

LIVING YOUR BEST LIFE



ANNUAL
REPORT
2022

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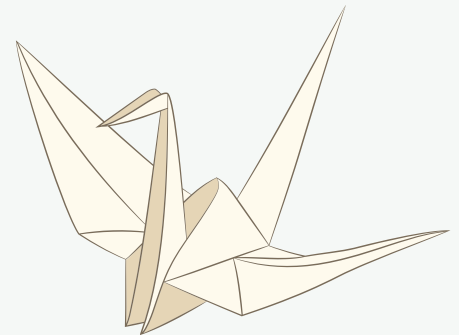
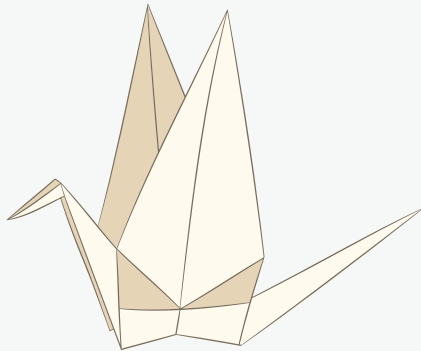
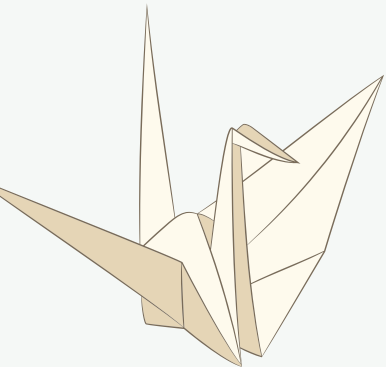
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INTRODUCTION

This year's annual report highlights NTUC Health's ongoing focus to grow our reach to serve more seniors, both the well and frail. It also shares our care philosophy of supporting seniors to live agelessly.

Our annual report this year features an origami crane. Origami is a popular craft activity among our seniors and the crane represents the grace, dignity and longevity that we desire for all our seniors and for you, our partners.

You will find an origami paper tear-out within this publication with step-by-step instructions on how to fold an origami crane. We encourage you to write a message on the crane and give it to a friend or loved one as a reminder of your support and well wishes. We hope you will enjoy the activity as much as our seniors do!



JOINT MESSAGE BY CHAIRMAN & CEO



Mr Lim Boon Heng
Chairman



Ms Chan Su Yee
CEO

At NTUC Health, we believe in enabling healthy and fulfilling years; not just for the seniors we serve, but also for their families who partner us in the caregiving journey.

IMPROVING ACCESS TO ELDERCARE SERVICES

Many caregivers have shared that they want eldercare services which are close to where they are and convenient to access. In 2022, we opened 2 new Nursing Homes, co-located with Day Centres for Seniors, at Pasir Ris and Jurong Spring. More families can now be served through our extended network of 6 Nursing Homes and 26 Day Centres for Seniors. A new dental clinic was also opened in Aljunied, to serve the dental needs of residents in the area.

In addition to more service locations, NTUC Health is also reaching out to more seniors as we step up to play a larger role in our nation's push to keep our population healthy. Our Active Ageing Centres will reach out to as many as 35,000 seniors to encourage

them to stay active and connected to their community so they can enjoy more healthy years.

MEETING THE EVOLVING NEEDS OF CAREGIVERS - MORE FLEXIBLE CARE OPTIONS

Apart from serving a wider community of seniors and caregivers, we also hear from caregivers that they don't always need long-term care solutions. Sometimes, they just need a few hours in a day or a few days every week where they can leave their elderly loved ones in our care. To meet these requests for short-term and ad hoc care, we introduced more flexible care options. For example, caregivers whose domestic helpers are out on their rest day on Sundays can now enrol their loved ones with our Care on Sundays programme at selected Day Centres for Seniors. For caregivers who want an alternative to TV dramas for their parents at home, they can tune in to DayCare+, a virtual programme comprising both live and pre-recorded activities and games, which are interactive and keep the mind engaged.

We also developed Fun with Friends, a weekly 3-hour programme for persons with dementia, to maintain their cognitive function through mind-stimulating activities that they can do together with their loved ones.

ENABLING AGELESS SENIORS

In the last few years, we have also emphasised the need to go beyond quality care to quality of life. Indeed, what we want for our seniors is not just to be safe, but to continue to live life with passion and purpose, to be ageless seniors!

