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Thye Hua Kwan Nursing Home Limited
ANNUAL REPORT 2021/2022

CORNERSTONE



CONTENTS

Cornerstone

About Us	05
Overview of Charity	09
Chairman's Message	10
CEO's Message	12
Leadership	14
Governance	18
Our Services	24

Achievements

Highlights of the Year	28
Our Work: Programmes & Initiatives	39
Special Feature: CARE@THKNH	41
Awards and Accolades	42
In the Media	43

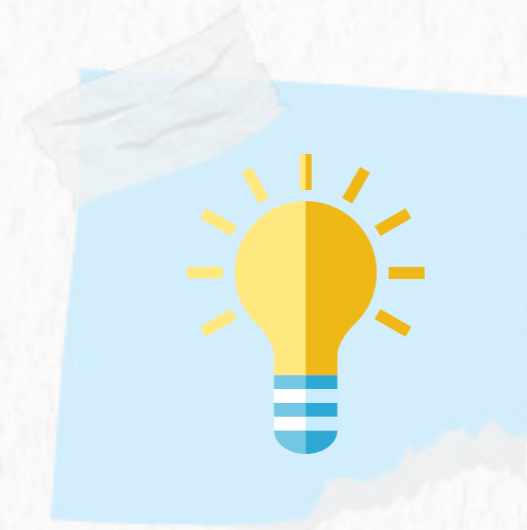
Resolution

The Year Ahead	52
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Exemplary

Our Partners	56
Our Kind Donors	57
Services Directory	59

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-centered care to every elderly and an integrated suite of step-down care services to assist them in the Community.



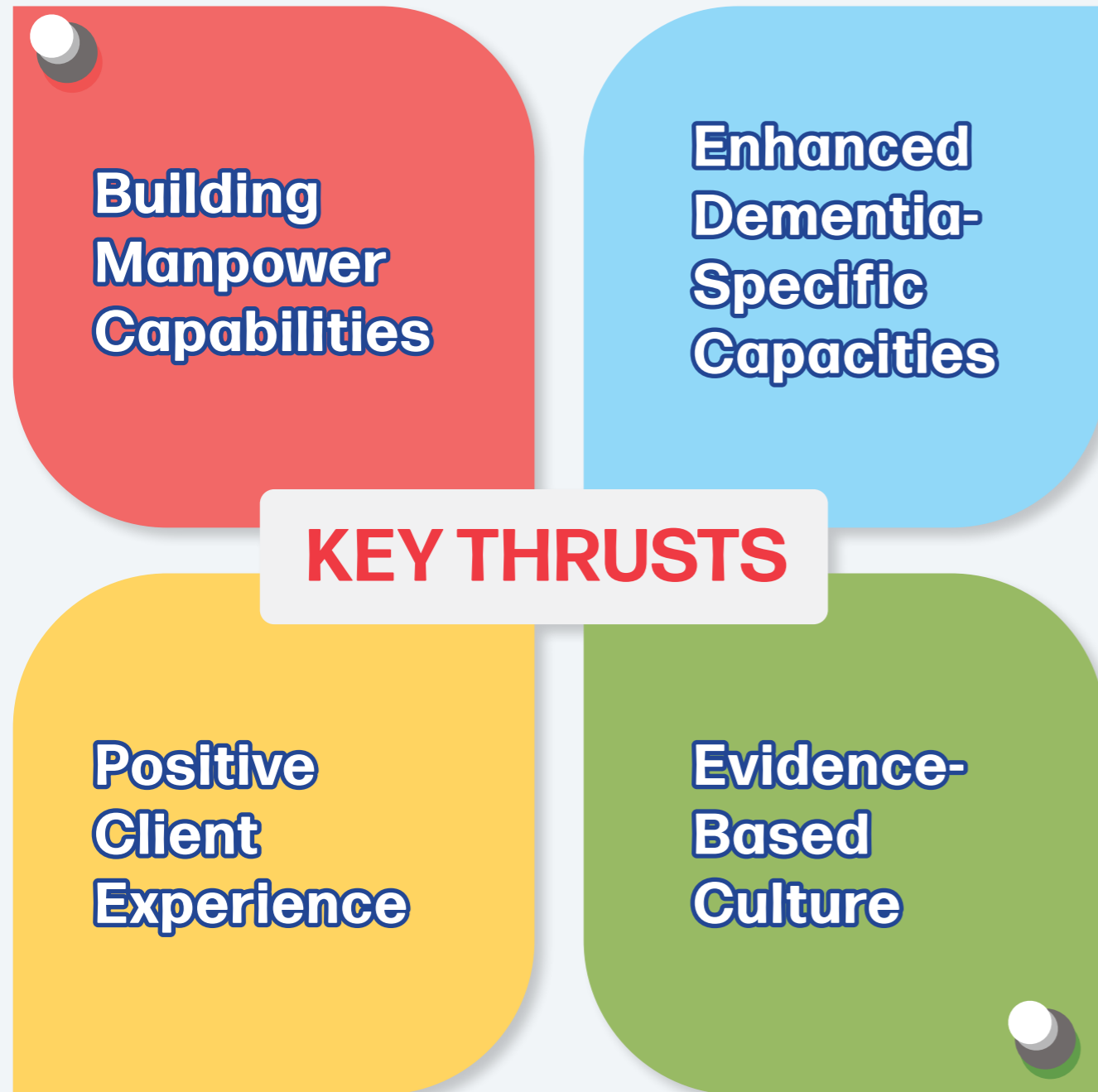
Objective

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

STRATEGIC THRUSTS & 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.



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.



Empowerment and Engagement

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



Ageing in Place

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



Respect

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



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.

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 total of 114 beds dedicated to serving dementia patients in 2 of our wards, and with many general elderly patients also being diagnosed with dementia, it is key for our care framework to be well-informed by interactions of various dimensions of dementia.

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

Appropriate Management in Care of Elderly with Dementia

Technology System Improvements (Throughput)

Holistic Assessment	Person-Centered Care	Meaningful Engagement	Environmental 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	Multi-Sensory Environment	Technological Enhancements	Collaborative Alliances with external stakeholders
	Spiritual Support			
	Palliative Support			

OVERVIEW OF CHARITY

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

THKNH has been accorded IPC (Institution of a Public Character) status till 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





I am most appreciative of the good work, resilience and strength shown by all Thye Hua Kwan Nursing Home Limited (THKNH) staff in battling the COVID-19 pandemic.

During this past year, our nursing home, senior care centre and home care services had to overcome challenges by reacting on a frequent basis. These included frequent Safe Management Measures (SMM) updates issued by the authorities, often with little lead time, that needed our teams on the ground to react quickly and adequately in order to maintain the high quality of care to our clients.

As Singapore learns to live with COVID-19 in an endemic state, we can better prepare ourselves for the transition and remain flexible in our business operations.

Richard Eu

Chairman
THK Nursing Home Limited



CHAIRMAN'S MESSAGE



Transforming Through Digitalisation

To ensure efficient and sustainable pivots, our teams needed to leverage technology to digitalise more processes and operations. By connecting the teams virtually, we can expect them to operate at a higher level, with better knowledge management and more round-the-clock support. One example to underscore the usefulness of digitalisation was the increased use of virtual conferencing (VC) technology during the suspension of family visitations to the nursing home. When the families were not allowed to visit in person, they relied on VC technology to keep in touch with their loved ones. The nursing home continues to get regular requests from families for video chats even after the SMM rules have been relaxed. We will need to continue to explore and invest in suitable technology to strengthen and expedite our digitalisation initiatives.

Maintaining Strong Performance

Our staff are our greatest asset. Through their consistent good performance and dedication to duty, THKNH as a whole was able to achieve and maintain strong service performance without compromising high quality care. For example, the nursing home was able to keep the Bed Occupancy Rate (BOR) above 95% - truly an achievement against the backdrop of high staff attrition in the community care sector. We will continue to invest in our staff in the form of financial sponsorships for higher education and career development courses as well as meaningful health and wellness programmes.

Restoring Volunteerism

It has not been easy during the past year for volunteering activities. Many activities were affected because of social distancing guidelines and group size limitations imposed by the authorities. Our ardent volunteers continued to participate in virtual befriending and small group activities. On this point, my heartfelt thanks to them – their passion and commitment has left a strong and indelible mark on our nursing home residents and staff. While Singapore enters into an endemic state, we will continue to work towards restoring more volunteer-led activities that are both safe and beneficial.

In face of a volatile, dynamic and uncertain environment, we will need to meet our challenges head on without hesitation in an effective and timely manner. I am confident that we will be able to do this and continue to exemplify our Mission by always striving to do things better.

