

ANNUAL REPORT 2024



SHAPING COMMUNITY CARE FOR TOMORROW

Mr Lim Boon Heng,
Chairman

Ms Chan Su Yee,
CEO

JOINT MESSAGE BY OUR CHAIRMAN AND CEO

At NTUC Health, we believe ageing can be bold, purposeful, and filled with possibility. Time and again, we have seen that many seniors retain a strong zest for life as they grow older. In 2024, we therefore deepened our ongoing efforts to support this spirit—by offering care that goes beyond support to empowerment, and striving not only for quality of care but also quality of life.

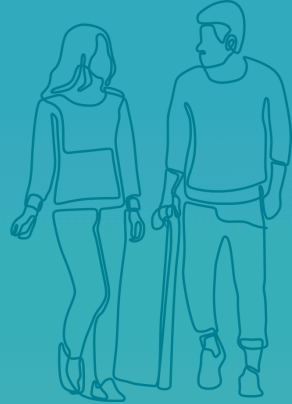
As needs continue to grow and evolve, we also recognise how important it is to stay open to new and different ways of doing things; and to continually reimagine care that we ourselves would value, so we can stay ready for the challenges and opportunities of tomorrow. This also means offering ageing programmes that are not only effective, but financially sustainable, so that we can serve more seniors for the long haul.

SCALING TO MEET MORE NEEDS AND STAY OPERATIONALLY EFFICIENT

One of the ways we remain prepared is by staying focused on our commitment to scale our services so that we can support more seniors. Our active ageing centres which engaged close to 9,000 seniors last year, are on track to expand to 27 by the end of this year. In 2024, we served 30% more home care clients and close to 50% more day rehab clients.

With scale, we can work to optimise our resources and better manage costs while widening access. Where viable, we continue to bid for new sites—both for care services and active ageing centres—to ensure we remain close to the communities we serve.





To maintain operational efficiency, we continue to streamline manual processes through digitisation and technology. For example, using data analytics, we have reorganised deployment of our home care teams to reduce travel time between client homes and enhance overall client satisfaction. Our nursing homes continue to explore tech solutions such as sensors and wearables that will not only help improve resident safety, but also free up staff time for more personalised care.

DESIGNING CARE THAT IS CUSTOMER-CENTRED

As we strive to support seniors and caregivers more effectively, our services must evolve with greater flexibility and accessibility. We expanded drop-in options like Sunday day care, and new programmes for seniors with dementia. Virtual services such as online day care and tele-rehab extend our reach further—providing more touchpoints without significantly increasing cost.

Staycay@HendersonHome, a short-term independent living option in a warm, homely setting with 24/7 stay-in staff was also recently introduced. This service gives caregivers peace of mind when they travel or need respite, while ensuring their loved ones remain close to support.

We are also coordinating with hospitals on the *ERAS (Enhanced Recovery After Surgery)* programme, where our therapists and nurses provide follow-up care at home and in rehab centres, enabling patients undergoing hip or knee replacements to return home earlier from the hospital and to improve recovery outcomes. We are now working with other healthcare partners to develop similar pathways for other conditions like knee osteoarthritis.



CATERING TO DIVERSE INTERESTS AND ASPIRATIONS

Tomorrow’s seniors will be increasingly diverse, with a wide range of interests, lifestyles, and aspirations. That’s why our commitment to being future-ready also extends to the way we design our programmes; ensuring they remain relevant, engaging, and responsive to the needs of seniors.

From design thinking workshops to 3D printing, robotics and coding, seniors who are eager to learn find new ways to engage their minds. For those less inclined towards traditional social settings—particularly men—we have curated targeted activities like repair workshops and male-only, martial arts-inspired steel combat classes, which have been met with enthusiasm.

Seniors who want to give back are encouraged to share their knowledge and skills. Although AACs have a defined service boundary and we are committed to serving seniors within that boundary, we have a borderless vision of active ageing. We encourage seniors to venture beyond their immediate neighbourhoods, enrich their experiences, expand their social circles, and stay meaningfully engaged. With this dynamic exchange of ideas, friendship and mutual support, we believe that we can also build a more closely connected community.

Our flagship intergenerational programme, moving into its 10th year now, continues to grow in depth and meaning for both seniors and children. It was recently recognised with the Best Intergenerational Programme award at the Asia Pacific Eldercare Innovation Awards, highlighting its positive impact in promoting active ageing in our community.





