



AT THE HEART OF IT ALL, IT'S

T H E T I E S T H A T B I N D

FY25/26 ANNUAL REPORT





SAS resident engaging in Rehab's Hydroponics Gardening Activity

Table of Contents

INTRODUCTION	04
LEADERSHIP	08
GOVERNANCE	17
SAS AT A GLANCE	24
ENVIRONMENT, SOCIAL, AND GOVERNANCE (ESG) REPORT	30
HAPPENINGS AT SAS	34
ENGAGING OUR RESIDENTS	38
FUNDRAISING	44
OUR GRATITUDE	48



SAS Resident during CNY activities



Introduction

ABOUT US

Society for the Aged Sick (SAS) is a not-for-profit Nursing Home with a licensed bed capacity of 407. The Home provides residential services to people in need of daily skilled nursing care and/or assistance in activities of daily living, and who cannot be cared for at home, particularly the less privileged.

We provide a range of services to meet the needs of our residents. They include medical care, nursing care, physiotherapy, occupational therapy, and dietary services.

Our social service team together with dedicated volunteers, also provide emotional support and organise activities.

OUR HISTORY

Our Home traces its beginnings to 1965, when two sisters, Ms Teresa Hsu and Ms Ursula Khaw, established the Welfare Resthome to provide shelter and care for elderly persons who were sick, destitute or without adequate support. Ms Teresa Hsu served as the Home's first matron, laying the foundation for its enduring mission of compassionate care.

In 1968, the management of the Home was assumed by Mr George Gray Thompson and a group of friends from the Rotary Club of Singapore. Recognising the need to expand its services, they established the Society for the Aged Sick to support the Home's growth and strengthen its capacity to serve the community.

From its humble beginnings, the Home has grown into a residential nursing care facility serving nearly 400 residents. Supported by dedicated nursing, care and operational teams, our residents receive round-the-clock care in a safe and nurturing environment. As the needs of Singapore's ageing population continue to evolve, we remain committed to enhancing the quality of our care, strengthening our capabilities and providing our residents with dignity, comfort and a meaningful quality of life.

OUR MISSION AND VISION

It is our sincere hope to continue the efforts started by our founders, Ms Teresa Hsu and Ms Ursula Khaw, to provide care for those in need.

Our mission is to provide quality care to the aged sick in need as well as to help them lead a meaningful and enriching life.

Our vision is to add years of quality life to the elderly.



Overview of Our Charity Status

SAS was registered as a society on 14 February 1968.

Registered Address:

130 Hougang Avenue 1,
Singapore 538900

Government Instrument

Constitution and Rules

Singapore Unique Entity Number

S68SS0022J

Charity Registration Date

6 February 1984

IPC Number

HEF 0041/G

IPC Status

1 September 2024 to 31 August 2027

Main Banker

Standard Chartered Bank

External Auditor

RSM SG Assurance LLP

Custodian Trustee for Leasehold Land At Registered Address

Ocorian Singapore Trust Company Pte Ltd



Message From Our President

Singapore crossed the threshold of a super-aged society in 2025, with 21% of her population aged 65 and above. In this new demographic reality, the Society for the Aged Sick stands as a steadfast institution, committed to enriching the lives of our residents. Amidst the fast-changing eldercare landscape, we remain anchored in our mission: to provide compassionate care and add quality to the years of those we serve.

Enhancing Our Facilities

As part of this commitment, we are upgrading our buildings and facilities. Some of our infrastructure has aged and requires repair, while new common spaces are being created for staff. We are also improving staff dormitories in partnership with a professional dormitory operator. Where possible, we are investing in technology that improves productivity and security. These projects are made possible through the generosity of donors and careful stewardship of our operational surplus. Though the Covid-19 pandemic delayed progress, we are now glad to resume work, creating a more pleasant environment for residents, staff, and visitors alike.

Community and Fundraising

This year, we held our inaugural charity dinner at Novotel @ Kitchener, graced by Minister of State Dinesh Vasu Dash. The event raised \$300,000 in vital funds for renovations and facility improvements. More importantly, it brought together donors, volunteers, staff, and residents in a spirit of unity. The theme, "Ties that Bind", carried a powerful message: to residents, that they are never alone; to staff, that their daily efforts are supported; to volunteers, that their presence is cherished; and to donors, that their contributions are deeply valued.

Financial Stewardship

Prudent financial management remains a hallmark of our governance. With rising wages and costs, we have instituted a capital expenditure reserve and plan to establish a reserve for the eventual renewal of our land lease. While cautious, we remain true to our nonprofit mission: every dollar saved and every donation received is judiciously spent for the benefit of our residents and staff.

Gratitude to Volunteers and Donors

We extend heartfelt thanks to our many volunteers. Whether celebrating birthdays, leading excursions, singing joyfully, or teaching art, you have brightened the lives of our residents and uplifted our staff.

To our donors, every contribution—whether monetary or in-kind—is carefully accounted for and deeply appreciated. On behalf of our residents, thank you for your generosity and trust.

Leadership and Staff

We acknowledge with gratitude the service of our Exco and sub-committee members, including four who have served for more than a decade. Some have expressed a desire to retire, paving the way for rejuvenation and renewal in leadership.

Our staff remain the backbone of the nursing home. With compassion, patience, and empathy, they create a homely environment for residents. Responding to residents' feedback, we introduced spiritual and faith-based fellowships to meet psycho-social needs. Recognising the growing complexity of eldercare and the importance of community involvement, we appointed Timothy Liu as CEO. His leadership strengthens our C-suite as we navigate challenges and seize opportunities ahead.

Our Enduring Mission

Founded with the wish to serve the poor and destitute, our nursing home has always been guided by compassion, kindness, and empathy. These values remain the bedrock of our culture, and we will continue to uphold them as we journey forward in a super-aged Singapore.

Mr Chew Loy Cheow, President

26 August 2026



A Note From Our CEO

Since joining SAS in March 2026, I have been deeply encouraged by the compassion, humility and dedication that quietly shape the work of SAS each day.

I was drawn to SAS by its longstanding commitment to serving the most vulnerable in our community. As Singapore's population continues to age, the need for eldercare and nursing home capacity will grow significantly. This presents not only a social challenge, but also an opportunity for us, as a society, to respond with compassion, dignity and purpose.

In my first three months, one of my strongest impressions has been of a team that is deeply hardworking and committed to our residents. Much of this work may not be widely seen beyond SAS, yet it is significant and inspiring. Someone once described SAS as a well-tended home garden – quietly flourishing, though hidden from public view. I hope that, in time, more people will come to see and appreciate the quality of care given here.