Harnessing the Power of Technology

“Can we do it better?” is a question I frequently ask my staff. This stems from the desire to work more efficiently and expeditiously. Often not, the answer lies with the adoption of technology.

Aligned to one of our organisation strategies to increase technology capabilities, we adopted the **Quantitative Timed Up and Go (QTUG)** solution to augment our fall-risk assessments. It is a predictive assessment tool that utilises sensors to objectively measure a client’s fall risk. This eliminates any possible human errors that may come from the traditional visual examination and subjective interpretation of the client’s motor ability. From the estimated 20 man-hours saved per month, our therapy team can now better focus on other essential hands-on duties. For this adoption, we received the **“Innovation of The Year – Productivity”** award at the Ageing Asia Festival 2021 as a testament to our efforts to providing person-centred care to all.

Besides aiming to improve our operational processes and work, we had also used technology to better harness resources. Since the launch of our new Volunteer Management System (VMS), we received an overwhelming response of over 180% in new volunteer registrations! The VMS allows visitors to register their personal particulars in a proper and secure manner, and also select their desired programmes and activities to participate in. The system has also proven to help our staff to better plan and coordinate with volunteers. What a win-win!

Outreaching Outreach

The year also presented us with various opportunities to share with the public over print, television, and radio channels about our programmes and services for our clients. These included how the nursing home had to adjust its operations to meet evolving SMM guidelines, how families and clients had to adjust to visitation suspensions, and also the type of new technology deployed in our nursing home.

I am also proud to share about the creation of our own newsletter “THKNHearts” as efforts to augment our outreach efforts. Through the newsletter, we hope to share with the public our partners on a more regular basis about our programmes and services, and new developments for seniors.

As a recipient of the **Global Ageing Influencer** award from Ageing Asia, I want to dedicate it to all the staff for their tireless efforts and unwavering commitment to providing quality care to all our clients.

Empowering Others

We have to both empower and equally to inspire our staff and clients alike. Empowering to me, only speaks of the flexibility to manoeuvre, to action. In trusting our People even more, we have adopted a waterfall-cascading approach where leadership training has been provided to all our Heads of departments as well as other key staff- to equip them with the knowledge, as well as the right working paradigm in developing their direct reports and teams.

Soldiering On as One

The closed international borders and travel restrictions during the COVID-19 pandemic had caused a major toil on our foreign staff. Unable to travel home to spend family time in person had affected many emotionally and psychologically. Despite all this, they continued to soldier on with our local care staff as one in providing quality care to all our clients. They remained steadfast in their commitment to duty even when faced with the need to don uncomfortable personal protective equipment (PPE) for extended periods.

My sincere thanks to all the care staff, especially to our foreign staff for standing together with Singapore during these difficult times. Thank you.

“

The year would be remembered as one that thoroughly tested our mettle as an organisation, to which end also gave us the opportunity to grow to a new level. Since the start of operations, our nursing home, senior care centre and home care services never had encountered challenges like those posed by the COVID-19 pandemic. From fast-evolving guidelines imposed by authorities, to concerned clients and families, to overstretched manpower resources. We had faced them down resolutely and emerged as unwavering.

Ardi S. Hardjoe

Chief Executive Officer
THK Nursing Home Limited

”

In the Year Ahead

I am extremely proud of the personal growth, innovation and resilience we have developed since the first day we started operations. Such success is only achievable because of the unwavering efforts and hard work dedicated by all staff in THKNH. I am most grateful to our Board of Directors, our supporters, and the close partnership we have with the Ministry of Health (MOH) and the Agency for Integrated Care (AIC). We will continue to work towards expanding our circle of care and to serve our clients in even better ways.

CEO'S MESSAGE



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 had established 4 sub-committees namely Finance Committee, Audit Committee, Human Resource Committee, and Nomination and Appointment Committee.

Governing Board



Mr Eu Yee Ming Richard

Chairman
Group Chairman,
Eu Yan Sang
International Ltd

Date of appointment:
23 Oct 2018



Mr Ching Chiat Kwong

Vice-Chairman
Executive
Chairman,
Oxley Holdings Ltd

Date of appointment:
1 Nov 2014



Mr Ong Ser Huan

Member
Chairman,
Enkon Consulting
Engineers Pte Ltd

Date of appointment:
11 Jan 2019



Mr Chang Long Jong

Member
Group Chief
Executive Officer,
mm2 Asia Ltd

Date of appointment:
11 Jan 2019



Mr Lee Kim Siang

Member
Chairman,
Thye Hua Kwan
Moral Society

Date of appointment:
28 Aug 2013



Mr 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 Koh Juay Meng

Treasurer
President,
RSVP Singapore

Date of appointment:
2 Sep 2019



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

Related Entities Listing and Governing Board Members As of FY2021/2022

Name	Thye Hua Kwan Nursing Home Ltd	Thye Hua Kwan Moral Society	Thye Hua Kwan Moral Charities	Thye Hua Kwan Hospital
Mr Richard Eu Yee Ming	Chairman	-	Secretary	Member
Mr Ching Chiat Kwong	Vice-Chairman	Vice-Chairman	Member	Member
Mr Lee Kim Siang	Member	Chairman	Chairman	Chairman
Mr Zukifli Baharudin	Member	-	Vice-Chairman	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	
Mr Koh Juay Meng Chairperson	Mr Lee Kim Siang Ms Cheah Sheau Lan Ms Tan Khiaw Ngoh

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

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

Nomination & Appointment Committee	
Mr Lee Kim Siang Co-Chairperson	Mr Ng Kok Kiang Lawrence

Declaration

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

CORPORATE GOVERNANCE STATEMENT

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

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

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

Term Limit of Board

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

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

FY21-22 Board Meetings and attendance

Name	Board Appointment	Meeting Attendance
Mr Richard Eu Yee Ming	Chairman	4/4
Mr Ching Chiat Kwong	Vice-Chairman	1/4
Mr Lee Kim Siang	Member	0/4
Mr Zukifli Baharudin	Member	0/4
Ms Cheah Sheau Lan	Member	4/4
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

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

Audit Committee

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

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.

Finance Committee

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

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

Human Resource Committee

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

Committee	Name	Designation	Meeting Attendance
Human Resource 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 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\$50,001 to S\$100,000	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 Company's reserves management objectives are to maintain strong and healthy capital ratios in order to support its operations.

The Company targets to maintain an optimum level of accumulated funds which is equivalent to three years of its budgeted operating expenditure. The Company 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.

Company's reserves position:

Item	Current Year	Previous Year
A. General /unrestricted funds (Reserves)	\$18,760,072	\$16,013,810
B. Annual Operating Expenditure	\$15,190,333	\$12,138,323
Ratio of Reserves (A)/(B)	1.24:1	1.32:1

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

The Company does not have any restricted funds.