Having the opportunity to share favourite experiences and activities with friends is also an important element of ageless living. For instance, residents at our Nursing Homes who enjoy preparing their own meals are given the opportunity to buy ingredients and cook their favourite dishes. Residents at our new Nursing Home at Jurong Spring can now also pamper themselves with a hair makeover or pedicure session at the Sunshine Salon within the premises.

Ageless living can also mean simply having fun. During the 2022 World Cup season, residents cheered their favourite teams on screen with a happy hour drink in hand. Even though the beverage was non-alcoholic, the activity brought back the familiar taste of laughter and banter among friends.

Seniors also independently initiated many of their own activities. The Drumming Seniors at our Senior Day Care and Tian Mi Mi singing group formed by Nursing Home residents, choose their own songs and performance outfits.

Guests, including our Health Minister Ong Ye Kung, were moved by their heartfelt performance at the recent opening of our Nursing Home at Jurong Spring.

One of our most avid advocates for active ageing, Mdm Chan Foong Chai, 97, continues to run daily exercise sessions for seniors. She used to do so at our Senior Activity Centres and as a resident at our Nursing Home today, she conducts morning exercise sessions for her peers. Our nurses tell us that Mdm Chan always has a kind word to motivate her peers. Indeed, she is a wonderful example of ageless living!



ENHANCING OUR CLIENT TOUCHPOINTS

Caregiving can be stressful and one of the things we endeavour to do to support them is to ensure a better experience for them. Family members of residents at our Nursing Homes can now reach their designated Care Concierge who will update them promptly on the well-being of their loved ones.

Seniors and their caregivers no longer need to visit our Day Centre for Seniors for the pre-enrolment assessment and can now do so virtually. Denticare patients and our Senior Gym clients can now schedule their appointments through our website.



RECOGNISING THE CONTRIBUTION OF OUR STAFF

Our staff contribute significantly to the work that we do. Beyond service delivery, they communicate and bring our care philosophy to life. Indeed, we are inspired every day by their dedication and deep care for our clients and seniors.

Our staff's efforts were recognised at this year's Singapore Health Quality Service Awards (SHQSA), with 7 Star, 15 Gold, and 36 Silver awards. Among our staff, Ms Chai Yu Fang, an occupational therapist, was awarded the prestigious Superstar Award and received special recognition from President Halimah Yacob.

Nurse Clinician Lim Tin Tin, who was responsible for implementing safety precautions at our Nursing Homes during the pandemic, was also honoured with the Nurses' Merit Award for her exceptional performance and dedication. NTUC Health is also proud to be recognised as one of the Best Companies to Work for in Asia by HR Asia for the second consecutive year.



THANK YOU FOR YOUR SUPPORT

We continue to rely on the support of all our shareholders, board members, unions, community partners and volunteers to help us with the work we do. Thank you for walking alongside us to care for our seniors, caregivers, staff and the community.

BOARD OF DIRECTORS



MR LIM BOON HENG
Chairman



MR SEAH KIAN PENG
Deputy Chairman



MS CHAN LAI FUNG
Director



MR WILLIE CHENG
Director



MR ANDREW CHONG
Director



DR CHRISTOPHER LIEN
Director



MR NG CHEE YUEN
Director



MS K. THANALETCHIMI
Director

YEAR IN REVIEW



EXPANDING OUR FOOTPRINT TO IMPROVE CLIENT ACCESS TO ESSENTIAL ELDERCARE SERVICES



With the opening of 2 new Nursing Homes in Pasir Ris and Jurong Spring, we now run 6 Nursing Homes. We are the largest Nursing Home operator with a **total capacity of 1,700 beds**.



2 new Day Centres for Seniors were opened, bringing our **total number to 26**. These new centres are co-located in the Nursing Homes at Tampines and Pasir Ris.



A new Denticare clinic at Aljunied brings our **total number of dental clinics to 19**.



NTUC Health **reached out to more than 8,000 new seniors**, including those who are well, with our community support programmes to encourage them to stay active and healthy.



MORE FLEXIBLE CARE OPTIONS




Those who need caregiving support on Sundays can now enrol in our new **"Care on Sundays"** programme.




Short-term and temporary respite care services are also available to clients at their homes, and at our Nursing Homes and Day Centre for Seniors.




