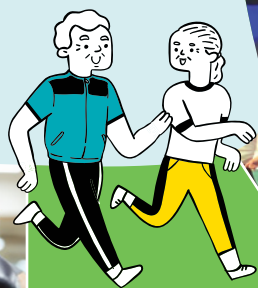


BUILD AN AGELESS

COMMUNITY WITH US



ANNUAL REPORT 2023

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Over the past year, NTUC Health has stepped up to support larger nationwide efforts to help our population to stay healthy and age well. In particular, as the operating environment in the eldercare sector evolves, we acknowledge the growing importance of our network of partners who enable us to do more than what we could have done by ourselves. Indeed, this spirit of openness and shared desire to serve our seniors and caregivers well is what we celebrate in this year's annual report.

Our annual report this year is also going digital as we play our part in caring for our environment.

JOINT MESSAGE BY CHAIRMAN & CEO



Mr Lim Boon Heng
Chairman



Ms Chan Su Yee
CEO

Singapore's healthcare landscape has seen a transformation in recent years, moving beyond care provision to helping our community stay healthy and age well. At NTUC Health, this means expanding our focus from supporting frail seniors and their caregivers through our mainstay eldercare services, to also enable active, healthy and meaningful living.

For instance, under Healthier SG, more than 2,000 seniors were enrolled in our Family Medicine Clinic with over 80% following up with personal care plans developed to help them stay well. In line with the government's push to scale up active ageing centres across the island, we will be opening four new centres by 2025 and are reorganising six day centres for seniors which traditionally support frail seniors, to conduct outreach and active ageing programmes.

While extending our physical network, we enhanced our programmes to appeal to a wider profile of seniors. Our newly introduced CASHEW active

ageing programmes target holistic wellbeing, and aim to inspire seniors to be **C**onnected, **A**ctive, **S**harp, **H**appy, **E**nriched and **W**ell. Last year, we engaged close to 7,000 seniors through our active ageing programmes.

Apart from engaging seniors who are well and active, we continue to support vulnerable seniors in an expanded service area which now includes Jurong East, Beo Crescent, and Chinatown. Together with other social and healthcare service partners, we delivered holistic care for more seniors and their caregivers.

With the opening of our new nursing homes in Jurong Spring, Tampines and Pasir Ris, we now run a total of six nursing homes, serving more than 1,700 residents.

As our services continue to evolve to meet the needs of an ageing population, we rely increasingly on partners to achieve the good health outcomes we want for our seniors.

Partnerships enable us to do more

One key contribution of partners is in sharing specialised skills and knowledge. For instance, our Fit and Fed programme at our Active Ageing Centres incorporates meals which are designed by nutritionists from National University Polyclinic, SingHealth and Yishun Health for the seniors to prepare and enjoy after an exercise activity. This ensures that they not only stay active, but eat healthily as well. Our recently introduced robotics and coding classes, and 3D printing workshops were possible through collaboration with organisations like Smart Nation Singapore and National University of Singapore (NUS) who were willing to impart their technical knowledge to foster learning among our seniors.

Additionally, partners help us meet the needs of seniors more effectively. The needs of seniors are many and multi-faceted, therefore partnerships are especially relevant in ensuring we can support seniors holistically.

Partnerships further allow us to explore the viability of new services, understand market demand and better serve client needs. An example of this is the Home Personal Care+ programme which we are piloting with the government, and the Integrated Home Health programme with Woodlands Health, which includes palliative care components for home care clients.

Finally, through partnerships we are better able to optimise resources such as manpower and achieve cost

savings that can be channelled towards direct care of seniors. Nowhere is this more clearly demonstrated than through our many volunteers, both organisations as well as individuals, who give generously to support our work. These range from logistics support such as transportation to enable senior outings, use of space for large scale events, running of activities, to time and a simple listening ear.

Thank you for your support

Some of you would be aware that we have divested our dental business to Tangram Asia Capital, the corporate venture capital firm established by NTUC Enterprise. The decision to divest Denticare is aligned with NTUC Health's ongoing efforts to grow our reach to serve more seniors and address their evolving needs and aspirations. This move will enable NTUC Health to strengthen our focus on our elderly care business, where we have the scale and expertise to deliver greater social impact.

Our partners are integral to our continued success in enabling healthy and fulfilling years for our seniors, and we continue to rely on all our shareholders, board members, unions, donors, community partners and volunteers to help us with the work we do. We look forward to your continued support to journey with us to build an ageless community where seniors and caregivers can live more healthy, active and meaningful lives.