THE MANAGEMENT TEAM

THKNH Whistle-blowing Policy

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

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

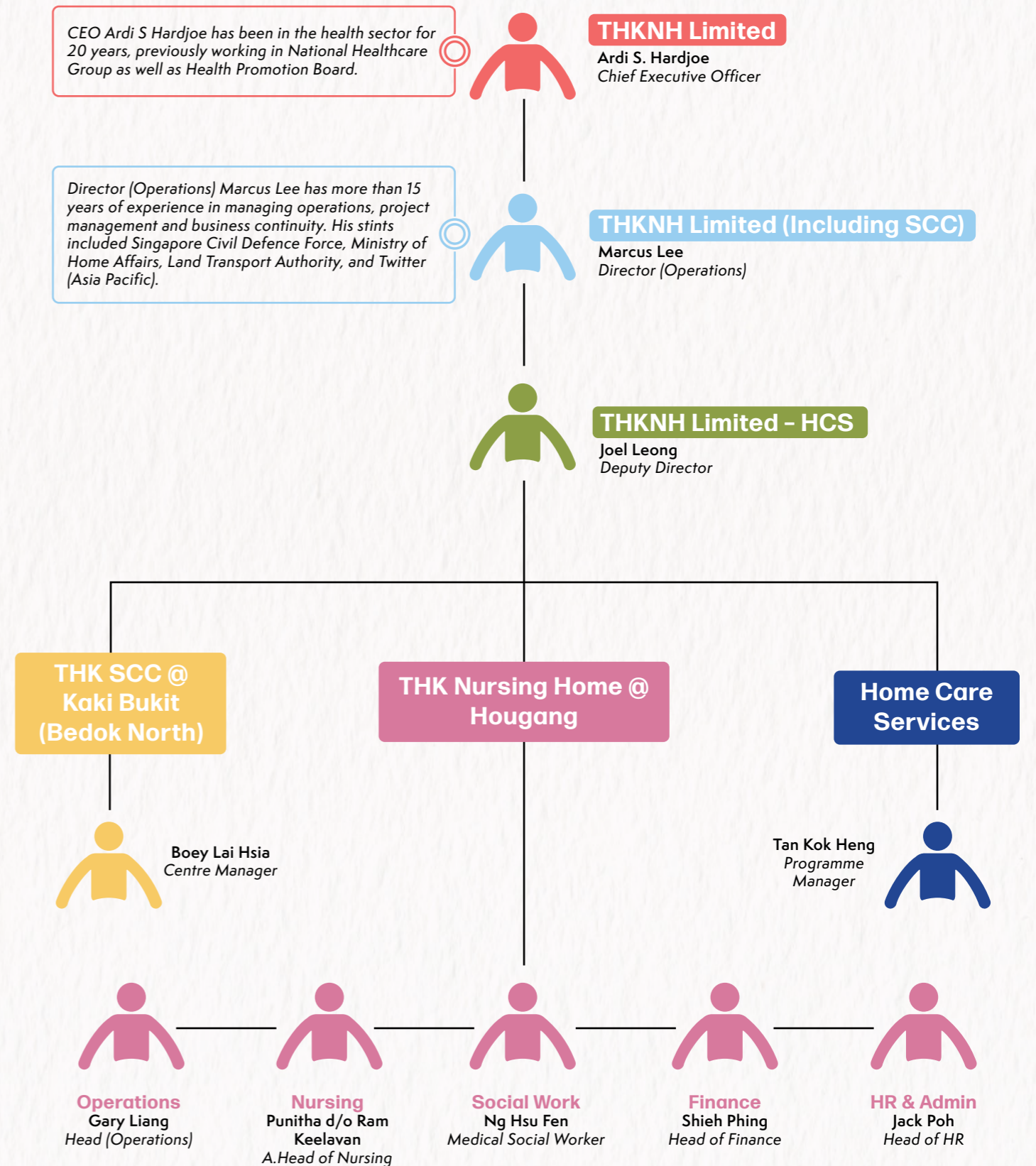
Conflict of interest policy

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

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

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

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



OUR SERVICES

THKNH Institutional Care

RESIDENTIAL CARE

THK Nursing Home @ Hougang serves up to 285 elderlies 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 ageing 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 landscaped 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.

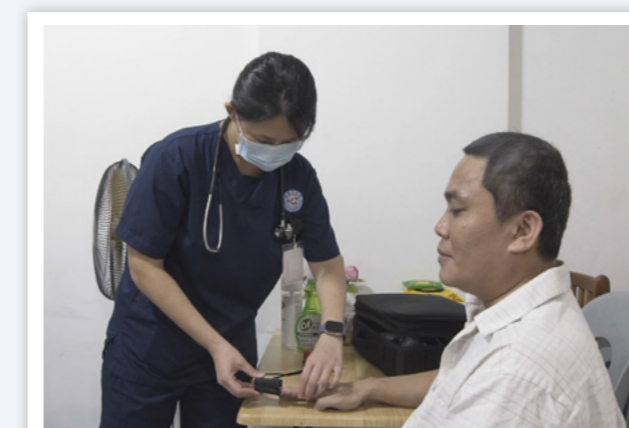


THKNH Community Care

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 the elderly meet their functional status to sustain a meaningful life in the community
- Home-care services like Home Medical and Home Nursing services are also offered to elderly clients in the community, providing holistic care in their own homes in the community



HOME-BASED SERVICES

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

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

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

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

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

ACHIEVEMENTS



HIGHLIGHTS OF THE YEAR

The Year At A Glance

Manpower

The Nursing Home



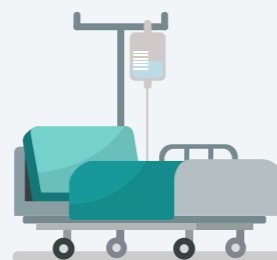
The Home Care Services



The Senior Care Centre



Nursing Home Beds



2020
282
Beds Occupied
(121 Dementia Patients)

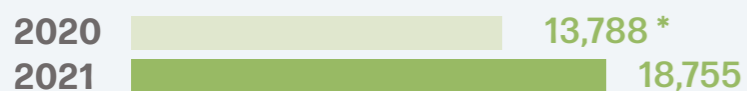
2021
268
Beds Occupied
(105 Dementia Patients)

Reintegration to Community
2 (Discharging independently or returned to family)

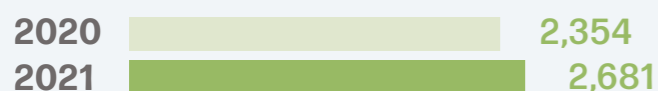


Senior Care Centre

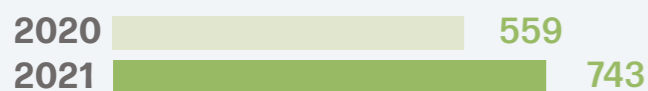
Client Days



Rehab Sessions



Centre-based Nursing Sessions



*(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

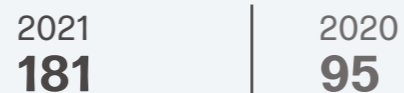
Home Personal Care Hours



Interim-Care Hours



Home Health Clients



Home Health Sessions



Summary Financial Performance



Total Income
S\$17,936,595



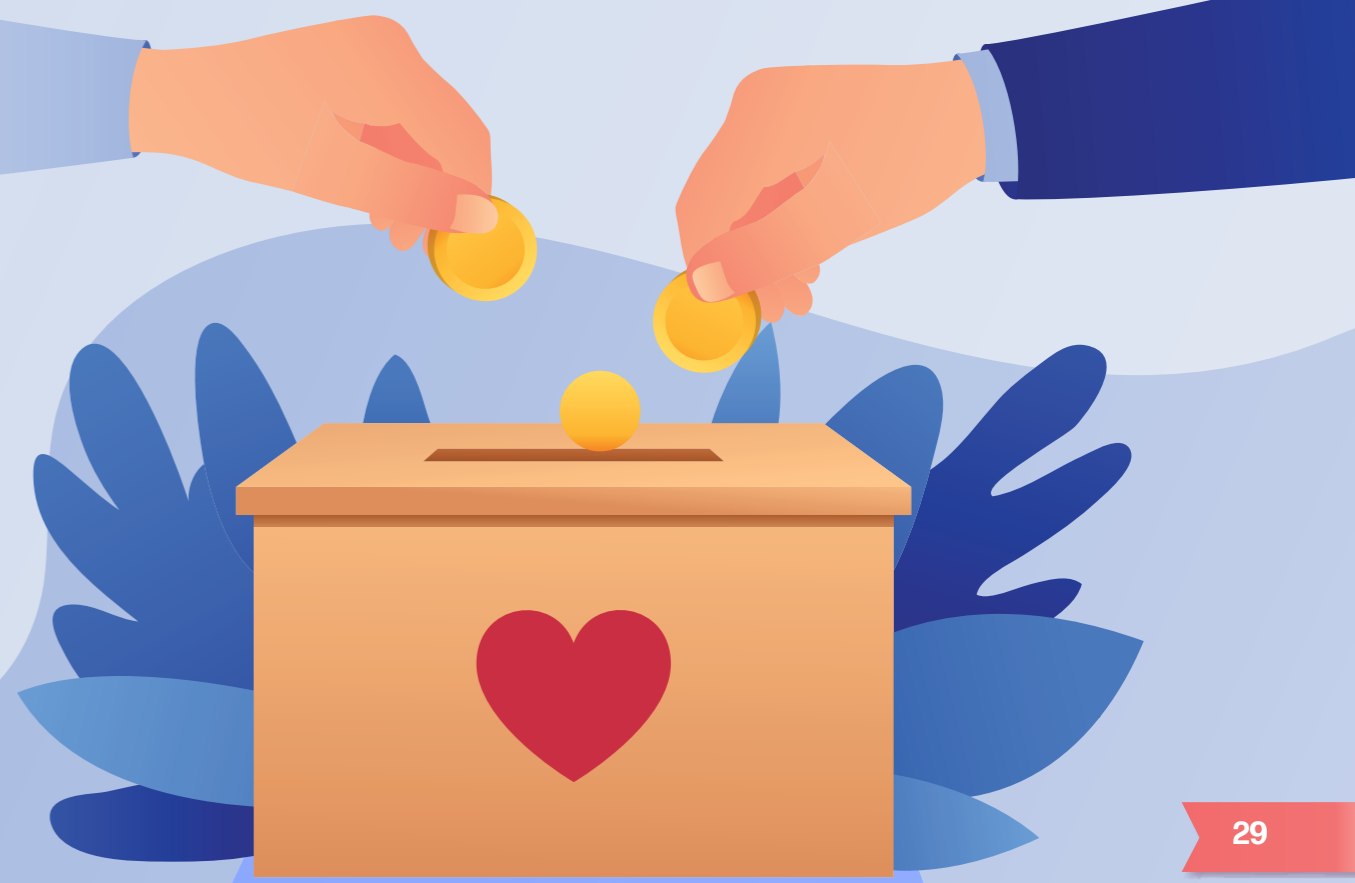
Total Expenditure
S\$15,190,333



Net Surplus
S\$2,746,262

Principal Funding Resources

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



SERVING THE MOST NEEDY

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



92%
of our clients are on the highest possible government subsidy.