IMPROVED CUSTOMER EXPERIENCE


 Denticare and Senior Gym clients can now register for selected services, schedule appointments and make payments conveniently on our **website**.


 **Virtual Reality (VR) experiences** were introduced to our Home Care clients. With VR, our clients can reminisce through familiar sights and sounds, or journey around the world right in the comfort of their own homes.



 The **Live Well Leave Well programme** was piloted at our Nursing Homes to fulfil the final wishes of residents through the concerted efforts of doctors, nurses, medical social workers, therapists and activity coordinators.

 As part of our efforts to encourage choice and independence, Nursing Home residents have the opportunity to shop for ingredients and cook their favourite meals at the **mobile cooking stations**.

 A **hair and manicure salon** was introduced at our new Nursing Home at Jurong Spring to offer a pampering touch for our residents.

 **Tele-screening** is now available to Senior Day Care clients, making the enrolment process more convenient.



IMPROVING OUR OPERATIONAL SUSTAINABILITY



With applied learning from the Food and Beverages sector, we introduced **Floor Positioning Guidelines** and our staff from Day Centre for Seniors are assigned to zones for better efficiency. At our Day Centres for Seniors (Bukit Batok West and Jurong Spring), delivery robots have been especially useful in tight manpower scenarios as they transport food and items across the centre.



We partnered with Agency for Integrated Care (AIC) to pilot a redesign of the **Community Care Associate (CCA)** role. Under the project, CCAs underwent training to perform basic nursing duties, such as subcutaneous injections, nasogastric feeding, and wound dressing. The pilot aims to build up a skilled and younger local workforce.



Ongoing efforts to reduce manual work such as grant submissions and sending of invoices and statement of accounts to clients through **Robotic Process Automation (RPA)** saw improved productivity, saving up to 98% in manpower hours.



MAINTAINING EXCELLENCE AND LEADERSHIP IN THE SECTOR



For the second year running, we were recognised by HR Asia as one of the **Best Companies to Work for in Asia!**



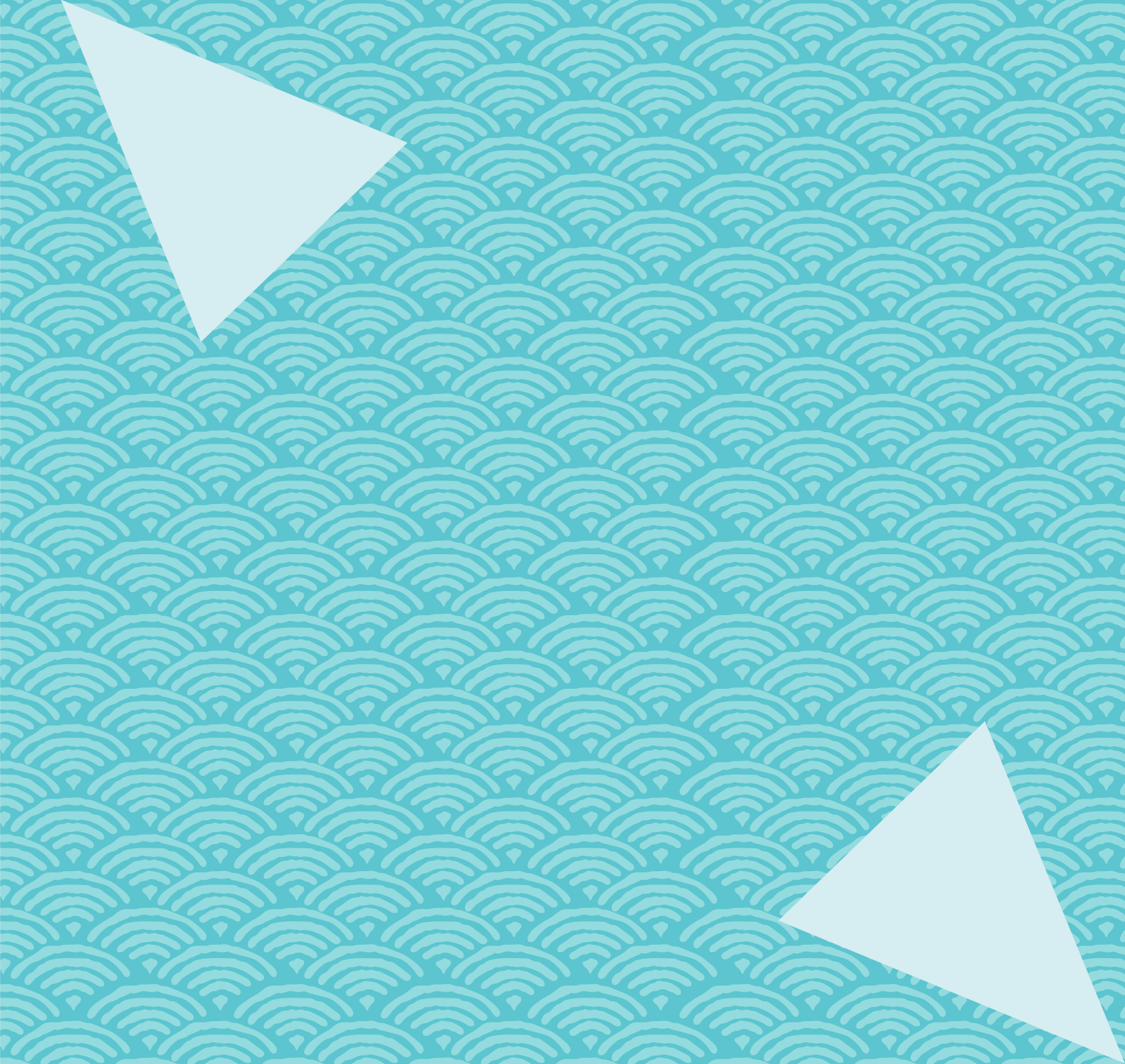
At the **Singapore Health Quality Service Awards (SHQSA)**, our staff received **7 Star, 15 Gold and 36 Silver awards**, with our occupational therapist, Ms Chai Yu Fang, clinching the **Superstar Award!**