I have also been moved by the resilience, warmth and positivity of our residents, despite the many physical limitations they face. Their spirit reminds us why this work matters. Alongside them are our staff, volunteers, donors and partners, each playing an important role in sustaining a caring community around those who may otherwise be overlooked.



Looking ahead, my immediate priority is to work closely with the Board and management team to shape a clear five-year vision and strategy for SAS. This includes strengthening our organisational foundations, stewarding our finances responsibly, growing public and philanthropic support, investing in innovation and technology, and improving our ageing facilities so that they remain fit for purpose.

As we move forward, SAS remains committed to the founding vision of Miss Teresa Hsu – to care for the poor, needy and destitute in our midst. In today's Singapore, this calling also requires us to recognise those whose struggles may be less visible, including individuals facing loneliness, mental health challenges, exclusion and stigma.

To our supporters and stakeholders, thank you for your continued partnership. Together, we can continue to serve with compassion, dignity and hope.

Mr Timothy Liu, CEO
August 2026



LEADERSHIP

The governing body of the SAS is a committee known as the Executive Committee (“EXCO”). All members of the EXCO are independent volunteers. The EXCO is aided by various Sub-Committees that report to the EXCO in accordance with the Terms of Reference set by EXCO.

The implementation of the major decisions approved by the Executive Committee and day-to-day administration of the Society is undertaken by a team of management staff, headed by the Chief Executive Officer (CEO).

The EXCO members in office as at the date of this report are:



PRESIDENT
MR CHEW LOY CHEOW
*CONSULTANT
(FINANCIAL MARKETS)*

Appointed: 24 September 2024	First appointment as Honorary Treasurer: 19 June 2012
First appointment as Deputy President: 21 September 2018	First appointment as Honorary Secretary: 10 June 2014

Mr Chew Loy Cheow is a consultant in financial markets and an independent director of a fund management company. He has worked at various global banks and was a fund manager in a sovereign wealth fund. He has brought vast investment and finance knowledge and experience to SAS. He helps to ensure that SAS maintains a suitable level of reserves while maximising returns within an acceptable level of risk. Mr Chew served as the Deputy President of the Exco since 21 September 2018 and was subsequently appointed as the President on 24 September 2024

Mr Chew currently is a member of the Finance and Investment Committee.



**IMMEDIATE PAST
PRESIDENT**
DR TIMOTHY TEOH
PSYCHIATRIST

First appointment as President: 21 September 2018
First appointment as Deputy President: 21 June 2016

Dr Timothy Teoh is a Senior consultant at IMH with specialisation in Psychiatry. As a medical doctor by training, his clinical expertise and psychiatric knowledge makes him an invaluable asset to SAS as he is equipped with the practical knowledge and understanding to make recommendations and improvements to SAS.

Dr Teoh has served as the President of the EXCO from 21 September 2018 to 23 September 2024, and is now the Immediate Past President of the EXCO. He currently is a member of the Home Management and Quality Assurance sub-committee.





DEPUTY PRESIDENT
MS IRENE CHONG
CHIEF EXECUTIVE OFFICER

Appointed:
24 September 2024

First appointment as
Honorary Assistant Treasurer:
27 September 2022

Ms Irene Chong is a seasoned corporate and nonprofit C-Suite leader with more than 30 years of executive experience spanning banking, real estate, philanthropy, social impact, and governance across Asia. A Senior Accredited Board Director with the Singapore Institute of Directors, she is the Chairman of Sunrise Group and MeetArts and board member at Metropolitan YMCA, MY World Preschool, as well as the Bone Marrow Donor Program. She is also an advisory board member at NUS Alumni Advisory Board. In recognition of her work as a community leader, Irene was an award holder of the Prestige Women of Power 2025. Her strong analytical and strategic management skills, finance and investment skills, IT knowledge, business networks and board experience have greatly benefitted SAS.

Ms Chong is currently the Deputy President & Chairman of the IT Sub committee and member of the Finance & Investment sub committee at SAS.



DEPUTY PRESIDENT
MR THEODOR TAN
ADVOCATE & SOLICITOR

Appointed:
24 September 2024

First appointment as
Honorary Secretary:
28 September 2020

Mr Theodor Tan is a legal counsel with key areas of focus pertaining primarily to the commercial and operational aspects of the global business. Equipped with experience in legal firms and commercial business, he regularly advises the Management on corporate governance and public sector regulatory and compliance matters, including issues relating to charitable organizations and healthcare related matters.

Mr Tan is currently the Chairman of the Human Resource sub-committee, as well as a member of the Governance sub-committee and Facilities sub-committee.





HONORARY SECRETARY
DR ONG GEOK CHWEE

FORMER CHIEF EXECUTIVE OFFICER

Appointed:
24 September 2024

First appointment as
Honorary Secretary:
24 September 2024

Geok Chwee brings over 30 years of experience in the information and communications industry, having served as Chief Executive Officer of Bridge Alliance, where she drove regional collaboration and cross-border solutions among leading telecommunications providers across Asia, Europe, and the Middle East. She previously held senior leadership roles at Singtel and StarHub, leading strategic innovation and new-business development. Geok Chwee holds a Bachelor of Electrical Engineering from the National University of Singapore, an MBA from the University of Bradford, United Kingdom, and a Doctor of Innovation from Singapore Management University.



HONORARY TREASURER
DR NOEL YEO SHENG MING

MEDICAL DOCTOR

Appointed:
24 September
2024

First appointment as
Honorary Assistant Treasurer:
28 September 2020

Dr Noel Yeo is a seasoned healthcare executive with 20 years of experience driving innovation, growth, and sustainability in the industry. His career spans clinical practice, business management, and leadership roles across primary, secondary, and tertiary care. He has successfully led large healthcare networks and strategic projects, leveraging his expertise to improve patient outcomes and healthcare services.

Dr Noel holds an Executive MBA, Executive Diploma in Directorship, and Postgraduate Certificate in Medical Law and Ethics. He is an active volunteer, serving on the boards of non-profit organisations, including the Central Singapore Community Development Council, Singapore Cancer Society, NUS Business School, and Singapore Medical Association. His commitment to giving back to the community and advancing healthcare excellence is evident in his volunteer work and professional endeavors.



**HONORARY ASSISTANT
TREASURER**
MR WILLIAM MAK

RETIRED BANKER

Appointed:
24 September 2024

First appointment as
Honorary Assistant Treasurer:
24 September 2024

William Mak served as a Senior Advisor at SBI Digital Markets Pte Ltd leveraging his experience and expertise to support client and regulatory relations especially in the digital asset ecosystem. William is a member of the Investment Committee of two asset owner organizations, contributing his investment and risk management knowledge and experience to investment decisions.