BOARD OF DIRECTORS



Mr Lim Boon Heng
Chairman



Mr Andrew Chong
Director



Ms Chan Lai Fung
Director



Mr David Poh
Director



Mr James Loh
Director



Ms K Thanalechimi
Director



Mr Ng Chee Yuen
Director



Dr Thomas Lew
Director



Dr Wong Sweet Fun
Director

YEAR IN REVIEW

COMMUNITY ENGAGEMENT AND SUPPORT



Our Family Medicine Clinic enrolled **2,174 seniors** into Healthier SG to help them stay healthy and age well. Over 80% followed up to complete a health plan.



500 socially vulnerable seniors were served through our network of some 300 befrienders and active ageing programmes.



We are **introducing fresh experiences** such as coding and robotics, 3D printing and steel combat classes to interest a more diverse audience, including men in the community and seniors of the future.



NTUC Health was appointed by the Ministry of Health to pilot the **Home Personal Care+ (HPC+) programme** with enhanced services such as 24/7 home monitoring to help more seniors age in place. We are also partnering with Woodlands Health on the **Integrated Home Health programme**, to offer palliative care for clients at home.



OPERATIONAL EXCELLENCE AND INNOVATION



Our staff were recognised with 1 Superstar and 83 individual winner awards at the **2024 Singapore Health Quality Service Awards (SHQSA)**.



We received the **NHG Team Recognition Award (Gold)** for the Enhanced Recovery After Surgery (ERAS) programme which has since helped 1,400 clients discharge within two days to rehabilitate at home, instead of being warded for up to a week.



As part of our Digital Residence initiative, autonomous guided vehicles (AGV) which can carry linen loads of up to 180kg were successfully tested at our nursing home in Chai Chee, **saving more than 4,000 staff hours a year**. The AGVs are now used at all 6 nursing homes.



Our Funabilitation programme which designs rehab activities around fun, won us the Best Rehabilitation Programme Award at the **11th Asia Pacific Eldercare Innovation Awards 2023**.



Our Day Centres for Seniors organised their flagship annual **Inter-centre Sports Competition** between seniors where they trained and competed in modified badminton and floorball. Caregivers cheered on their elderly loved ones in a nail-gripping finals event which was supported by Nanyang Girls' High School and ComfortDelGro MedCare.



The Home Personal Care team looked into optimising staff deployment and successfully **reduced travel time** to and from client homes from 1 hour to just 30 minutes, enabling more clients to be served.



Solar panels, cool paint and motion-activated lights were introduced to our centres and nursing homes as part of efforts to **reduce our carbon footprint**.

EXPANDING OUR FOOTPRINT



We opened our **6th Nursing Home** and a co-located Day Centre for Seniors, serving 340 seniors in Jurong Spring.



Our Active Ageing Centres engaged close to **7,000 seniors** through the CASHEW framework of active ageing programmes, which aims to achieve holistic wellness for our seniors.



Our service boundaries for case management expanded beyond Bukit Merah and Jurong West, to now include areas such as Jurong East, Beo Crescent, and Chinatown. Together with other social and healthcare service partners, we deliver holistic care for more than **300 seniors**.



Our drop-in **flexible care programmes have been extended to more locations**: Care on Sundays at Day Centre for Seniors (Jurong Spring and Serangoon Central) is now also available at Heartbeat@Bedok while Fun with Friends, a programme supporting seniors with mild dementia and cognitive impairment, is now also available at Day Centre for Seniors (Kampung Admiralty).



PROGRAMMES AND OUTREACH

We are appreciative of partners who contribute to the quality and variety of our programmes, and who work with us to reach out so that we can do more in our community. These partnerships span areas such as improving rehabilitation outcomes, curating of activities that foster stronger community ties and programmes that support the mental and emotional wellbeing of our seniors.

CONNECTING GENERATIONS:

My First Skool, National Museum of Singapore, nEbO

Intergenerational activities are a regular feature of NTUC Health's programmes, designed to enhance the wellbeing of both seniors and the younger generation through shared learning and experiences. Many of our centres have at least monthly, if not weekly sessions with preschoolers from My First Skool.



Apart from preschoolers, we work closely with schools and organisations to bring young and old together. For instance, since May 2023, a passionate group of youths from nEbO have been spending time with more than 120 seniors at our Active Ageing Centre at Bukit Merah View for popular activities such as crafting festive items for donation.