NTUC Health is proud to receive a total of **14 awards**, our highest ever at AIC's **Community Care Manpower Development Awards (CCMDA)**. The awards are given to persons looking to pursue a fulfilling career in the eldercare and community care sector.



At the **10th Eldercare Innovation Awards**, we took home **3 finalist titles**; for our Dementia Care Competency Framework, Green Cafe design at our Day Centre for Seniors at Jurong West, and our Be Ageless marketing campaign.

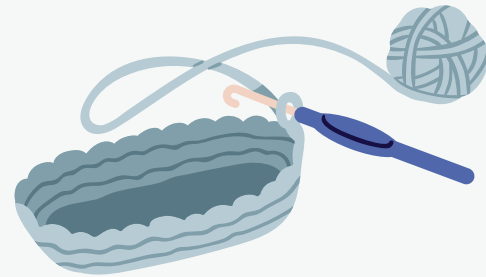




DON'T BE DEFINED BY AGE: MDM SARALA RAMAKRISHNA

“Don't be defined by age. Make life enjoyable by choosing what you like to do.”

– Mdm Sarala



Mdm Sarala was struggling with loneliness when she met the friendly ladies from the NTUC Health Active Ageing Centre (Care) at Kampung Admiralty who welcomed her with open arms. It was among this group of friends at the centre where she discovered her passion for crocheting. Since picking up the craft, Mdm Sarala has made more than 20 crochet items, and regularly presents these to family members and friends. Besides crocheting, Mdm Sarala also participates actively at the centre. She particularly enjoys gardening and line dancing.

At our Active Ageing Centres, seniors can find new interests, learn new skills, and make new friends. If you are a senior looking to widen your social circle and to occupy your time meaningfully, why not visit an NTUC Health Active Ageing Centre?

COOKING UP A STORM: MR JOHNNY LIM, MR TAN LAM HUAT AND MR FRANCIS LIM

“Every Chinese New Year, my mother would make Teochew stewed chicken for my brothers and sisters. Getting the chance to cook for people makes me happy. – Mr Lim”



Former restaurant chef, Mr Johnny, currently residing at our Nursing Home at Chai Chee, was requested by the staff to assist the residents in preparing the popular Nyonya dish, kapitan chicken. Mr Johnny eagerly shared his cooking skills with the residents and he has also prepared other dishes such as assam fish and black pepper udon.

He was further inspired to volunteer and cook for an elderly resident couple's Valentine's Day celebration after learning about the home's plan to arrange a special luncheon for two as he was moved by their long-lasting affection for each other.