COMMITTEE MEMBER
DR RICHARD TAN HAN SHING

BUSINESSMAN

Appointed:
24 September 2024

First appointment as
Deputy President:
21 November 2023

Dr Richard Tan Han Shing is member of the Institute of Civil Engineer (UK), Chartered Engineer (UK), Professional Engineer (Singapore). Dr Tan retired from Civil service in 1999 and currently is a director of various companies. With his vast experience and knowledge in the Engineering field, he has provided valuable advice to SAS, especially in facilities and building related matters.

Dr Tan has served on the EXCO from 1998 to 2010 and was re-nominated to the EXCO in 2014. He is also currently the Chairman of the Procurement sub-committee, and a member of the Facilities sub-committee.



COMMITTEE MEMBER
MR YEO CHUEN ENG

FORMER BANKER

Appointed:
24 September 2024

Mr. Yeo Chuen Eng, a retired Corporate and Private Banker, is a dedicated volunteer and leader in various organisations.

He currently volunteers as Advisor to the Foundation of Rotary Clubs of Singapore (FRCS) Family Service Centre, Chairman of FRCS Active Ageing Centre, EXCO Member and Governance sub-committee Chairman of Society for the Aged Sick (SAS), and is a member of SAS' Facilities sub-committee.

Previously, he held roles as Assistant Treasurer and Investment Sub-Committee Chairman at Singapore Cancer Society, and was a member of SAS' Finance & Investment sub-committee.



COMMITTEE MEMBER
MR RONALD WONG KIN WAI

*PARTNER (FINANCIAL ACCOUNTING
ADVISORY SERVICES)*

First appointment as
Honorary Assistant Treasurer:
29 January 2019

First appointment as
Honorary Treasurer:
28 September 2020

Appointed:
24 September 2024

Mr Ronald Wong is a Financial Accounting Services Leader and Partner in a Big Four Auditing Firm.

Apart from SAS, he also volunteers at The Rotary Club of Singapore and chairs the Youth Service Committee. His experience and knowledge have helped SAS to address the various challenges, especially on the changes in Accounting Standards and policies.

Mr Ronald Wong currently is a member of the Audit sub-committee.



COMMITTEE MEMBER
MR SEBASTIAN SZETO

*FINANCIAL & OPERATIONS
CONSULTANT*

Appointed:
24 September 2024

Mr Sebastian Szeto is a chartered accountant and presently a financial & operations consultant providing full spectrum consultancy services in accounting and commercial operations. As an ex-auditor and ex-financial controller, he has acquired over 30 years of experience in diverse industries from big four accounting firms and multinational corporations. His comprehensive strength in audit and financial control is a much value-added asset to SAS.

Mr Sebastian Szeto is currently the Chairman of the Audit sub-committee.



COMMITTEE MEMBER
MR TAN CHENG CHUAH

CHIEF EXECUTIVE OFFICER

Appointed:
24 September 2024

Mr Tan Cheng Chuah is currently the Deputy Group Chief Executive Officer of CPG Corporation. He was previously the Managing Director for Construction Professionals Pte Ltd, PM Link Pte Ltd, and PM Link Malaysia Sdn Bhd. In addition to his corporate responsibilities, he is also the Chairman of CPG Corporation's Workplace Safety and Health Committee, ensuring the safety and health of all employees.

Mr Tan's extensive industry knowledge and leadership skills have contributed to the transformation and growth of these companies. His technical expertise and problem-solving abilities will be an asset to SAS.

He is currently the Chairman of the Facilities sub-committee and a member of the Procurement sub-committee.



COMMITTEE MEMBER
DR Kong Jun Cheong

FAMILY PHYSICIAN

Appointed:
24 September 2024

Dr. Kong is a family physician with a strong passion for delivering exceptional care and service. He has post-graduate diplomas in geriatric, sports, and family medicine. He was previously attached to the Ministry of Health and performs ad-hoc work for the Singapore Medical Council. With his extensive experience in healthcare, he is able to advise SAS on the medical related aspects of running the home effectively.

He is also an active grassroots leader, he currently serves in the Community Centre Management Committee and Community Emergency and Engagement Committee in his area.

Dr. Kong is currently the Chairman of the Home Management and Quality Assurance sub-committee.



Sub-Committees

as at date of report

AUDIT

Mr Sebastian Szeto
Chairman

Ms Wendy Soh
Mr Ronald Wong
Ms Pang Mei Yee

FINANCE & INVESTMENT

Dr Noel Yeo
Chairman

Mr Chew Loy Cheow
Mr William Mak
Ms Irene Chong
Mr Lee Chee Pin

FUNDRAISING

Dr Ong Geok Chwee
Chairman

Mr Alister Azriel Ong Tjoe
Ms Gelina Goh
Ms Lim Peck Hui
Ms Jennifer Bao
Mr Zhuang Li-Hao
Mr Wong Hong Ting

GOVERNANCE

Mr Yeo Chuen Eng
Chairman

Mr Theodor Tan
Ms Chin Hooi Yen

HOME MANAGEMENT & QUALITY ASSURANCE

Dr Kong Jun Cheong
Chairman

Dr Noel Yeo
Dr Paul Sim
Dr Timothy Teoh
Dr Meredith Chin

HUMAN RESOURCE

Mr Theodor Tan
Chairman

Mr Kiffly Marcus Araib
Mr Hong Siu Ming

INFORMATION TECHNOLOGY

Ms Irene Chong
Chairman

Mr Ong Beng Teck
Mr Chua Koon Teck
Mr Derrick Loi
Mr Daniel Tan
Mr Krystaller Foo
Ms Jennifer Bao

FACILITIES (BUILDING PROJECT BASED)

Mr Tan Cheng Chuah
Chairman

Mr Yeo Chuen Eng
Mr Theodor Tan
Dr Richard Tan

PROCUREMENT

Dr Richard Tan
Chairman

Mr Tan Cheng Chuah
Mr Sean See
Mr Poh Choon Lay

MEDIFUND

Mr William Mak
Chairman

Ms Liew Yan Yan,
Melissa
Dr Mok Yee Ming
Dr Meredith Chin



Executive Team

as at date of report

TIMOTHY LIU

CHIEF EXECUTIVE OFFICER

*Appointed to position since:
1 March 2026*

Timothy brings a diverse background in corporate leadership, healthcare management and community care. Before joining the healthcare sector, he built his career in engineering, technology, regional sales and business development. His personal experience caring for his ageing parents later deepened his understanding of the needs of seniors and their families.

Prior to SAS, Timothy served as Chief Executive Officer of Dover Park Hospice, where he gained valuable experience in palliative care and multidisciplinary healthcare operations.