We believe that one of the ways we can help future generations to succeed is through an appreciation of our shared history and heritage. To do this, we worked with the National Museum and My First Skool to connect generations through heritage-based activities. These include running bi-monthly activities such as organised visits to the Singapore History Gallery for seniors to share memories with the preschoolers, as well as having intergenerational activities in a dedicated social space for seniors, called 'Reunion'.

TRANSITIONING SENIORS FROM HOSPITAL TO HOME:

SGH and TTSH



To better help patients who have undergone hip or knee replacement surgeries, NTUC Health's home therapists and home nursing staff have been working with Singapore General Hospital (SGH) and Tan Tock Seng Hospital (TTSH) Orthopaedic surgery team on the Enhanced Recovery After Surgery (ERAS) programme.



Under the ERAS programme, selected patients are now able to return home from the hospital within a day or two after surgery, with support from our therapists and nurses, when in the past they would have had to be warded for

at least a week. To ensure the patients recover well at home post-surgery, our home therapists will visit a week after, followed by a session of home nursing in the following week.

To date, we have **enabled more than 1,400 post-hip or knee surgery patients** from both hospitals to receive prompt nursing and therapy care at home upon discharge.



At the National Healthcare Innovation and Productivity Awards 2023, SGH earned the Best Practice Medal under the Care Redesign Category. The initiative also bagged TTSH and other community partners, such as NTUC Health, the NHG Team Recognition Award (Gold).

A GARDEN FOR US:

A Community Endeavour

A Garden For Us is located at the Day Centre for Seniors (Boon Lay). Thanks to a partnership between National Parks Board (NParks), Residents Committee of Boon Lay View, and NTUC Health, the team worked on an idea to transform an unutilised space in front of the Day Centre, removing barriers around it to **create a flourishing botanical haven**.

NParks stepped in to train our staff on gardening and this knowledge was shared with the seniors who took ownership of the garden, deciding on plant varieties to grow and care schedules. Intergenerational activities are also conducted at the garden, where the seniors share with preschoolers interesting lessons such as the life cycle of butterflies, and



how to grow bitter melons. A Garden for Us is a finalist for Facility of the Year in the 12th Asia Pacific Eldercare Innovation Awards.

JOINING HANDS FOR BETTER OUTREACH:

Agency for Integrated Care (AIC) and Ministry of Health (MOH)

As part of our efforts to reach a wider audience who can benefit from eldercare support, we partner with many different organisations to jointly organise and participate in various events and roadshows.

These include AIC's Silver Generation Office who was keen to conduct **functional health screenings** for seniors in the Braddell Heights area where we organised the HealthyAgeing Roadshow to reach out to the neighbourhood to share more about eldercare services.

Together with the Ministry of Health, AIC and other community partners, we encourage Singaporeans to take proactive steps to manage their health and prevent the onset of chronic diseases at the various **Healthier SG roadshows**. To support seniors to lead healthier lifestyles, we asked them to join our Active Ageing Centres to stay healthy, engaged and be part of our community.

TWO PAWS ARE BETTER THAN ONE:


Sayang Squad, Wildflower Studio, Volkswagen, EQUAL

There are many benefits of pet therapy, including increased physical activity, reduced anxiety and feelings of loneliness and social isolation. Thanks to our partners who are committed to bringing comfort and joy through animals, our seniors have the opportunity to interact regularly with these adorable creatures.

Sayang Squad brings together dog owners, their furry companions and residents at our six Nursing Homes for monthly visits. Owners show off their pooch's tricks, then residents get to pet, feed, and even walk them.

We also worked with **Wildflower Studio** on Purrs for Hearts, an initiative where a "Volksmeowbile" (Volkswagen T-Cross) brings cats to visit residents at our nursing homes (Chai Chee, Pasir Ris and Jurong West) monthly.

 **56** Senior Residents

 **3** Nursing Homes

 **125%** Sitting Tolerance

 **90%** Elevated Mood



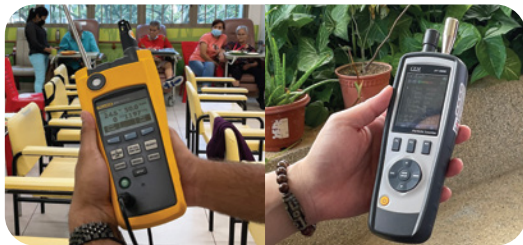
With the support of **EQUAL (Equine-Assisted Learning)**, seniors from Day Centre for Seniors (Serangoon and Toa Payoh) got to groom horses, feed them, take photographs with them and tour the stables.