BUILDING A FUTURE-READY COMMUNITY, TOGETHER

Partnerships remain central to our ability to innovate and deliver meaningful care. We are deeply thankful to all who have brought fresh, joyful, and often unexpected experiences to life for our seniors—from dragon boating and glamour shoots, to equine-assisted programmes.



As we move towards the nationwide *Integrated Community Care Provider (ICCP)* initiative, we will also actively pursue partnerships to support early intervention and more coordinated care so that we can work together to improve health and delay frailty for our seniors.

We are mindful that sustaining such impact will require both purpose and viability. That is why financial prudence, operational efficiency, and strategic collaboration will continue to underpin our growth.

To our shareholders, board members, unions, donors, community partners and volunteers—thank you for walking this journey with us. Together, we look forward to building a future where every senior can live agelessly—with dignity, fulfilment, and joy.





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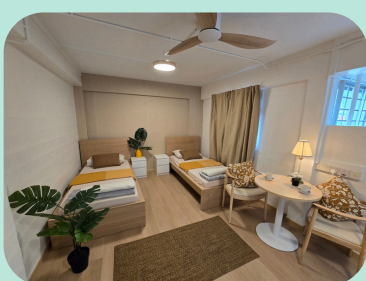
**Dr Wong Sweet Fun,
Director**



HIGHLIGHTS



Launched *Staycay@HendersonHome*:



A short-term independent living option in a warm, homely setting with 24/7 stay-in staff was recently introduced, giving caregivers peace of mind when they travel or need respite



Extending the *Enhanced Recovery After Surgery (ERAS)* pilot to other conditions:

ERAS enables earlier discharge for patients undergoing hip or knee replacements, with coordinated follow-up care by our therapists and nurses at home and in rehab centres. We are now developing similar pathways for other conditions like knee osteoarthritis



With 6 new Active Ageing Centres (AACs) opened recently, we are now the largest AAC provider, with **9,000 seniors** engaged across **25 AACs**



174 Active Ageing programmes including *Designing Together*, 3D printing, and high-tech Bernina sewing workshops. New activities to encourage more male participation include *Let's Lim Kopi* and Meditation sessions just for men



Introduced *Compassionate Companionship* programme for Nursing Home residents, recruiting and training volunteers to provide end-of-life companionship



Expanded flexible care programmes: *Care on Sundays* is now available at 2 more locations, Heartbeat@Bedok and Kampung Admiralty; *Fun with Friends* will be expanding by 3 more Senior Day Care Centres by Q3 2025

We served **30%** more Home Care clients and close to **50%** more Day Rehabilitation clients as compared to 2023



Achieved higher efficiency (**+48%** Home Personal Care hours) by reorganising the deployment of our staff using data analytics



80% of patients with chronic conditions at our Family Medicine Clinic have chosen us as their Healthier SG provider, accessing medication subsidies and more personalised care closer to home

AWARDS



Superstar



Star



Gold



Silver



Won **212 awards** at the Singapore Health Quality Service Awards
2 out of the 16 Superstar awardees in Singapore are from NTUC Health



Won the **Best Active Ageing Wellness Programme** for *F4: Stay Fit, Be Fed, and Have Fun with Friends* at the 12th Asia Pacific Eldercare Innovation Awards



Won the **Best Intergenerational Programme** that encourages seniors to age actively at the 13th Asia Pacific Eldercare Innovation Awards

VOLUNTEERS



1,964 individual volunteers, more than **60%** growth from 2023



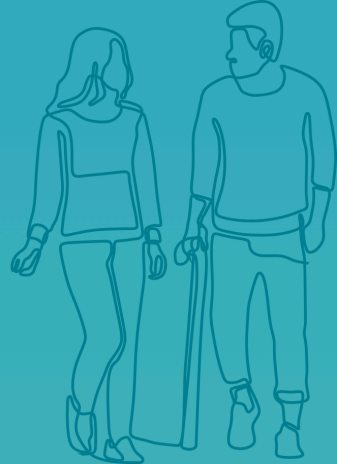
PARTNER WITH US



THANK YOU FOR YOUR SUPPORT IN 2024. WE LOOK FORWARD TO BUILDING A FUTURE WHERE EVERY SENIOR CAN LIVE AGELESSLY—WITH DIGNITY, FULFILMENT, AND JOY.

Thank you to our valued partners:

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Community Development Council (CDC)
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