KATE KOH

CHIEF OPERATING OFFICER

*Appointed to position since:
20 September 2018*

Kate obtained her Bachelor of Accountancy from Nanyang Technological University.

She started her career in one of the Big 4 accounting firms, followed by accounting positions in various MNCs.

She joined Society for the Aged Sick in 2009 as Assistant Head of Finance and subsequently progressed to the position of Chief Operating Officer in 2018.

SANDRA QUEK

HEAD OF NURSING &
REHABILITATION

*Appointed to position since:
11 April 2025*

Sandra has a Bachelor of Health Science in Nursing from University of Sydney (SIM) and Advance Diploma in Nursing Management.

She has about 20 years of nursing experience, registered with the Singapore Nursing Board.

Sandra joined Society for the Aged Sick since 2014 and prior to that, she was a Nurse Manager in the private healthcare setting.

TONG PENG HON

HEAD OF FINANCE &
GOVERNANCE

*Appointed to position since:
11 April 2025*

Peng Hon obtained his professional qualification from ACCA. He has more than 20 years of finance experience in auditing, commercial, and charity sector.

Prior to joining our Home, he was a Finance Manager in an Offshore and Marine Company.

NG YA HUI

HEAD OF MEDICAL SOCIAL
SERVICES

*Appointed to position since:
27 May 2019*

Ya Hui obtained her Bachelor of Social Work from the National University of Singapore (NUS) and has been working in the social services sector for more than twenty years, primarily in the eldercare and healthcare setting.

Ya Hui joined our Home as the Head of Medical Social Services in 2019.



MYLENE SOH

HEAD OF HUMAN
RESOURCES

*Appointed to position since:
17 February 2025*

Mylene has a Bachelor of Business degree (major in Human Resources Management) from Royal Melbourne Institute of Technology (SIM). She has more than 20 years of HR experience in the manufacturing and private clubs sector.

She joined the Home in February 2025. Prior to that, she was the Head of HR in The American Club where she oversees the HR and Payroll functions.

TAN YEOW KUAN

HEAD OF OPERATIONS & IT

*Appointed to position since:
10 October 2018*

Yeow Kwan obtained his Bachelor Of Mechanical Engineering from The University Of Newcastle (Australia). He has more than 15 years of operations related experience in various organisations such as FMCG and Process Plant companies.

In the span of his career, he was responsible for a wide spectrum of Operations functions, mainly on Managing Operations, Project Management and Building and Facilities Management.

LINDA ONG

SENIOR MANAGER -
CORPORATE & COMMUNITY
RELATIONS

*Appointed to position since:
27 September 2022*

Linda brings over 20 years of professional experience across healthcare, social services, customer service and operations. Her background includes volunteer and event management, community engagement, fundraising, stakeholder relations, client services and project coordination.

Throughout her career, she has developed strong capabilities in building relationships, engaging diverse stakeholders and coordinating initiatives across different functions. Her longstanding involvement in the eldercare sector, both professionally and through volunteering, also reflects a strong commitment to community service and supporting the well-being of older persons.

WONG CHEN CHEN

PROCUREMENT MANAGER

*Appointed to position since:
21 April 2025*

Chen Chen holds a Bachelor of Business Administration with a double major in Business Administration and Finance from Murdoch University, Australia. She has 10 years of Procurement experience in the manufacturing sector.

She joined the Home in April 2025. Prior to joining the Home, she held positions as an Assistant Manager in the FMCG industry and a Senior Engineer in the R&D manufacturing sector.



Organisational Chart

**EXECUTIVE
COMMITTEE**

SUB-COMMITTEES

AUDIT

FINANCE &
INVESTMENT

FUNDRAISING

HOME MANAGEMENT
& QUALITY
ASSURANCE

GOVERNANCE

INFORMATION
TECHNOLOGY

HUMAN RESOURCE

FACILITIES
(BUILDING BASED
PROJECTS)

PROCUREMENT

MEDIFUND

**CHIEF EXECUTIVE OFFICER
TIMOTHY LIU**

**CHIEF OPERATING OFFICER
KATE KOH**

**HEAD OF FINANCE
& GOVERNANCE**
TONG PENG HON

**HEAD OF MEDICAL
SOCIAL SERVICES**
NG YA HUI

**HEAD OF HUMAN
RESOURCES**
MYLENE SOH

**SENIOR CCR
MANAGER**
LINDA ONG

**HEAD OF NURSING &
REHABILITATION**
SANDRA QUEK

**HEAD OF
OPERATIONS & IT**
TAN YEOW KWAN

**PROCUREMENT
MANAGER**
WONG CHEN CHEN

Governance

ROLE OF THE EXECUTIVE COMMITTEE (EXCO)

The EXCO's role is to provide strategic direction and oversight of SAS's programmes and objectives, steering the organisation towards fulfilling its vision and mission through good governance. As part of this role, the following matters require EXCO's approval:

- Approval of the annual budget and monitoring of expenditure against the budget
- Approval of audited annual financial statements
- Regular monitoring of the progress of SAS's programmes
- Development and implementation of strategic plans to achieve SAS's vision and mission
- Approval of new policies and revisions to existing policies
- Awarding of vendor contracts for expenditures exceeding \$90,000

EXCO ELECTION AND TERM LIMIT:

Under SAS's Constitution, members of the Executive Committee (EXCO) are elected at alternate Annual General Meetings, with each term of service lasting approximately two years ("Term"). The President shall not be eligible for re-election to the same role for more than three consecutive Terms, while the Treasurer may serve a maximum of four consecutive years.

As of the date of this report, the current term of all serving EXCO members will continue until SAS's Annual General Meeting in September 2026.

To ensure leadership continuity and organisational resilience, the EXCO has approved a board renewal policy and strategy. This succession planning framework is designed to maintain an appropriate mix of skills, experience, and expertise within the EXCO—aligning with SAS's mission, objectives, and long-term strategies.

Dr. Timothy Teoh Chi-Chan, Mr. Chew Loy Cheow, Mr. Yeo Chuen Eng, and Dr. Richard Tan have each served on the Executive Committee (EXCO) for more than 10 years. Given their respective skill sets and expertise—outlined in the table below—and upon the recommendation of SAS's Governance Sub-Committee, the EXCO strongly supports their continued service.

Their ongoing involvement ensures that SAS continues to benefit from their invaluable contributions, deep institutional knowledge, and strategic insights. Their presence on the EXCO will further support SAS's mission, objectives, and long-term strategies.



Executive Committee Members with Over 10 Consecutive Years of Service



DR. TIMOTHY TEOH

Dr. Teoh has been a member of the Executive Committee (EXCO) since 24 June 2008 and has served as its President between 21 September 2018 and 23 September 2024. On September 2024, he was appointed as the Immediate Past President. He is also a member of the Home Management and Quality Assurance Sub-Committee.