NURTURING THE NEXT GENERATION OF COMMUNITY CARERS:

Republic Polytechnic (RP), Institute of Technical Education (ITE), Nanyang Polytechnic (NYP), Youth Corps Singapore

Manpower is a key resource and an ongoing challenge for the eldercare sector. One of the ways we nurture a pipeline of individuals passionate to serve the community is through partnerships with educational institutions and volunteer organisations.



Republic Polytechnic (RP) has been a long-standing partner of NTUC Health. Beyond student internships at our nursing homes and day centres for seniors, we also worked with RP students under the guidance of their lecturers, on customer related initiatives such as conducting customer satisfaction surveys and customer journey mapping, to identify gaps for better service delivery.

Lecturers and students from RP's School of Engineering (Sustainable Built Environment) have conducted Green Mark Gaps Analysis, Energy Audits and Indoor Air Quality Audits across our various facilities as part of their Final Year Projects. These projects support NTUC Health's work while helping the students gain real work experiences and an opportunity to understand the community care sector.



Attachments are one way we partner with schools to further the learning of students and to help them build familiarity with the eldercare landscape.



Last year, 188 nursing students from **Institute of Technical Education (ITE)** were attached at our day centres for seniors where they got to learn from community nurses and experience working in a community care setting.

239 **Nanyang Polytechnic (NYP)**'s final-year students from Health and Social Sciences did clinical postings at our Day Centres for Seniors, and learnt how to support seniors with ambulation and toileting. They also participated in health education sessions tailored for seniors, and organised social activities like games, crafts.

Youth Corps Singapore reached out to NTUC Health to facilitate learning opportunities for their youths in the community care sector. As part of their collaboration with us, more than 20 youths went through attachments including on-the-job training in eldercare needs such as understanding dementia, elderly rehabilitation, how to perform CPR and use the AED.

Serene Chua, one of the youths said,

"My time at the Senior Day Care was the most memorable. At the beginning, the seniors were pretty wary of me since I was new and inexperienced.

It took them time to open up to me but as I got to know the seniors better and talked to them, they started taking the initiative to start conversations with me and it's nice to see them greeting me in the morning when they see me reporting to the centre. That was when I knew I'd succeeded in being their friend."



VOLUNTEERING AND CSR

The number of volunteers at NTUC Health has been growing progressively. Today, we have close to 1,200 individual volunteers and 400 corporate volunteers who share their time, energy and skills with our seniors to bring joy and comfort to them.

BRINGING BUSINESS PARTNERS ON BOARD THE CASHEW JOURNEY:

Air Liquide and Micron Technology

French industrial gas and services company, Air Liquide just started volunteering at our Active Ageing Centres in March 2023.



However, over the course of nine months, they have touched the lives of more than 200 seniors across seven Active Ageing Centres.

Air Liquide is a great example of a partner who understands our needs and aligns their volunteer efforts with ours. The MNC came up with the idea

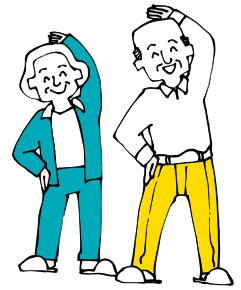
of a “CASHEW- Terrific Day” for our seniors with activities developed along the lines of our signature active ageing programme CASHEW, which inspires seniors to be **Connected, Active, Sharp, Happy, Enriched, and Well**. Not only did Air Liquide run the entire day’s programme, sponsoring snacks, drinks and prizes, they even brought along their business partner, Micron Technology, on this journey to support our cause to improve the holistic wellbeing of seniors. In fact, out of the 45 volunteers who supported the event, half were from Micron Technology!



WALKING WITH OUR SENIORS TOWARDS HEALTH:

DBS

Over the last year, DBS volunteers have been bringing seniors from Active Ageing Centres out for weekly brisk walks on Saturdays. The walks, which are a hit with seniors, always end with visits to nearby hawker centres, where seniors enjoy and chat over local fare. Going forward, we are excited to work with DBS to onboard a new experience for our seniors - sailing!



LET THE GAMES BEGIN:

Nanyang Girls' High School and ComfortDelgro Medicare

With bated breath, seniors, their family members and staff from our Day Centres for Seniors gathered at the sports hall of Nanyang Girls' High School on 7 September to witness the finals of a month long inter-centre sports competition featuring Balloon Badminton and Modified Floorball. Nanyang Girls' High School hosted this event during their September term break and assigned volunteers to keep score of the matches.