During the Chinese New Year reunion dinner at Nursing Home (Jurong West), ex-chef, Mr Lim, and enthusiastic cook, Mr Tan, collaborated to prepare stewed chicken and pig trotters respectively, while other residents assisted in preparing ingredients for the steamboat.



The reunion dinner was a success, with the residents showcasing their culinary talents and relishing in a delectable feast together. The residents were proud and satisfied with the delicious meal they had prepared.

NTUC Health focuses on promoting independence and enabling seniors to make choices. To support this care philosophy, the Nursing Home staff accompany residents to purchase ingredients. The Nursing Home also provides mobile cooking stations for them to cook for themselves and their peers. The sharing of recipes promotes social engagement and preserves memories and traditions. Such initiatives empower the residents and create heart-warming memories for all.

FINALLY HOME BOUND: MR BEEMA VALAPPIL ABDUL HAZIZ

“Without the support and commitment of the Nursing Home staff, I would not have succeeded in bringing my father back safely to Kerala. – Mr Sainuddeen, son of Mr Beema”



91-year-old Mr Beema, our Nursing Home resident, who was frail and had limited family support in Singapore, expressed his longing in December 2020 to return to his hometown in Kerala to see his family. Our Nursing Home team committed to make his wish come true under our Live Well Leave Well programme.

Unfortunately, COVID-19 delayed initial travel plans our staff made. While waiting for borders to reopen, our occupational therapists ensured that Mr Beema's physical and mental well-being was maintained through exercise and other activities so he would be able to make the flight back. To raise his spirits, our staff organised games and fun activities including a flight simulation which Mr Beema thoroughly enjoyed.



Our staff also prepared for Mr Beema's return home by training his son on how to respond to his care needs during the flight and when he reached home. In July 2022, Mr Beema and his son departed for Kerala and Mr Beema was able to reunite with family before his passing. Mr Beema's family have expressed their deep gratitude for the efforts made to fulfil Mr Beema's wish.

Live Well Leave Well is an initiative by staff at our Nursing Home to support residents with no or limited family support. A team of medical professionals work together to help achieve the residents' personal goals and aspirations. Since October 2021, the programme has helped 14 residents.

HAPPY DAYS AT OUR DAY CENTRE: MDM CHUA CHAI HUA

“In the past, Mdm Chua used to watch television and doze off on the chair. Now, she comes back and shares with me immediately about what she has done in daycare. – Amy, Caregiver”



Amy, Mdm Chua's caregiver, immediately noticed the transformation after Mdm Chua enrolled at our Day Centre for Seniors (Dakota Crescent). She shared that Mdm Chua's sleep and appetite improved, and she was able to finish all three meals when she would have been fussy with food choices in the past.

Additionally, Mdm Chua often shares with Amy how she enjoys the games at the centre; her favourite activity being the 'chicken game', which is one of 60 interactive virtual reality games that provides a multisensorial stimulating environment for seniors.

GOING ABOVE AND BEYOND: THERAPIST MS CHAI YU FANG

“The purpose of NTUC Health – Health for Life: Enable Healthy and Fulfilling Years - is a driving force behind my motivation as a healthcare professional. – Ms Chai”

Occupational Therapist, Ms Chai Yu Fang was recognised for her exceptional contribution to the field, when she received the Superstar Award in the Exemplar Professional - Allied Health category of SingHealth's Singapore Health Quality Service Awards (SHQSA).



Ms Chai and her team of therapists utilise Occupational Therapy models and the WHO International Classification of Functioning, Disability and Health (ICF) model to develop a comprehensive understanding of their clients' life profiles, which enables them to provide personalised care based on the unique needs of each client and their caregivers. By empathising with her clients and their caregivers, Ms Chai has effectively integrated her learning experiences into clinical practices in various settings such as Home Rehabilitation, Day Rehabilitation and Nursing Home.



Her head of department, Ms Irene Toh says, “Yu Fang’s clients are always appreciative as she goes the extra mile to support them with community resources which help to improve their quality of life.” An example of this is when she worked with social workers from Dover Park Hospice to identify donated rehab equipment such as motorised pushchairs that can be used by clients who are unable to afford the equipment.