For the needy and financially disadvantaged



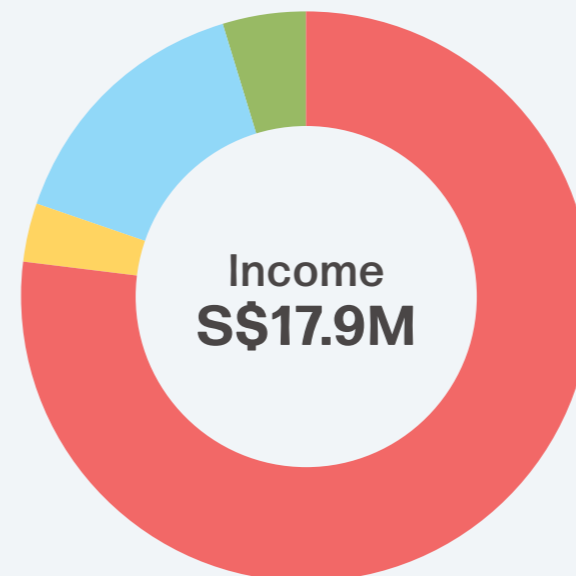
60%
of our clients require full/partial Medifund aid to co-pay for their costs.



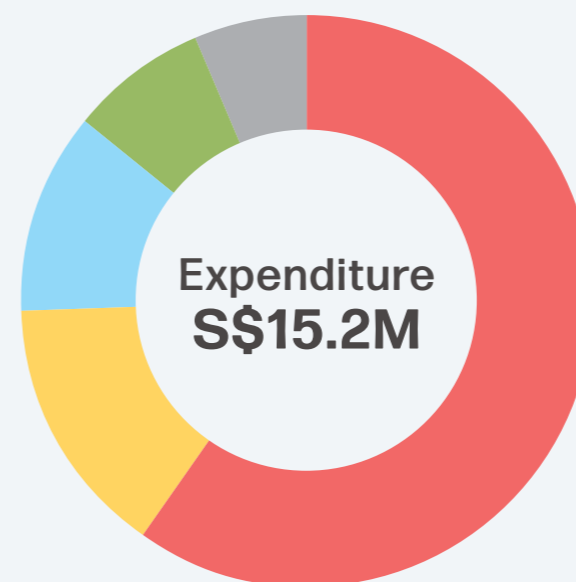
27%
of our clients are on 100% Medifund aid.



22%
of our clients are seniors who have only themselves to depend on, with no family support.



- 77.2%** Government Grants
- 3.3%** Donation Income
- 14.9%** Patient Fees and Related Income
- 4.6%** Other Income



- 60%** Manpower Costs
- 14.7%** Programmes and Services
- 11.4%** Operating Expenses
- 7.7%** Depreciation
- 6.2%** Governance & Other costs

Our fundraising efficiency ratio is 26.3%



How your Donation Makes a Difference

\$60

=



1 day of medical/
nursing services
for 1 elderly

\$100

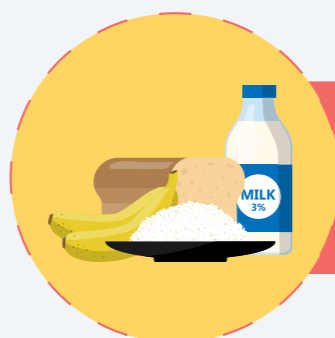
=



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

Events	Organisation Type	Type of Event	Total
Active SG @ Hougang Sports Centre	Community Club/ Sports	Exercise & Game	25
Buddhist Life Mission	Religious Organisations	Befriending/ Activity	1
Ferdinda & Volunteers (Virtual Activity)	THK NH Volunteers	Befriending/ Activity	1
Filipino Volunteers	THK NH Volunteers	Befriending/ Activity	2
Forest 3 Educare	Art & Craft School	Art & Craft	4
Fiserve Pte Ltd (Virtual)	Corporate	Befriending/ Activity	2
I'm Soul Inc (Music Therapy)	Corporate	Entertainment	1
Kidz Meadow Pre-school (Virtual)	Pre-Schools	Entertainment	1
Maplebear @ Serangoon North Pre-school (Virtual)	Pre-Schools	Entertainment	1
Nagomi Art Workshop	Art & Craft School	Art & Craft	2

Events	Organisation Type	Type of Event	Total
Nanyang Junior College (Virtual)	Schools/JC/ Polytechnics & University	Befriending/ Activity	11
PCF Sparkletots Pre-School (Virtual)	Pre-Schools	Entertainment	6
Republic Polytechnic (Virtual)	Schools/JC/ Polytechnics & University	Befriending/ Activity	1
SanCare Asia (Virtual Dance Exercise)	Corporate	Entertainment/ Exercise	11
Singapore Polytechnic Leo Club (virtual)	Pre-Schools	Befriending/ Activity	1
Trendsen Cultural Enterprise (Virtual Story Telling)	Corporate	Entertainment	2
The Esplande (Virtual)	Corporate/ Community	Entertainment	5
XinMin Secondary School (Virtual Befriending)	Schools/JC/ Polytechnics & University	Befriending/ Activity	19
Yolden Switch (Virtual)	Agencies	Befriending/ Activity	8
Zhonghua Secondary School (Virtual)	Schools/JC/ Polytechnics & University	Befriending/ Activity	1
Total			105

Registered Volunteers

Number of volunteers	2017	2018	2019	2020	2021	Volunteer Registration Jan to March 2022	Total Current
	9	38	72	17	48	63	247

In November 2021, we launched our new Volunteer Management System (Octopus 8 VMS System) online registration on our webpage. Volunteers are able to register online without the need to call or email.

The new VMS allows us to send out mass emails, SMS, birthday greetings, create and promote events, update information and send out newsletters to our volunteers.

Volunteer Policy

THKNH 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 specific plans for volunteers based on their profile and preferred activities.
- Define clear and concise practice of volunteers' scope of work.
- Ensure that all volunteers are selected and evaluated based on standards required.



ACTIVITIES & EVENTS

@ THK Nursing Home (Hougang)

Arts & Crafts Activities

Despite COVID-19 restrictions, our THKNH volunteers conducted more than 110 volunteer sessions and activities (with proper safe distancing measures). Arts & Crafts is an example of some of the activities conducted which were greatly enjoyed by our seniors.

Our seniors greatly enjoyed painting lovely colourful birds on canvas bags to trying their hand at batik painting on cloth.



Virtual Tea Dance

The SanCare Asia Virtual Return to Tea Dance Exercise was conducted from November 2021 to March 2022. A total of 12 sessions were conducted. The programme was funded by Temasek Trust Fund.

Residents and clients from THK Nursing Home residents and Senior Care Centre clients enjoyed exercising to the music from the yesteryears provided by SanCare Asia during the session.



Fundraising by Artualize Gallery Pte Ltd for THKNH

In Nov 2021, the Artualize Gallery partnered with THKNH in organising a fundraiser.

A total of 20 beautiful paintings were available for sale, all kindly donated and curated by the family of the late Singapore artist Mr. Low Hai Hong.

Our elderly residents at Thye Hua Kwan Nursing Home at Hougang benefited from the donated paintings.



@ THKNH Senior Care Centre (Kaki Bukit)

“Traditional” Png Kueh Workshop

Volunteer Mdm Susan Koh from Joo’s Kueh – 如姐潮州粿 brought fun, laughter and a touch of reminiscence to our seniors during the workshop. All the seniors had hands-on experience in making the vegetarian png kuehs which were suitable for all races. They enjoyed the fruits of their labour with tea and coffee after the workshop.