Transportation for seniors, some of whom required wheelchair assistance, was made possible with support from ComfortDelgro Medicare. Seniors from Day Centre for Seniors (Boon Lay and Pasir Ris) emerged as grand champions in a rousing event celebrating the power of sports, competition and community.



LOVE IN ACTION:

Couples who Volunteer

It is fun when you volunteer with someone! At NTUC Health we have parent-child volunteers, students who come with their fellow classmates to volunteer or in this case, couples who find joy in coming together to spend time with seniors.

The Wongs, a retired couple in their 60s, volunteer at the NTUC Health Day Centre for Seniors (Heartbeat@Bedok and Dakota), leading Taichi Qigong for seniors as they believe this gentle exercise helps participants stay active regardless of their physical limitations.



Mdm Lim and Mr Ong, have been volunteering at NTUC Health Nursing Home (Tampines) since 2022, bringing joy to the residents through mahjong, art, and gardening. Mdm Lim, 66, teaches Nagomi art and plays mahjong with the residents, while Mr Ong, 68, conducts Pai Da sessions and tends to the rooftop garden. He mentioned that volunteering is something meaningful to do post-retirement.



Mrs Wong shares, ***“Volunteering brings us joy and purpose, strengthens our bond as a couple and enriches our lives after retirement.”***



Are you and your partner looking for meaningful ways to spend your time? If so, we hope you may be inspired by the Wongs and the Ongs who view retirement as a time for new pursuits, and by sharing their skills, enrich the lives of many seniors.



SUPERSTAR VOLUNTEER:

Arthur Leong

22-year-old NUS undergraduate Arthur Leong is no stranger to the residents at Nursing Home (Tampines) whom he visits at least three times a week.



Arthur clocked a whopping 170 hours in 2023, winning him the **NTUC Health Superstar Award for volunteers!**



Arthur keeps the engagement with seniors fresh by constantly coming up with new activities such as teaching "Kokedama" plant growing, cooking and karaoke sessions. He has also developed close ties with many of the residents. One of his closest friends is 78-year-old Victor Lee with whom he is known to spend hours talking to!



CARING FOR STAFF

We are grateful for organisations such as our unions who appreciate the hard work of staff and show their support through their time and giving.

A JOURNEY OF CARE AND SUPPORT:

Singapore Maritime Officers' Union (SMOU)

The Singapore Maritime Officers' Union (SMOU) has been an active supporter of NTUC Health seniors and staff. For instance, their sponsorship transformed our Active Ageing Centre (Bukit Merah View) into a bright and cheery space where seniors are excited to visit for activities.

Young SMOU volunteers have also been thoughtful about the kinds of experiences our seniors and staff would enjoy. These range from cable car rides to Sentosa and a day out on a cruise ship for seniors, to movie screenings and an excursion for 300 nursing home staff and their family members to the River Wonders at Mandai.

Throughout the year, staff and seniors alike are consistently showered with gestures of love and appreciation from SMOU. These include gifts of orchid plants, pineapple cakes, sponsored movie outings for nursing home staff, and goody bags for our seniors at Henderson Home.



FACILITATING WIN-WIN PARTNERSHIPS:

Healthcare Services Employees Union (HSEU)

NTUC Health maintains a strong partnership with HSEU resulting in better labour-management relations through close consultation on staff wages, welfare and work prospects. One of the initiatives arising from the partnership is the Company Training Committee (CTC) which aims to ready healthcare workers for future jobs by equipping them with a combination of adaptive skills, technology skills and technical skills. We also work with HSEU to better care for our staff through policies such as offering paternity leave for foreign staff.



STAFF MAKING A DIFFERENCE

We tend to think of partners as those who are external to the organisation. However, at NTUC Health, we see our staff as our partners too, because they are the ones who bring to life our purpose to enable healthy and fulfilling years for all our seniors.

DOING MORE FOR SENIORS AND CAREGIVERS:

Sandy Neo



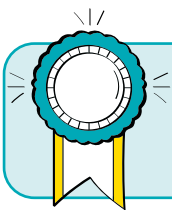
When Sandy Neo, Centre Manager at Day Centre for Seniors (Heartbeat@Bedok), switched careers from tourism sales to eldercare in 2020, she brought with her a

service-first approach to caring for seniors and their families. For instance, Sandy appreciates how some family members would want to know how their loved ones are doing during the day, and would proactively update them by sending them photographs and videos of their loved ones participating in various centre activities.