LIVING HER BEST LIFE: NURSE LIM TIN TIN

“ I was first inspired to join the nursing profession while working with a group of nurses on an overseas trip to care for the less fortunate communities. It really inspired me to want to help others, and I made the move to join NTUC Health in 2016. – Ms Lim ”



Nurse Clinician Ms Lim Tin Tin, was recently recognised for her exemplary performance and passion for helping others, with the Nurses' Merit Award given by the Ministry of Health. Ms Lim's career faced its biggest challenge when she was diagnosed with Lupus, an autoimmune disease, at the age of 39.

During this time, she persevered and transitioned from her role as a field coordinator at a non-profit organisation to become a fully qualified nurse, completing the Professional Conversion Programmes (PCPs) for Registered Nurse (Diploma) in just two years at Nanyang Polytechnic.



At NTUC Health, Ms Lim, together with a team of staff nurses and nurse managers, coordinates care for Nursing Home residents. She also worked together with the team to set up our new Nursing Home (Pasir Ris). Ms Lim is a role model for our junior nurses as she constantly encourages them, through her own actions and by sharing her knowledge, to deliver quality care to patients. Her colleague, Esther, observed that, “Despite facing many challenges throughout her career, Tin Tin remains committed to staying updated through training and ensuring that the residents under her care receive the best care.”

APPRECIATION FROM CLIENTS

We are always encouraged by the kind words of caregivers and clients when they express their appreciation for the kindness and hard work put in by our staff.

DAY CENTRE FOR SENIORS

“

It is never easy taking care of someone, let alone a group of unique individuals in their golden years. I really appreciate the tireless effort, patience, care, and passion from the team at the centre in doing such a wonderful job! While taking care of my mother's needs, they also try to find out her interests and constantly engage her in conversations and various activities. This reflects in her eagerness to go to the centre every day, always coming home cheery and proud of her own achievements with little pretty artworks. I am truly inspired and encouraged to also continue my own efforts in taking care of my parents.”

- Chew F. P., next-of-kin of client



HOME CARE

“

Dr Darren is my mother-in-law's home medical doctor. He has great knowledge and expertise in his field of work. He also reassures me and my family members through follow-up phone calls after he visits. He would also help to train my helpers on how to better handle and take care of my mother-in-law. Home Care nurse Winnie is also very helpful and caring. She is very skilled at changing feeding tubes and also trains my helpers to provide care for my mother-in-law. Both staff are deeply appreciated by me and my family members.”

- Alice Q., daughter-in-law of client



FAMILY MEDICINE

“

Dr Janine and the nurses are friendly and patient. Waiting time is short. Fees are reasonable. Overall, I'm satisfied and have been going back whenever necessary.”

- Gloria Y., client



NURSING HOME

“

My father had a bad fall in October 2021. He moved to NTUC Health Nursing Home (Chai Chee) in February 2022 after spending months in a community hospital. At the Nursing Home, my father received extremely good care from staff nurses who cared for him and treated him with kindness and respect. He also underwent regular rehabilitation with the therapists there, and his progress was closely monitored by Gary, the occupational therapist and his team. They came up with a programme to help my father get back on his feet, enabling him to be more independent. Before my father was discharged to return home, he was assessed to ensure he could do his activities of daily living such as showering and feeding. ”

– **Sunil N., next-of-kin of client**



DENTICARE

“

First time here, recommended by my mum and husband for good care at reasonable prices. Appointment making process was smooth, received both SMS and phone call reminders. Barely any waiting time on a weekend morning. My child and I came for a double appointment, and we were assigned to Dr Roy. He has all the qualities you look for in a dentist—gentle, patient and pre-emptively answers the questions you can't ask while your mouth is open! I've visited two other dental clinics in the neighbourhood, but this will be our whole family's regular place from now on :) ”

– **Michelle T., client**



SENIOR GYM

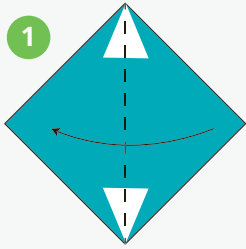
“

Brought my parents to see the gym and facilities. Brightly lit, clean and it has a nice ambience. Trainer is very senior-centric and caring towards my parents and knows what to look out for. He shared his experiences with other clients so that my parents can learn from their successes. I look forward to my parents' improvement with the Circuit Training programme. ”

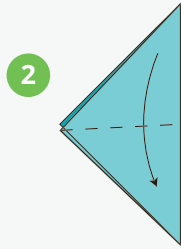
– **Angel T., next-of-kin of client**



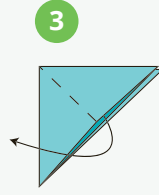
FOLLOW THESE STEPS TO FOLD AN ORIGAMI CRANE



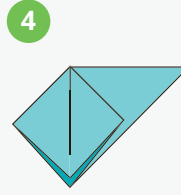
1
Tear out the perforated paper in the middle of the publication. **Write a message for the recipient inside the two triangles.** Fold paper diagonally in half to create a triangle.