“Fit & Fun” Adaptive Sports Toolkit

The “Fit & Fun Adaptive Sports Toolkit” is the first-ever toolkit co-designed by AIC and SportCares, the philanthropic arm of Sport Singapore. Adaptive sports are sporting activities that have been modified to enable persons of differing abilities to participate actively.

The toolkit supports staff and volunteers from the Community Care sector in facilitating and implementing the toolkit’s activities for their clients so that they can stay fit, active and socially connected. The adaptive sports activities are suitable for seniors with physical or cognitive conditions, e.g. those with stroke or early dementia. These activities can contribute to improving the physical, mental and emotional well-being of the elderly.

Our Senior Care Centre planned various activities, taking references from the toolkit as guidance to engage our seniors in playing them. Floorball is one of the popular sports which they enjoyed immensely.



@ THKNH Homecare Services

CNY Spring Cleaning Volunteer Activity

Our staff and volunteers of Homecare Services visited some beneficiaries to help spruce up their homes before the Chinese New Year. We even had cleaning equipment donated to help them with the spring cleaning process, courtesy of our thoughtful sponsors!

Seeing the smiles on their faces after the spring cleaning was done made our efforts all worthwhile.

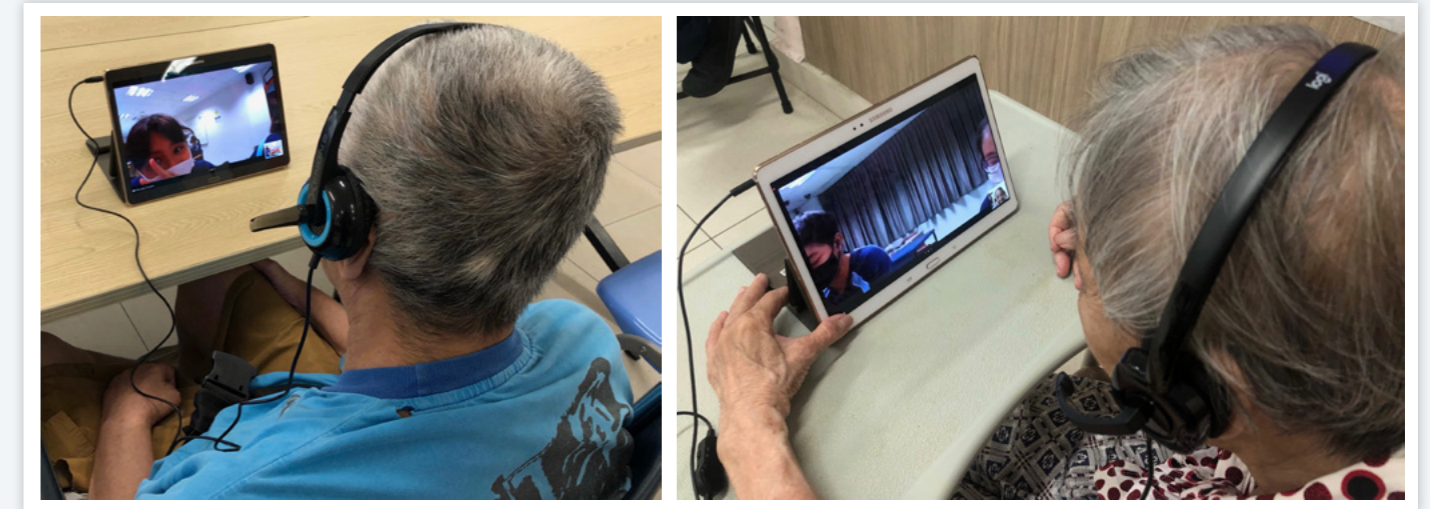


OUR WORK: PROGRAMMES & INITIATIVES

XinMin Cares - A Virtual Befriending Programme Initiative

In 2021, THKNH collaborated with XinMin Secondary School for a four-month Befriending Programme with our nursing home residents. This programme was successfully organised from February to May 2021.

A total of 205 secondary-one students were scheduled on rotation by their school classes to be befrienders to our elderly residents as part of their *Values in Action* curriculum. Students and residents communicated through the provided electronic tablets. This initiative helped expose the students to volunteerism and was recognized with a Finalist Award in the "Innovation of the Year – Social Engagement Programme" category in the Asia Ageing Awards 2021.



THKNH Leadership Programme

Our THKNH leaders completed 10 weeks of leadership training with Me2We Pte Ltd. Titled "Leading Authentically" by Training Consultants Peter Seah and Lyn Wong covering 4 modules of leadership training, including coaching.

Our 12 leaders from Nursing, Operations, Finance, HR and Managers gained a better understanding of areas that could influence themselves through self-reflection as leaders and the impact on the lives of our employees.



SPECIAL FEATURE: CARE@THKNH

New Initiative - THKNH Enhanced Sanitation of Environment

From February to March 2022, during the sudden and unexpected surge in COVID-19 Omicron cases in the community, the housekeeping team @THKNH experienced the need for more frequent and thorough cleaning of the area.

The THKNH Operations team then made the quick decision to acquire two value-adding pieces of equipment to assist the housekeeping team.

With the introduction of our disinfection robot and a disinfection repellent machine, this initiative proved to be a productivity multiplier and an added infection control measure.



Temi All-In-One Robots

In July 2021, THKNH deployed All-In-One Assistant robots named TEMI. Aside from providing virtual communications for the seniors and their families, in collaboration with Mi Robotic Pte Ltd, TEMI also serves as a mobile entertainment device to play nostalgic music for the seniors to enjoy. TEMI also helped enhance care protocols with its customisable programmes and Bluetooth connectivity. TEMI has been deployed to help the nursing team in the collection of our residents' vital signs, body temperature, and oximeter readings. Overall, the introduction of TEMI has increased the productivity of the nursing team.



THKNH's Model of Care For COVID-19 Residents & Staff

When the COVID-19 Omicron variant cases started to spike across Singapore, our nursing home saw a corresponding jump in cases. There were continued reports of staff and residents getting infected daily. Despite more than 90 per cent of our staff and residents being vaccinated with booster shots, THKNH's business and care continuity remained a challenge. We needed to ensure adequate duty personnel at work and that residents infected by COVID-19 could recover with the best possible care.

Working closely with the Agency for Integrated Care (AIC), we adapted the new Care@NH framework model to implement in-situ recovery for residents who tested positive for COVID-19. This model, which we coined Care@THKNH, allowed residents to recover within their wards instead of a dedicated, external recovery facility. Residents could continue to see the familiar faces of nurses and attendants whom they have grown accustomed.

This model also allowed our nursing home staff to isolate suspected cases more efficiently while awaiting their confirmatory Polymerase Chain Reaction (PCR) test results.

Before the implementation of Care@THKNH, residents and staff exhibiting early COVID-19 symptoms had to wait for a window of 6-8 hours for the PCR laboratory testing. By the time the PCR test showed confirmation of COVID-19, the other residents/staff previously afebrile may have gotten infected and started displaying onsetting symptoms too.

The implementation of Care@THKNH was not smooth-sailing. The team had to identify and section cohorting spaces from the already limited areas of the nursing home. Day rooms and staff resting areas within the wards had to be transformed into new COVID-19 isolation areas. Dedicated isolation rooms could not be used as they have to be on standby in case of other non-COVID-19 infectious cases or emergencies that may arise during this period.

Within 24 hours, our Operations and Nursing teams coalesced and converted a total of 28 additional bed spaces to be dedicated to the Care@THKNH model. Despite the challenges, we managed to implement the model successfully.

With the model implemented, there was an immediate and drastic improvement in the management of COVID-19 cases. The frantic communications liaising with external parties like the Ministry of Health (MOH) Conveyance Team streamlined by as much as 50 per cent. Residents who were suspected to be COVID-19 positive could be more effectively and expeditiously isolated. This stemmed the rate of spread amongst the residents and staff.

In retrospect, the Care@THKNH model was pivotal in our efforts to manage the spread of COVID-19. For this, I would like to acknowledge the support the nursing home has received from the Ministry of Health (MOH), the National Centre for Infectious Diseases (NCID), and the Agency for Integrated Care (AIC) for their partnership. Thank you!

Marcus Lee

Director of Operations
THK Nursing Home Limited



AWARDS AND ACCOLADES



At the 9th APAC Eldercare Innovations Awards, organised by Ageing Asia Pte. Ltd. (<https://ageingasia.com/about/about-ageing-asia/>) on 3 Dec 2021, THKNH took home the winning award for INNOVATION OF THE YEAR – PRODUCTIVITY for our adopted rehab technology, QTUG.



