLANS FOR THE FOLLOWING YEAR

Dementia Care projects: \$604K

CST (Community Silver Trust) projects: \$600k



EXEMPLARY

OUR PARTNERS

Active SG @ Hougang Sports Centre
Adventure Rangers Club
Agency for Integrated Care
Ang Mo Kio-Thye Hua Kwan Hospital
Bedok Reservoir-Punggol Constituency
Buddhist Life Mission
DancingMind Pte Ltd
DO Hokkien Opera
Esplanade Company Ltd
Finger Hope – Nagomi Art
Fiserve Co.
Forest 3 Educare
Hewlett Packard
I'm Soul Inc – MusicTherapy
Maplebear Preschool @ Serangoon North
Ministry of Health
Ministry of Social and Family Development
MI Robotic Pte Ltd
Montfort Junior School
Montfort Secondary School

Muneeswaran Community Services Ltd
Nanyang Junior College
National Arts Council
National Council for Social Service
National Heritage Board
National Youth Council
Nex Venture Technology Pte Ltd
North East Community Development Council
Overseas-Chinese Banking Corporation (OCBC)
PCF Sparkletots Pre-Schools
Punggol Community Club
Punggol Community Club Woman's Executive Committee
Punggol Primary School
Singapore Institute of Technology
Singapore Police Force - Hougang NPC / Ang Mo Kio Division
Social Development Network (MSF)
SOWERS Group @ Novena Church (Thomson) Temasek
Polytechnic
Wacker Chemicals Pte Ltd
Xin Min Secondary School

OUR KIND DONORS

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

COMPANIES

ADM DESIGN AND BUILD SINGAPORE PTE LTD
ALCHEMY RESOURCES PTE LTD
AMBER ELECTRONICS PTE. LTD.
AMUNDI SINGAPORE LIMITED
AROMA VENDING SERVICES
C20 CORPORATION PTE LTD
CJN CAPITAL PTE LTD
CFY ENTERPRISE (S) PTE LTD
ENTERPRISE ASSURANCE PAC
GENCORP MANAGEMENT PTE LTD
GT SAN ENGINEERING PTE LTD
HAPPY ENTERPRISES PTE LTD
HO KOK KEONG
HOHIN INDUSTRIAL TRADING PTE LTD
HONG LEONG FOUNDATION
JEXCELLENCE SINGAPORE PTE LTD
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LEONG SIEW WENG ENGRG P L
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THE SINGAPORE ISLAND COUNTRY CLUB
THE SOWER MINISTRY
UNIMOTOR COMPANY
VIMALAKIRTI BUDDHIST CENTRE
YEE LEE PTE LTD
YONG BENG HUAT SERVICE

INDIVIDUALS

AI LING SOO
AME HUIMEI KWOK
ANG LAM SOON
ANG TIN
ARON LOHTENG FOO
B P GAN
BALJINDER KUAR RANJIT
CHAI WAI FOOK
CHANTAR SENG
CHARLES CHOW TZETAN
CHEN CHIH AN
CHEN SIN FOOK
CHEW KOK CHEONG
CHEW SIAM HONG
CHONG CHEE MENG ERIC
CHONG KIM SANG
CHOO CHIAU BENG
CHUA BOON PAR / NEO BEE LING PAULINE
CHUA CHER MENG
CHUA GUEK LIANG
CHUA PHEK HOON
CHUA SWEE HIOK
DANG THI XUEYEN
FOOK LAI KUEN
GANDHARV SINGH
GO KIM HUAY
GOH CHENG CHUAN
GOH ENG KEE
GOH PUAY HOON
HAN HUI FONG
HEE SIEW FONG
HO JUN KEONG
HO SENG KWONG
HO SEONG PENG
IN MEMORY OF MDM TOH PEEYOK
IN MEMORY OF WOO KONG MENG
INDERJIT SINGH GILL SO ISHAR SINGH GILL
INNAWATY HENNYTJONG
JASON NG
JIOE INGE MUNARDI
JOEY LOH

KAMAL KANT
KANG SIEW BEE
KANG WEN LING
KELVINTOK LYE HUAT
KHO KAY JOO
KHOO CHING FUI
KO JUN JIE
KOH HAY LENG
KOH KIM SWEE
KONGYUET PENG
KUA PHEK LONG
KWA BEE WEE
KWAH GAY SENG
LAU CHIEW HIONG
LAUYANQING
LEE AH OI
LEE CHIA SHU
LEE KIAN SING
LEETHIAN SOO
LEE WOON SHIU
LEEYING
LEONG FOOK CHOOI
LEONG HOE PANG
LEONG PUI WAN ANNIE
LEONGTECK HONG
LIEW KOKYIK
LIM BOON ENG JULIE
LIM JEW JING
LIM KEE YANG
LIM SENG KONG
LIM SOO PENG
LIMTENG TENG
LIMYONG BENG
LIMYUN AN
LING SIEW CHEN
LOCK WAI PENG
LOH CHOON NGAN
MDM CHAN AH SEE
MOHAMAD AZALI BIN IBRAHIM
NEO AH SUAN
NEO NUE HONG
NG CHOON LANG
NG FOOK LAM
NGTECK SENG
OAN CHIM SENG
ONG BENG HUAT
ONG KEN LOON

ONG LAY KHIM
OOI AH CHENG
PAN SOEK JIN
PAULINE LIM BUAY ENG
PETER SIM
POH SIOK FONG
QUEK GIUI PEW
QUEK KAI HOCK
SCHMIDT RALF
SEE LIANG HUAT
SIA CHAI BOON
SIAU LEONG
SOH CHIOU SIN
SOH KIM HUAT
SRIHARI KUMAR
TAN CHENGTHYE
TAN EE CHOON
TAN ENG HWA
TAN JIT SENG JAN
TAN KOK ENG
TAN NGUAN CHEE
TAN SIEU LEE AMELIA
TAN SIEW HIANG
TAN SIOWTING
TAN SOO HWANG
TANTHYE SENG
TAYTHUAN WEE
TEO HAN MENG
TEO KIAN HONG
TEO SIOK HUAY
TEOH BENG SENG
TEONG KING HOONG
THE PING PING
THOMAS LOH WEE MENG
TIONG SHU
TOH SWEE HAI
WEE SIT LING
WONG CHEIW KHIONG
WONG CHOY
WONG WAI MEE
WONGYEW CHOO
YANG VOON CHENG
YEO LIAN HUAT
YEOH AH CHIAH
YIM KHEE MENG
YONG MEI EE
YUE HIN NGAY

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