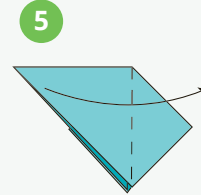
2
Fold top corner down to meet the bottom corner.



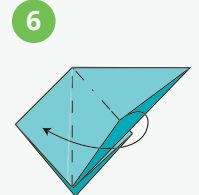
3
Pick up top layer from the edge and pull to the left, while holding down the other layers.



4
Push bottom corner down flat to form a diamond.



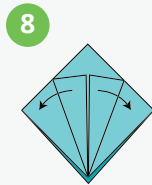
5
Turn the crane over. Fold top left corner all the way to the right.



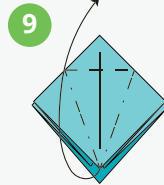
6
Hold down other layers, pick up top layer from the edge and pull to the left. Push bottom corner down flat to form a diamond.



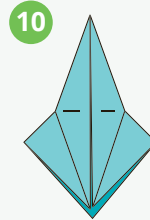
7
Fold left and right top layer corners into the centre. Repeat this on the other side. Fold the bottom triangle up.



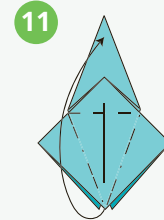
8
Unfold all step 7 folds.



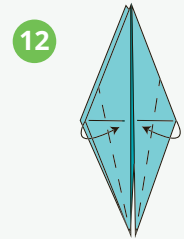
9
Hold down top corner, then lift up the top layer from the bottom corner.



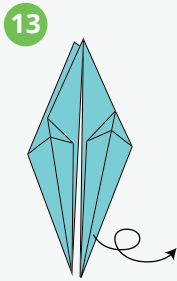
10
Pull corner all the way up while pushing in the sides and flatten.



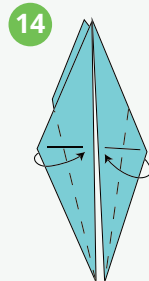
11
Turn the crane over. Lift up the top layer from the bottom corner and push in the sides and flatten.



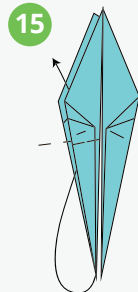
12
Fold left and right top layer corners into the centre line.



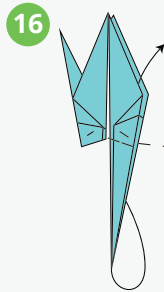
13
Turn the crane over.



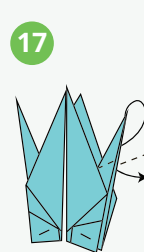
14
Fold left and right top layer corners into the centre line.



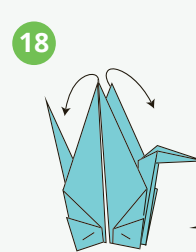
15
Flip open the left layer, bring the bottom point up and fold.



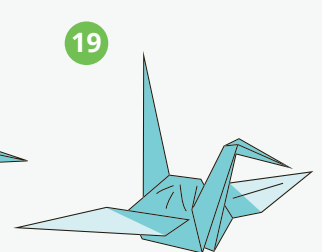
16
Repeat on the other side.