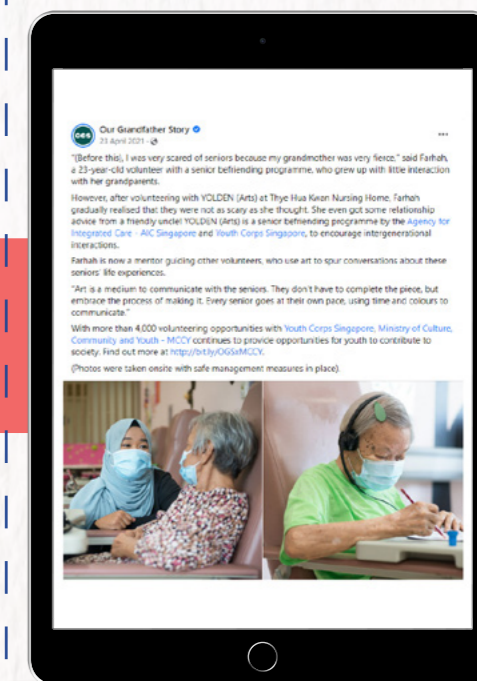
We were also finalists for the following awards:

1. INNOVATION OF THE YEAR – FOOD & NUTRITION
2. INNOVATION OF THE YEAR – PRODUCT
3. BEST SMART CARE TECHNOLOGY – PRODUCT
4. INNOVATION OF THE YEAR – SOCIAL ENGAGEMENT PROGRAMME
5. BEST DEMENTIA CARE PROGRAMME

IN THE MEDIA

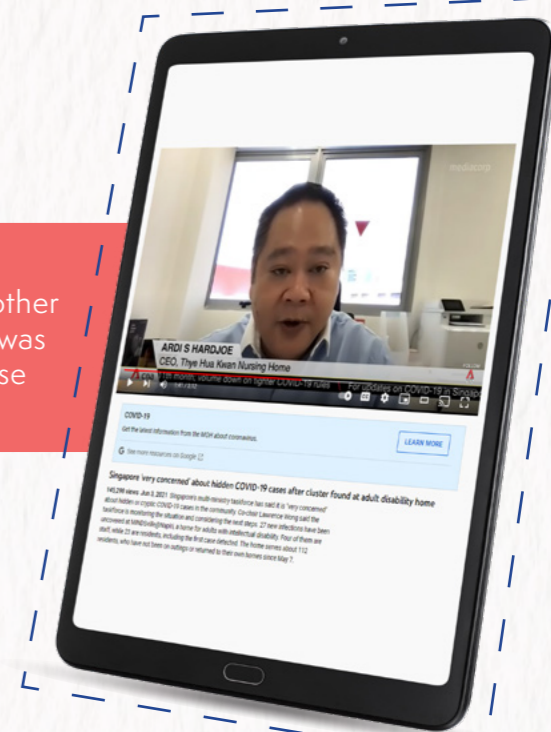
Doing our part to educate the public

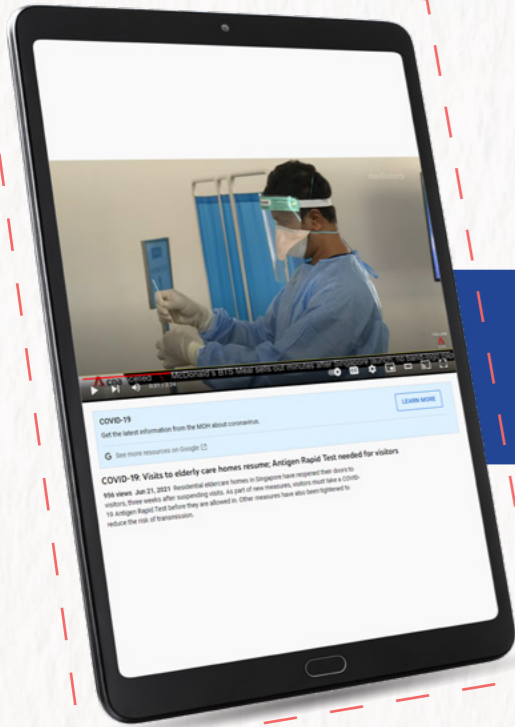
Our Grandfather Story Facebook Page, 23 Apr 21
– Volunteer Farhah shared her experience engaging with seniors while volunteering at THKNH.



Channel News Asia, 4 May 2021
– As COVID-19 cases rise in Singapore, THKNH shared how the nursing home had stepped up in SMM, adhering to MOH's guidelines.

Channel News Asia, 3 Jun 2021
– With the discovery of a cluster found in another home in Hougang, CEO shared how THKNH was mindful of safe distancing measures to minimise human contact from external sources.





Channel News Asia, 21 Jun 2021

– THKNH shared how arrangements were made to adhere to new measures where all visitors must take ART before they are allowed into the nursing home.

The Straits Times, 30 Sep 2021

– In this full article on THKNH, the CEO shared how our staff were working harder than ever with the challenges of the surge of COVID-19 cases in the community.



Channel News Asia, 12 Jul 2021 – In this COVID-19 endemic special report, THKNH shared how we adopted the use of technology in the nursing home to keep practising SMM.



Channel News Asia, 7 Oct 2021

– The CEO shared how THKNH staff and residents were coping with the suspension of visits to the nursing home.

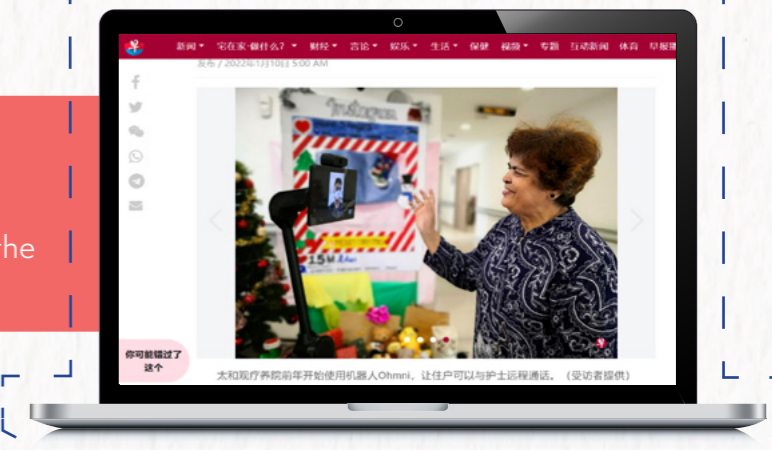


The Straits Times, 1 AUG 2021

– The CEO shared that there was a shortage of 10 per cent of nurses at THKNH although the number of community nurses has been gradually increasing over the years.