A medical doctor by training and a qualified psychiatrist, Dr. Teoh brings invaluable expertise to SAS. His professional background equips him with the insight and knowledge to contribute meaningfully to the well-being of our residents and the continuous improvement of our Home.

With his active involvement in both the EXCO and the Home Management & Quality Assurance Sub-Committee, Dr. Teoh plays a key role in shaping policies and making informed recommendations that uphold the quality of care and services provided at SAS.

MR CHEW LOY CHEOW

Mr. Chew has been a member of the Executive Committee (EXCO) since 21 September 2011 and has served as the Deputy President from 21 September 2018 to 23 September 2024. He has also previously held key positions on the EXCO, including Honorary Secretary and Honorary Treasurer. On 24 September 2024, Mr. Chew was elected as the President of the EXCO.

He currently serves as a member of the Finance & Investment Committee.

With a professional background in banking and investment, Mr. Chew has worked with various established financial institutions. His strong understanding of financial risk management, coupled with in-depth knowledge of SAS's operational context, has been invaluable. He has played a pivotal role in guiding SAS toward achieving optimal financial returns within an acceptable level of risk.



MR YEO CHUEN ENG

Mr. Yeo has served as a member of the Executive Committee (EXCO) since 17 January 2012. He currently chairs the Governance Committee.

Mr Yeo previously served as a Director at Standard Chartered Private Bank. Beyond his role at SAS, he actively volunteered with various organisations, including the Foundation of Rotary Clubs Singapore Family Service Centre and Eldercare Centre, as well as the Singapore Cancer Society's Investment Committee.

With his broad experience and knowledge across the charitable and financial sectors, Mr Yeo has provided valuable counsel to SAS over the past 13 years. His contributions span key areas such as finance and investment, governance, and facilities management – always in the best interest of the organisation and its residents.

DR RICHARD TAN

Dr. Richard Tan has served on the Executive Committee (EXCO) since 10 June 2014. He currently chairs the Procurement Committee and is a member of the Facilities Committee.

Dr. Tan is a member of the Institution of Civil Engineers (UK), a Chartered Engineer (UK), and a registered Professional Engineer in Singapore. He also serves as a director of various companies.

With his extensive experience in engineering and business, as well as his deep familiarity with the SAS environment, Dr. Tan has consistently provided valuable and practical advice—particularly in matters related to facilities and building management. His expertise has been instrumental in supporting SAS's infrastructure and operational needs.



EXCO MEETINGS AND ATTENDANCE:

A total of five Executive Committee meetings were held during the financial year. The following sets out the individual Executive Committee member's attendance at the meetings:

NAMES OF EXECUTIVE COMMITTEE MEMBERS	% OF ATTENDANCES
Mr Chew Loy Cheow	100%
Dr Timothy Teoh	100%
Ms Irene Chong	80%
Mr Theodor Tan	60%
Dr Ong Geok Chwee	60%
Dr Noel Yeo	20%
Mr William Mak	40%
Dr Richard Tan	80%
Mr Yeo Chuen Eng	60%
Mr Ronald Wong	40%
Mr Sebastian Szeto	60%
Mr Tan Cheng Chuah	60%
Dr Kong Jun Cheong	100%

EXCO SELECTION PROCESS

Prior to the expiry of each Term, the Governance Committee will conduct a review and provide recommendations to the EXCO regarding its composition to ensure that it maintains an appropriate mix of skills, experience, and expertise. This review will consider the following factors:

- The annual EXCO effectiveness review
- The contribution and performance of each Board member
- Compliance with SAS's Code of Conduct

Subject to the specific provisions of the Constitution, EXCO members are generally expected to serve no more than five consecutive Terms. However, upon the Governance Committee's recommendation, the EXCO may request a member to serve additional Terms if it determines that the member's skill sets, experience, and expertise are essential for the continued support of SAS's mission, objectives, and strategies.



EXCO TRAINING AND EVALUATION

The Governance Committee will ensure that:

- ((a) New appointees to the Board understand SAS's charitable objectives, relevant charity laws and regulations, and the Code of Governance.
- (b) New appointees acknowledge and agree to the time commitment and participation expectations of Board members, as well as fully understand their duties and responsibilities.
- (c) Policies are developed and implemented for the orientation of new Board members, as well as ongoing Board development and training.

In accordance with the Governance Sub-Committee's Terms of Reference, the EXCO is required to conduct a self-evaluation of its performance and effectiveness at least once per Term.



SUB-COMMITTEES	TERMS OF REFERENCE:
Audit Committee (AC)	The AC oversees the integrity of the financial statements and reviews the overall scope of both external and internal audits to ensure the adequacy of SAS's internal financial controls. The AC has also reviewed SAS's financial statements as well as the auditor's report for the financial year that concluded on 31 March 2026.
Finance and Investment	The Finance and Investment Committee is responsible for overseeing SAS's financial operational controls and risk management, budget planning and monitoring, and capital asset management. The Committee also manages SAS's reserves and investments to ensure that the authorising maintains adequate reserves for long-term financial sustainability.
Fundraising	The Fundraising Committee oversees all of the charity's fundraising activities to ensure compliance with applicable laws and regulations. The Committee also ensures that any fundraising conducted by third parties aligns with the Society's objectives.
Governance	The Governance Committee shapes the governance framework of SAS by developing and recommending to the EXCO a set of governance principles, standards, and practices that align with Charity law and the Code of Governance.
Home Management and Quality Assurance	The Home Management and Quality Assurance Committee assists the EXCO in establishing, monitoring, and maintaining internal systems and controls to provide reasonable assurance that SAS operates efficiently, with quality standards that safeguard the safety and dignity of its residents.
Human Resource	The Human Resource Committee assists the EXCO in establishing, monitoring, and maintaining appropriate human resources and employment practices, ensuring that HR policies comply with applicable laws. The Committee also advises on staff salary competitiveness to support retention and attract talent.
Procurement	The Procurement Committee assists the EXCO in establishing, monitoring, and maintaining a procurement strategy and internal control systems to ensure that SAS's purchasing decisions are prudent, deliver value for money, and are conducted transparently and in compliance with applicable laws.
Information Technology (IT)	The IT Committee assists the EXCO in fulfilling its oversight responsibilities regarding SAS's IT activities. The Committee ensures that SAS's IT programs support the organisation's long-term goals and strategic direction. It also oversees risks related to the quality and effectiveness of IT data security, data privacy, and disaster recovery capabilities. Additionally, the Committee advises the EXCO and management team on IT matters.
Facilities (Building Project Based)	The Committee assists with the building development and construction at SAS's premises whenever the EXCO approves a project for such development and construction (a "Project").
MediFund Committee	The Medifund Committee reviews and approves Medifund applications from eligible residents and administers payments from the Medifund account. In considering each application and authorising payments, the Committee ensures that all cases comply with the Medical and Elderly Care Endowment Schemes Act (MECESA), its corresponding regulations, and any directives or guidelines issued by the Ministy. Additionally, the Committee ensures that the Medifund account does not go into overdraft at any time.

