



Chairman's Message

Ms Tan Hwee Bin

2017 was an eventful year for NTUC Health. We pushed ahead with growing the footprint of our existing services and also ventured into new areas that would give seniors more options to age well.

Nursing Homes

We commenced operation of our nursing homes in Chai Chee and Geylang East, in addition to our existing nursing home in Jurong West. Our efforts to expand our nursing home services through active participation in government tenders last year paid off as we were recently informed that we have won the tender for three more nursing homes, at Lakeside, Tampines and Pasir Ris. With these latest wins, we will operate 6 nursing homes with a total capacity of close to 1,700 beds come 2021, and be the largest nursing home provider in Singapore.

We stepped up efforts in transitional care and successfully discharged more than 20 residents back to their homes. This achievement demonstrates how nursing homes can be facilities that actively support rehabilitation rather than the end point for seniors.

Senior Care Centres

We also clinched sites for nine more senior care centres, bringing the total number to 24. As with nursing homes, we will now be the largest senior day care operator in Singapore.

Home Care

Our home care service continued to work towards service quality improvement, and was awarded ISO certification 9001:2015 for meeting stringent quality standards. Our efforts to improve productivity and shorten customer servicing time were also acknowledged when our new mobile application

Workforce Assignment and Mobility emerged as a finalist for the Best Technology for Operational Efficiency in last year's Eldercare Innovation Awards.

Active Ageing Hubs

One of the highlights for the year was the award to operate our first active ageing hub. Such integrated senior-friendly facilities which feature a variety of active ageing and day care services within a shared space will become increasingly common in the coming years. NTUC Health Active Ageing Hub at Kampung Admiralty is truly a hive of energy and activity. We were recently informed that we were given the rights to operate two more active ageing hubs, one in Jurong West and another in Bukit Batok.

Senior Activity Centres

NTUC Health was awarded 2 more SilverACE senior activity centres at Boon Lay and Telok Blangah Drive, bringing our total number of senior activity centres to 10. We were also appointed one of the operators of the Care Close to Home (C2H) programme, to provide health and social support to seniors living in selected rental blocks in Henderson and Lengkok Bahru.

Dental and Family Medicine Clinic Services

Unity Denticare added a second mobile dental unit to bring dental services to seniors in the community. This is on top of our 18 dental clinics across the island.

Unity Family Medicine Clinic was officially handed over to NTUC Health by the National Healthcare Group (NHG). We will continue to work closely with NHG to help residents manage their chronic illnesses well.

Other Initiatives

In what was a first for us, NTUC Health partnered with NTUC First Campus to officially launch a structured curriculum for the industry which would more fully reap the benefits of inter-generational bonding between juniors and seniors.

We also organised our first ever seniors' art exhibition entitled "Beautiful Minds, Colourful Memories". The

event aims to underline the potential for seniors to continue contributing meaningfully to society.

As part of a group strategic move, we also successfully transferred Unity Pharmacy and Origins Healthcare to NTUC FairPrice, leveraging the latter's wide network to deliver greater social impact to families.

NTUC Health continued to receive affirmation for our work through various industry awards last year. We won the award for Best Day Care Programme at the 2017 Eldercare Innovation Awards which is open to operators across Asia Pacific countries, as well as the National Parks Board Special Skyrise Greenery Awards for our therapy garden at our nursing home in Jurong West.

Family members of seniors also encouraged us, such as with this note from the daughter of a home care client to one of our care associates, "From the way you cared for my mother, it is obvious homecare is not a job to you, but a calling". Indeed, our passion to care for seniors and bring them joy is what makes NTUC Health a great support to caregivers, and a wonderful place where like-minded people can come together to make a difference to our community.

On behalf of the board, I would like to express my appreciation to our CEO, Mr Chua Song Khim for his leadership over the past six years and for firmly anchoring the organisation on the path of growth. He has been instrumental in establishing NTUC Health as a significant player in the Intermediate and Long Term Care sector. As he moves on from NTUC Health, we welcome Ms Chan Su Yee, who has been supporting the strategic work at NTUC Health over the past years, as our new CEO with effect from 1 July 2018.

Finally, I would like to take this opportunity to thank our shareholders, board members, community partners, management, staff and volunteers for your partnership. I also look forward to your continued commitment to our purpose to "bring happiness and peace of mind to individuals and families by delivering trusted care that is good enough for ourselves and our loved ones".