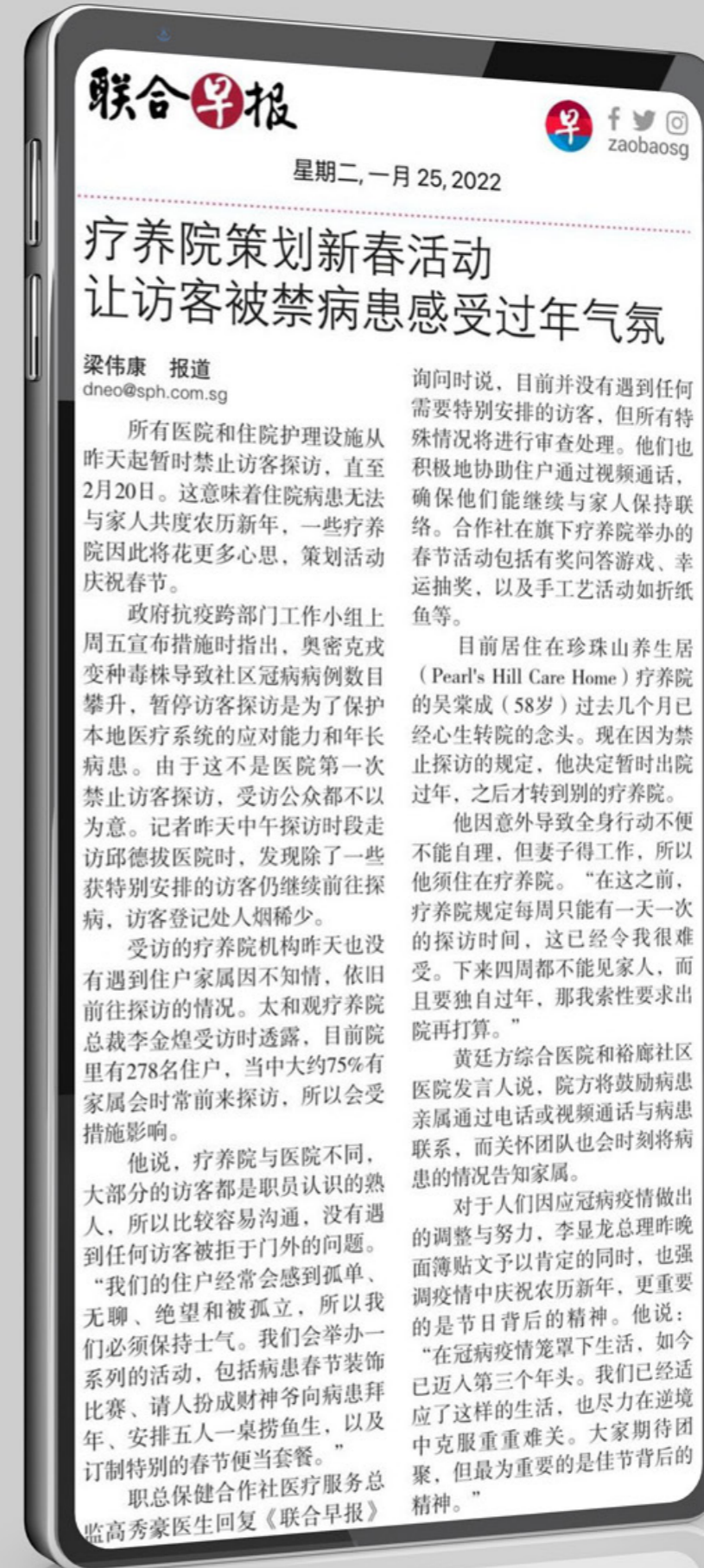
Lianhe Zaobao, 10 Jan 2022

– In this robotics feature story, our partner Mirobotic shared about THKNH's use of telepresence robots like Ohmi and Temi in the nursing home.



Channel 8 News, 24 Jan 2022

– When visitations to nursing homes were re-opened, THKNH CEO and visitors shared their views on the new visitation policy.

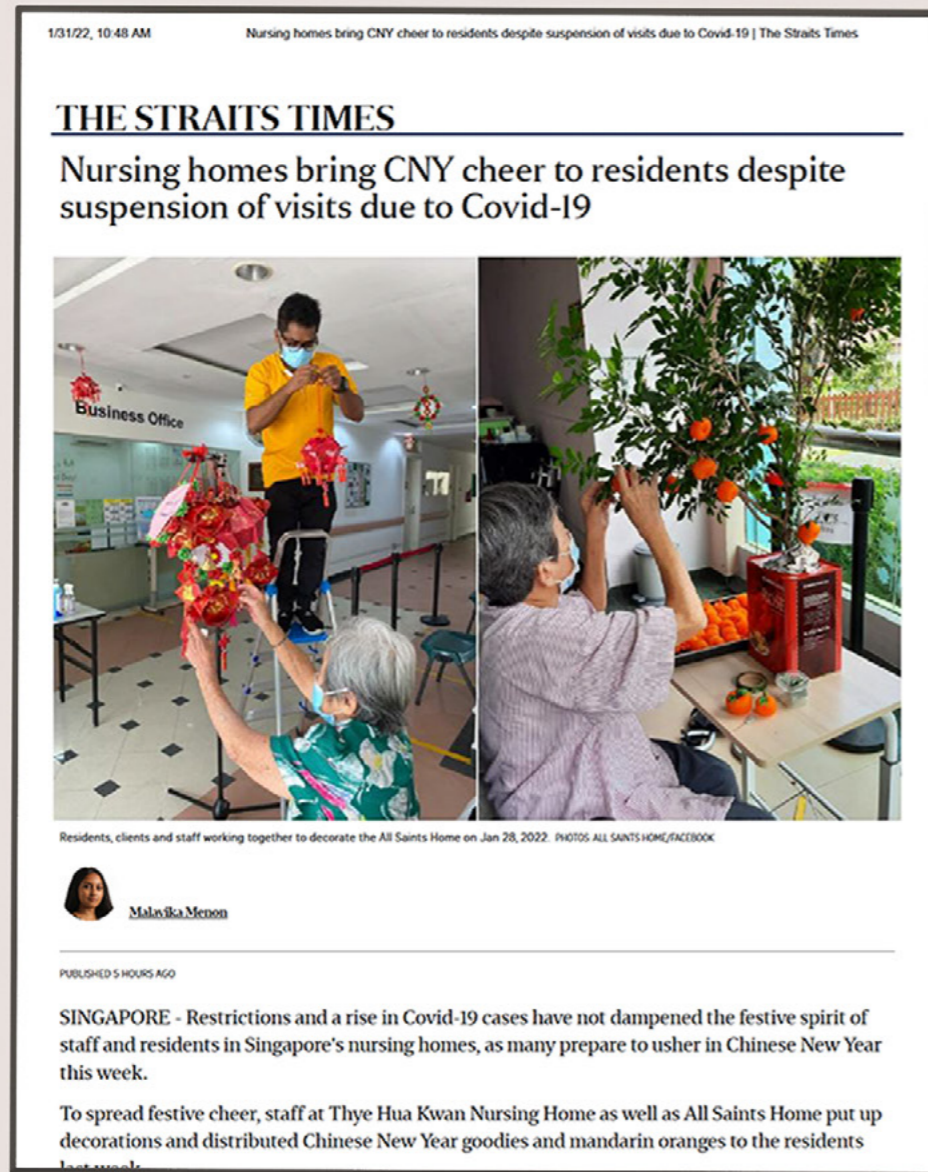


Lianhe Zaobao, 25 Jan 2022

– THKNH shared how they celebrated CNY to keep residents in the festive mood.

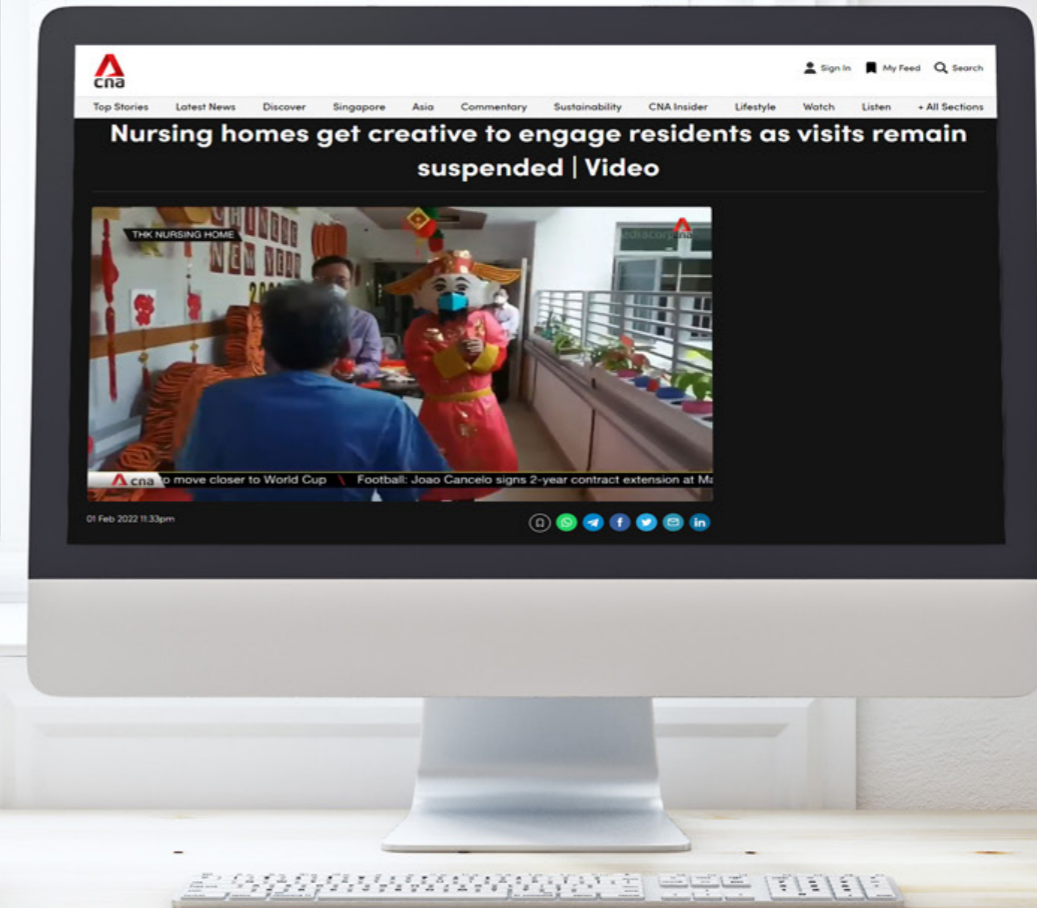
THE STRAITS TIMES, 31 Jan 2022

– The CEO shared how THKNH continues to practice strict measures to safeguard the residents while celebrating CNY with a special menu and virtual Lo Hei.