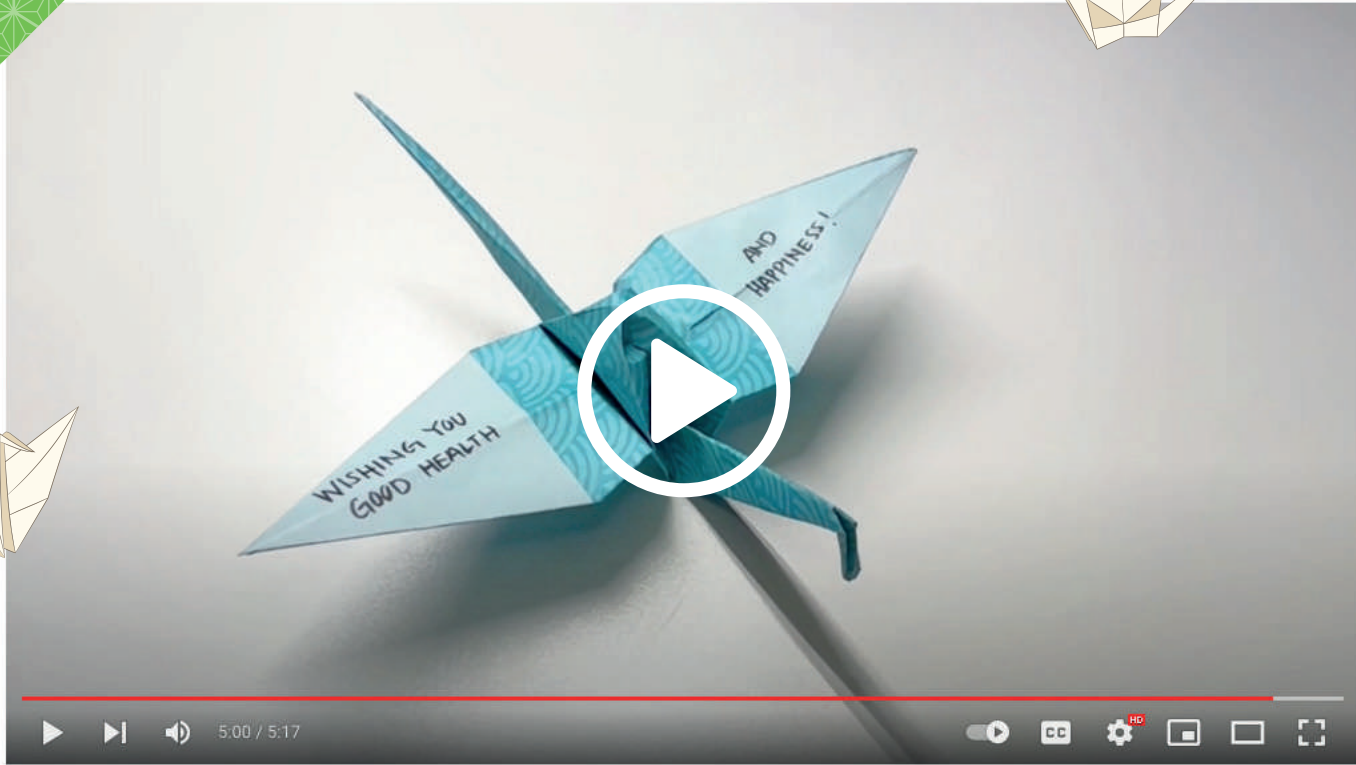
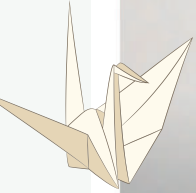
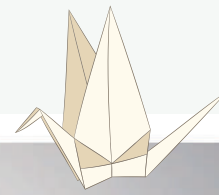
17
Fold the top right corner down and flatten to make the head.



18
Fold the top points of the wings down and gently pull both ends.



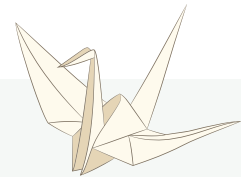
19
Your origami crane is now complete!



How to fold a crane - NTUC Health

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SPECIAL THANKS TO OUR PARTNERS

We are grateful to our partners and sponsors who have generously contributed to supporting the needs of our seniors.

THANK YOU FOR WORKING TOGETHER WITH US TO DO MORE FOR OUR COMMUNITY.



Agency for Integrated Care



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Singapore General Hospital



Singapore Labour Foundation



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Singtel



Tan Tock Seng Hospital



TriGen



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NTUC HEALTH CO-OPERATIVE LIMITED

55 Ubi Ave 1 #08-01 Singapore 408935

T: 6590 4300 | **F:** 6590 4389 | **E:** enquiries@ntuhealth.sg

W: www.ntuhealth.sg | [f](#) [@](#) [v](#) [in](#) NTUC Health