Caring from our hearts

NTUC Health Annual Report 2017



With the valuable guidance of the Board, strong support from partners and the dedicated team in NTUC Health, we have grown to be a leading provider of health and eldercare services in Singapore. Our purpose, core values and deep commitment to serve families and the community will continue to guide NTUC Health to further grow and better support the increasing needs of an ageing population.

Mr Chua Song Khim
Chief Executive Officer

Caring for the needs of working families

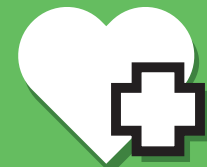
We bring happiness and peace of mind to individuals and families by delivering trusted care good enough for ourselves and our loved ones.



Supported **2,600** vulnerable seniors, enabling them to age-in-place within the community



Attended to **118,000** patient visits for dental and health services



Cared for more than **4,700** seniors across our senior day care centres, nursing homes and home care services

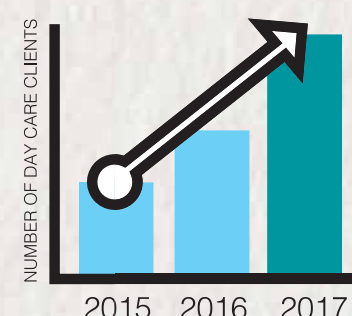


Served more than **2,300** active agers, encouraging them to keep fit at our senior activity and wellness centres



More than **22,000** seniors benefitted from health and eldercare services

Growth of **50%** in the number of day care clients from 2016, across 14 centres



More than **20** nursing home residents discharged through rehabilitation

Partnered **140** schools for inter-generational activities

Engaged **550** volunteers to care for our seniors' well-being

An increase of **50%** since last year

Board of Directors



Ms Tan Hwee Bin
Chairman

Ms Adeline Sum
Director

Mr Andrew Chong
Director

Dr Christopher Lien
Director

Mr Heng Chee How
Director

Mr Liak Teng Lit
Director

Mr Tan Hock Soon
Director

Mr Willie Cheng
Director

Sharing fruits from our labour of love



Unity Denticare rolled out its **second Mobile Dental Clinic** to serve more seniors in the community



Partnered with NTUC First Campus to launch a **structured inter-generational curriculum**



Conducted our **first community art exhibition** showcasing artwork by seniors across our senior care and activity centres, and nursing homes



Opened our **first Active Ageing Hub** at Kampung Admiralty



NTUC Health Nursing Home clinched **Special Award (Therapeutic Garden)** at the Skyrise Greenery Awards 2017



Seniors at Silver Circle participated in the **Linens for Life** project to re-purpose used hotel linens into useable items



Embarked on **LEAN methodology** to develop a more systematic approach to continuous improvement



Care@home achieved **ISO 9001 Quality Management System Certification**



Opened **two new nursing homes** in Chai Chee and Geylang East



Silver Circle won **Best Day Care Programme** at the 5th Eldercare Innovation Awards 2017



NTUC Health Cluster Support partnered SingHealth on the **Esther Network** project to better meet seniors' needs

Thank you for what you have done for my mother. She always looked forward to your visits so it made it so much easier for her to agree to homecare. From the way you cared for my mother, it is obvious homecare is not a job to you, but a calling.

Compliment for Care@home Care Associate Ms Judy Tan, from Ms. Joni, daughter of Mdm Cheow Mee Keow, 79



I am really happy to be independent again now, being able to move about on my own and care for myself. I am so glad that the staff have helped me to return home to be with my husband again.

Mdm Ang Cheh Eng, 63, discharged from NTUC Health Nursing Home (Chai Chee) in October 2017 after successful rehabilitation



Touching hearts, changing lives



I enjoy meeting the children and guiding them during the activities.

Mdm Ng Lai Sam, 72, retired tutor and participant of inter-generational programme at Silver Circle

Since her husband died 17 years ago, Mdm Helen Fernandez had been living alone with no friends or family – and slowly falling prey to loneliness and dementia. She has since blossomed under the care of NTUC Health Cluster Support's Ms Ahmala, who coordinated services including befriending, NTUC Health Care@home services, and SilverACE senior activity centre in her block.

Extract from CNA Insider, featuring Mdm Helen Fernandez, 78, client of NTUC Health





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Back To The Kampung Days

Painting may be a simple activity, yet it makes all the difference for 59-year-old Mr Tan Mong Seng. As a result of the encouragement from NTUC Health Silver Circle staff who cared for Mr Tan from their hearts, he was able to overcome his injury, and managed to paint a beautiful kampung scene which brought back fond memories of his childhood.

**Nobody cares how much
you know until they know
how much you care.**

Theodore Roosevelt