DISCLOSURE OF REMUNERATION AND BENEFITS RECEIVED BY EXCO MEMBERS:

No EXCO members were remunerated for their EXCO services in the financial year.

The Chairman and members of the Sub-Committee can be found on page 8-12 of the Annual Report.

DISCLOSURE OF REMUNERATION AND BENEFITS RECEIVED BY MANAGEMENT TEAM:

The remuneration received by the Management Team can be found in **Note 3** of the Financial Statements. None of the Management Team members serves on the EXCO.

There are no paid staff who are close members of the family of the Executive Head or EXCO members, who each receives total remuneration of more than \$50,000 during the year.

No Management staff is involved setting his or her own remuneration.

CONFLICT OF INTEREST POLICY:

SAS has a conflict of interest policy that requires prompt disclosure of any actual or potential conflicts related to proposed transactions involving SAS. Individuals with such conflicts must recuse themselves from discussions and decision-making concerning the transaction. The policy further stipulates that a proposed transaction may only proceed if it involves a competitive bid or a comparable valuation, and if the EXCO determines that the transaction is in the best interests of SAS.

WHISTLE BLOWING POLICY:

SAS has established a whistle-blowing policy to provide a clear channel for raising concerns regarding potential wrongdoing or improprieties related to financial or other matters within the Home.

VOLUNTEER MANAGEMENT POLICY:

All volunteer involvement and management at SAS are guided by the Volunteer Management Policy. This policy covers the recruitment and selection process, training and development, supervision and evaluation, volunteer recognition, and the maintenance of volunteer records.

GOVERNANCE EVALUATION CHECKLIST:

The Society's Governance Evaluation Checklist and its level of compliance in relation to the financial year under review may be viewed at www.charities.gov.sg.





OUR SERVICES

At Society for the Aged Sick (SAS), we provide residential care services to people in need of daily skilled nursing care and/or assistance in activities of daily living and who cannot be cared for at home, particularly the less privileged.

To ensure that residents of the home receive holistic care during their stay here with us, we also provide a range of other services to meet their needs.

- (i) Physiotherapy
- (ii) Occupational therapy
- (iii) Psychosocial support
- (iv) End-of-life care
- (v) Social activities and outings
- (vi) Medical care
- (vii) Speech therapy
- (viii) Nutrition and dietary services
- (ix) Pharmacist reviews





SAS AT A GLANCE

As at 31 March 2026

OCCUPANCY RATE

2025
395
RESIDENTS

97.1%

2026
391
RESIDENTS

96.1%

MOBILITY CATEGORY



Category 2 FY25: 0.3%
semi-ambulant FY26: 0.3%

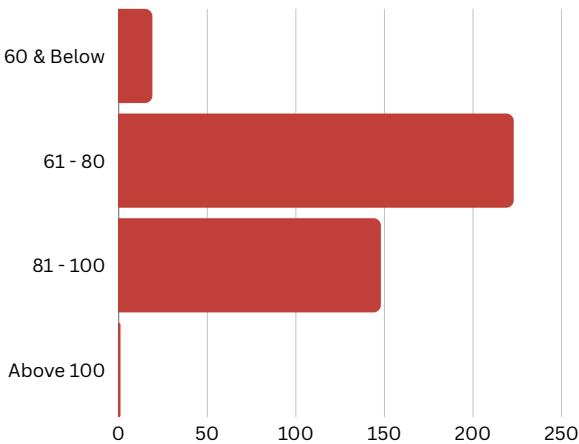


Category 3 FY25: 52.9%
wheelchair-bound FY26: 58.8%

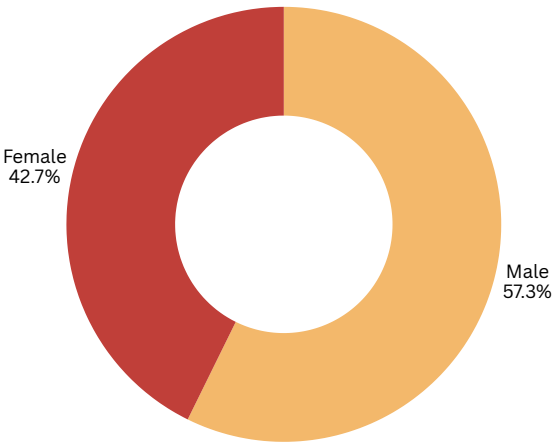


Category 4 FY25: 46.8%
bed-bound FY26: 40.9%

AGE PROFILE



RESIDENTS' PROFILE



Serving Those In Need

Subsidies

As a not-for-profit charitable organisation, SAS is committed to supporting individuals who require nursing and medical care, with particular emphasis on those from low-income families and those without adequate family or social support. Through its services and programmes, SAS seeks to ensure that vulnerable individuals can access the care, dignity and assistance they need.

100%

Residents receiving
government
subsidies



88.5%

Residents receiving maximum
government subsidies

Helping the financially disadvantaged



43%

of our residents are without
family or Next-of-kin's financial support

Donations received in FY26



\$1,351,775
in monetary donations



\$139,982
in donations in-kind



Reserves Policy

SAS' reserves level as at 31 March 2026:

	CURRENT YEAR (S\$)	PREVIOUS YEAR (S\$)	% INCREASE / (DECREASE)
Unrestricted Funds (Reserves):			
• Accumulated Fund	31,335,875	27,667,160	13.26%
• Computerization Fund	400,000	-	NM*
Restricted / Designated Funds:			
• Building Reserve	3,355,014	2,628,954	27.62%
• Computerization Fund	11,121	11,062	0.53%
• Bob and Hazel Booker Memorial Fund	101,205	100,670	0.53%
Annual Operating Expenditure	20,979,895	19,247,880	9.00%
Ratio of Reserves to Annual Operating Expenditure	1.51 years	1.44 years	

*Not Meaningful



The reserves we have set aside provide financial stability and ensure the continued development of our charitable activities. We aim to maintain our reserves at a level equivalent to at least 12 months of operating expenditure. The reserves are intended to be utilised in the following manner:

- 1) to meet unexpected expenditure or
- 2) contingencies to cover for delays between spending and receipt of donations or grants.