One family member shared, *"Ms Sandy is incredibly knowledgeable and handles seniors with ease. Her dedication shines through as she takes time to understand my dad's needs. Thank you, Ms Sandy!"*

One area that Sandy has done particularly well is in partnering with external organisations such as social service organisations to do more for seniors. For example, she reached out to Filos Community Services and local schools for on-site activities like haircuts and workshops.

To help our seniors with no family support, she takes it upon herself to liaise with their medical social workers for medical appointments and other important tasks. *"There are many things I would like to do for our seniors, but as I can't do these alone, I reach out to external parties, especially those who are keen to support seniors, to see if they are willing to volunteer. Most of the time they are more than happy to support!"*



Sandy is one of the 84 recipients for the **Singapore Health Quality Service Awards (SHQSA) 2024**. She won the **Superstar Award**, for the exemplary leader, administration category.

DRIVING EXCELLENCE IN ELDERCARE:

Sister Johan



75 year-old senior nurse manager at NTUC Health Nursing Home (Geylang East) Johan Yeo has over five decades of experience in nursing, including more than 40 years as a surgical nurse before transitioning to Community Care. Johan, or Sister Johan as she is affectionately known, is a shining example of how one can continue to contribute to society regardless of age.

While some may be under the impression that older workers shy away from technology, Johan has championed new ideas and technology that will enhance the client experience. For instance, she worked with her younger colleagues to introduce programmes like VR interactive gaming, which enhances sensory and motor skills for residents.

Sister Johan also has a heart to nurture the younger generation of nurses and takes time to identify their unique strengths for specialised training and coaching. The ability to mobilise a team of external and internal stakeholders is key in today's fast-changing environment. Sister Johan demonstrated her ability to do this during the COVID-19 pandemic where she worked closely with representatives from the Ministry of Health to stay on top of the pandemic situation and control spread in the home, an especially critical job as residents in the nursing home tend to be elderly and more vulnerable to the disease.

Under her leadership, the team of nurses were well trained in the nursing home's infection control standards and compliance, with an impressive 98% compliance by staff on hand hygiene when internal hand hygiene audits were conducted in 2022.

“Sister Johan is charming, patient and caring toward residents. These are the most essential qualities for administering care in a nursing home. She also has a close relationship with the residents, their next of kin and colleagues from all departments and is well-loved by all.”

- Khin Saw Win, Nurse Manager (GENH)



Johan was awarded the **Nurses' Merit Award** in 2023, in recognition of her dedication and contributions to the nursing profession and the community care sector. In 2022, she won the **silver award for Singapore Health Quality Service Award (SHQSA)**.

CAREGIVERS AND FAMILY AS PARTNERS

The road to recovery is not always easy. It is therefore very encouraging whenever caregivers partner closely with us in this journey to help their loved ones get back on their feet. This can be in areas such as medicine compliance, ensuring prescribed therapy exercises are performed regularly, or simply to shower the senior with their love and support to encourage them in their journey.

FAMILY MATTERS:

Bringing Mr Tan home for Reunion Dinner

Following a stroke and surgery in January 2023, Mr Tan needed more care, especially with transfers and toileting. While his sisters were keen to support, despite their best efforts, they were unable to cope physically and felt that the nursing home would provide better care for their brother. At NTUC Health's Nursing Home at Geylang East where Mr Tan was cared for by a multidisciplinary team of doctors, nurses, and therapists; his sisters continued to visit him regularly, bringing his favourite food, spending time with him and encouraging him.

However, Mr Tan was unwilling to engage in activities and longed to return home. When our staff learned of this, they decided to work together to help him fulfil his wish. Mr Tan cheered up and was determined to work with our therapists daily to regain sufficient mobility to be discharged quickly. Our occupational therapist and physiotherapists also trained his family members and their helper to perform tasks like safe

transfers from bed to wheelchair, safe showering, as well as simple rehabilitation exercises that he could work on.

Before Mr Tan's discharge, our allied health team, together with our medical social worker, went to his home to assess that the environment was safe and ready for his return. Our team reached out to a day rehab centre near Mr Tan's home to ensure that he is able to continue rehab when he returned home. Finally, on 1 February 2024, Mr Tan joyously returned home just in time for the Chinese New Year. The reunion was filled with laughter, love and joy.



SPECIAL THANKS TO OUR PARTNERS





SERVICES

Senior Day Care | Home Care | Nursing Home | Active Ageing
Rehabilitation and Physiotherapy | Family Medicine | Dental

COMMUNITY SUPPORT

Active Ageing Centres | Community Care | Henderson Home

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