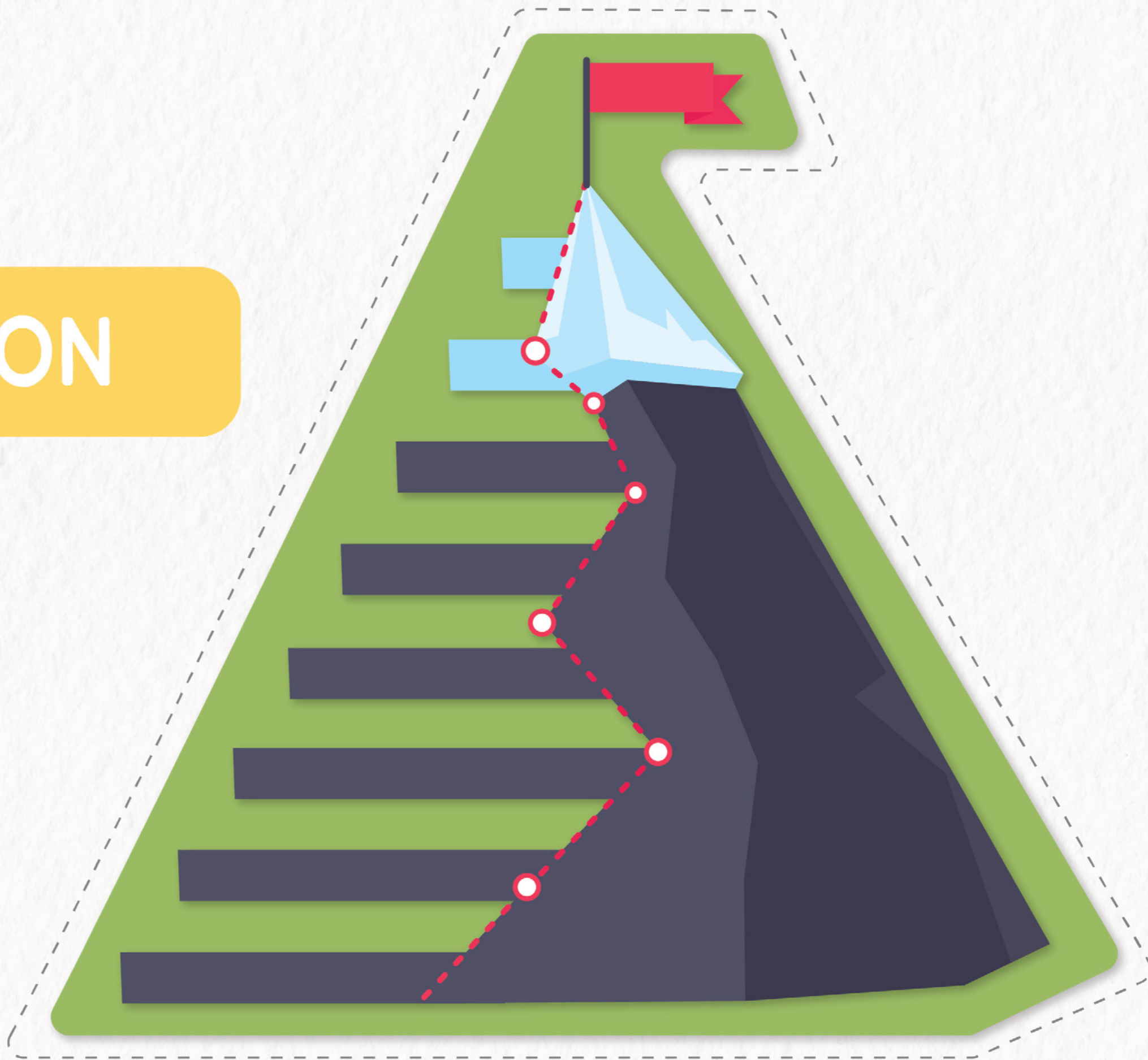


Channel News Asia, 1 Feb 2022

– THKNH showcased how CNY was celebrated in the nursing home as visitations remained suspended.



RESOLUTION



THE YEAR AHEAD

THKNH's future plans

THKNH 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.

On client-related: Includes enhanced therapy garden and wayfinding in wards, and new therapy programmes etc.

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.

On operations-related: Includes automation of processes, and comprehensive terminal cleaning solutions etc.

IPC's fund-raising plans for the following year

1. Bi-annual THKNHearts Newsletters
2. Online Campaigns like **Giving.sg** and **Give.Asia** websites

IPC's expenditure plans for the following year

1. Dementia projects: \$604K
2. CST(Community Silver Trust) projects: \$657K



EXEMPLARY



OUR PARTNERS

ACE Seniors Pte Ltd
Active SG @ Hougang Sports Centre
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
Filipino Domestic Healthcare Volunteers
Finger Hope - Nagomi Art
Fiserve Co.
Forest 3 Educare
I'm Soul Inc - Music Therapy
Kidz Meadow @ Buangkok Crescent
Maplebear Preschool @ Serangoon North
Me2We Pte Ltd
Ministry of Health
Ministry of Social and Family Development
MI Robotic Pte Ltd
Montfort Junior School
Montfort Secondary School
Nanyang Junior College
National Council for Social Service
National Youth Council
Nex Venture Technology Pte Ltd
North East Community Development Council
Overseas-Chinese Banking Corporation (OCBC)
PCF Sparkletots Pre-Schools
Punggol Community Club
Punggol Community Club Woman's Executive Committee
Punggol Primary School
Republic Polytechnic
SanCare Asia Pte Ltd
Singapore Polytechnic Leo Club
Singapore Police Force - Hougang NPC / Ang Mo Kio Division
Social Development Network (MSF)
Trends Cultural Enterprise
Xin Min Secondary School
Zhonghua Secondary School

OUR KIND DONORS

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

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Individuals

ANG BIH CHIN
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BERNY
CAI WANLING
CHAN HIAN YOON AVRIL
CHAN WAI PAN
CHANG KWONG WAI
CHAY OH MOH
CHEN HSIAO YING
CHENG JIN YU
CHEW POH LIN
CHIANG KIAN NGEE
CHIN LAN CHIN
CHING KUEI HUANG
CHNG CHEE BEOW
CHNG HWEE HONG
CHOW KWAI FONG RENEE
CHUA HWEE ENG
CHUA HWEE KWAN
CHYE SWEE PHENG
ER AH HWEE
FONG LAI YONG
GAN SOH HAR
GOH LAI SOON
GUEK YONG LOH
HEE SIEW FONG
HEW PAULINE
HO LIAN LEE
KANG MEI CHIAO
KEE SENG LEE
KOH KIM SWEE
KRISHNASAMY GANESAN
KWA BEE WEE
KWEE HUANG TAY
LATE MDM LOH AH CHUN
LATE MDM ONG GEOK BOAY
LATE MDM TAN AI LAN
LEE KIAN SING

LEE LAY HIANG
LEE TEO SIANG
LEE TIEN HIANG (BELATED)
LEONG FOOK CHOOI
LIAN LAY HUI
LIM BOON ENG JULIE
LIM JEW JING
LIM TAI WAH
LIM TENG TENG
LONG TIAN CHING
LOO YOU CHOY
LOW BOON YEAN
MAH CHEONG MENG
NG CHING NGOH
NG CHUAN LIM
ONG AH SIEW
PROF FOO KEONG TATT
QUEK BEE SENG
QUEK SIEW BEE
QUEK ZI TING
RAYMOND ANG
SEAH CHWEE SEAH
SEBASTIAN ONG
SEETHO LOW CHONG
SIEW TONG SHENG
SOH CHIN HWEE
TAN HAN TECK
TAN HUA MOY
TAN LENG LENG
TANG SOW KENG
TAY BOON TENG
TEY LAN SEE
TIONG SHU
TOW SOON KIM
WEE JEE CHOO AND WANG YIZHU
WEE PAID GEOK
WONG DONG CHEW
YANG VOON CHENG
YEOH AH CHIAH
YOW GEOK HONG

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