The EXCO regularly reviews the amount of reserves that are required to ensure that they are adequate to fulfil our continuing obligations.

Purposes of restricted funds:

(i) Building Reserve

This reserve is designated for renovation, maintenance, and repair services related to the leasehold building.

(ii) Computerization Fund

This fund is set aside for upgrades and enhancements to SAS's IT systems.

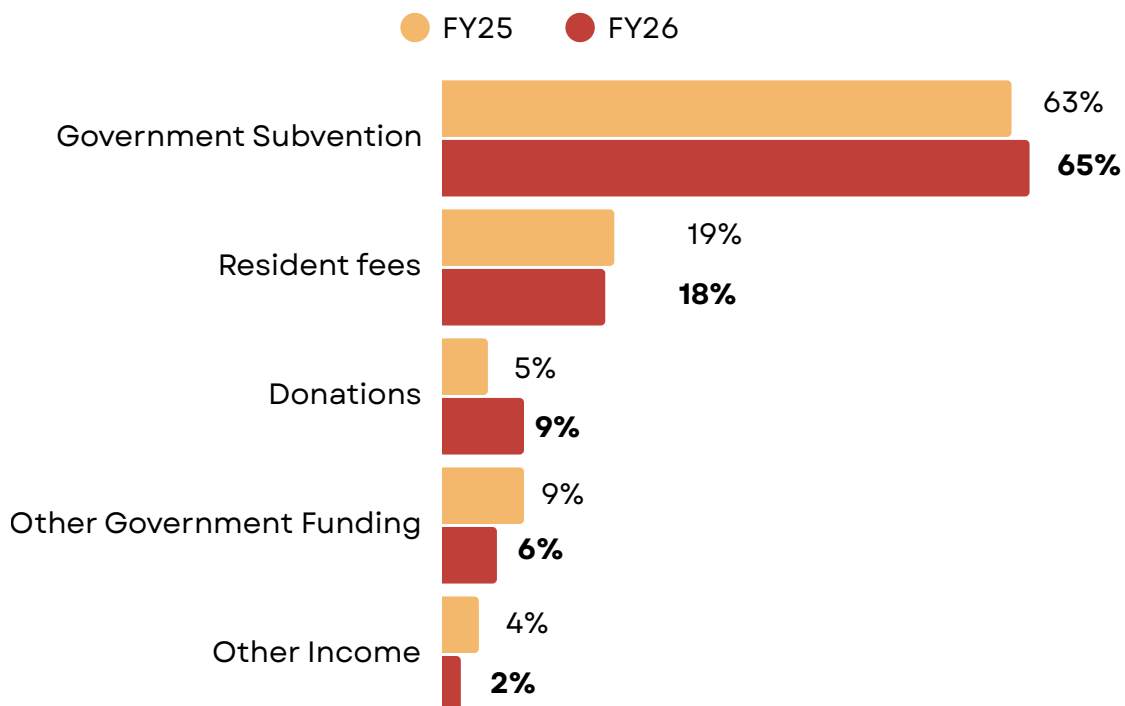
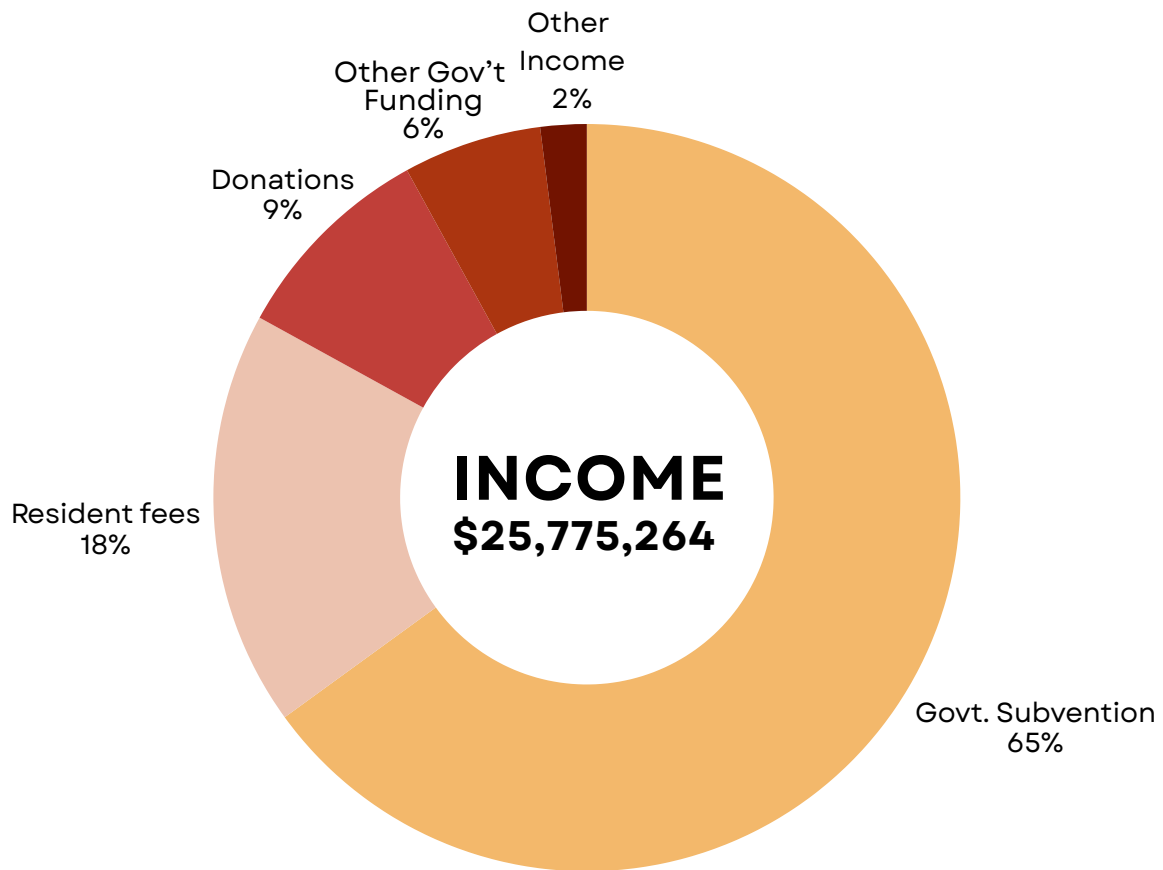
(iii) Bob and Hazel Booker Memorial Fund

(previously named as R.K. Booker Memorial Fund)

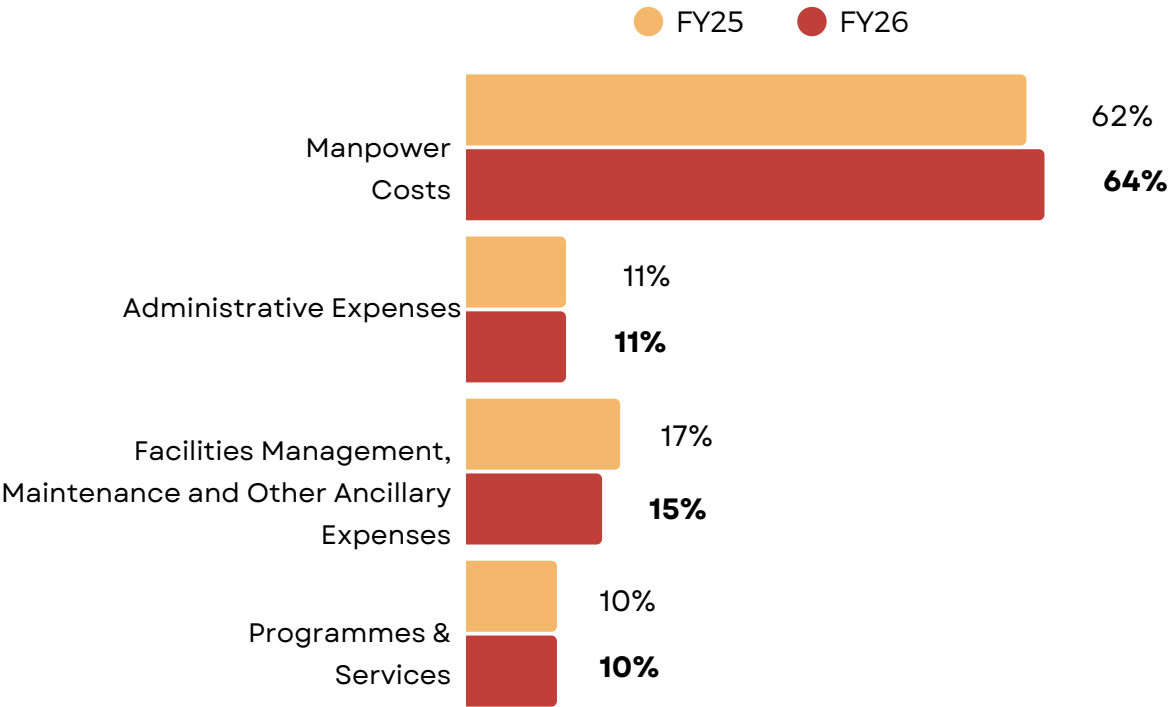
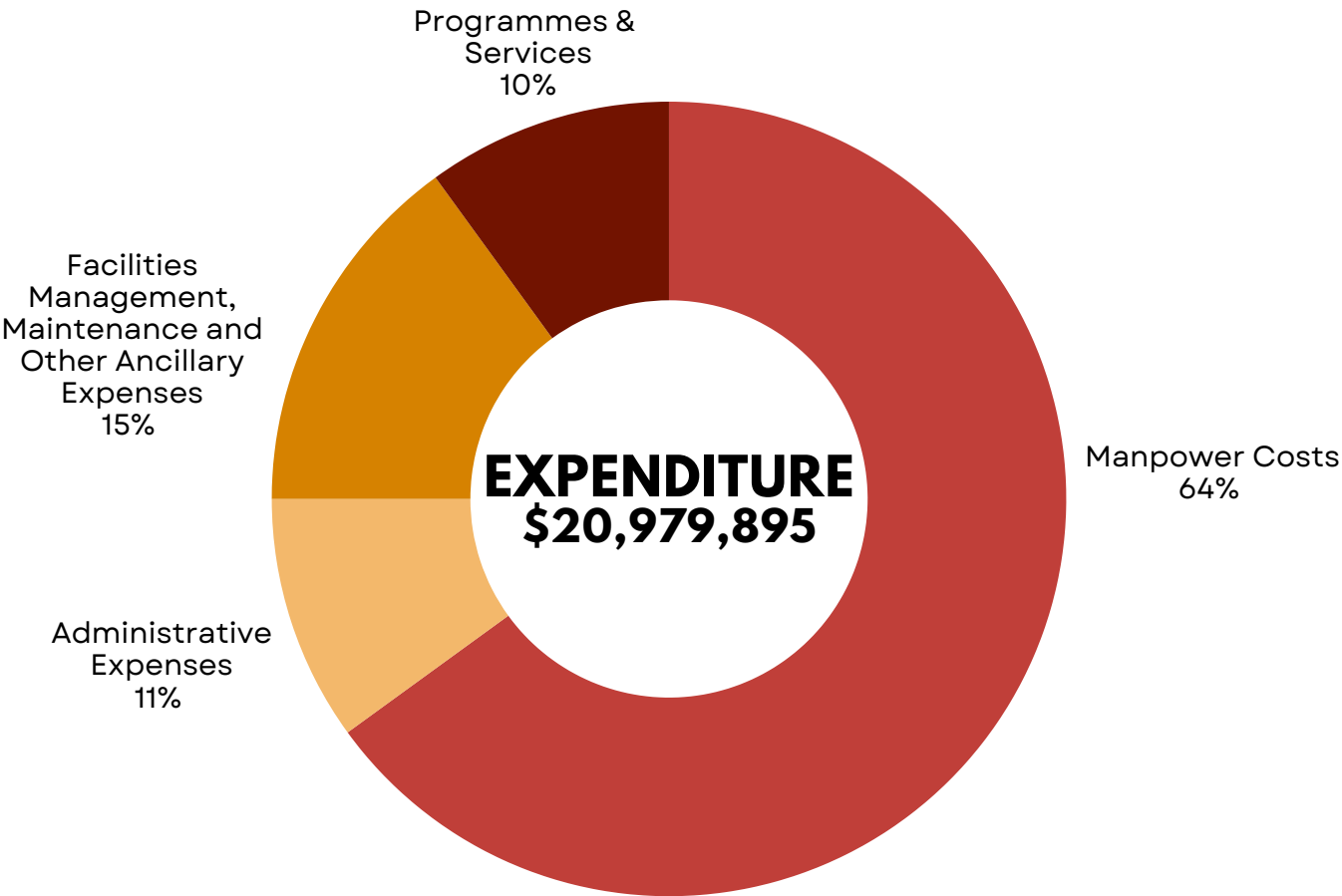
This fund supports scholarships and training for SAS staff. SAS plans to utilise this fund to support ongoing staff training and development initiatives.



Sources of Income



Sources of Expenditure



Financial Highlights of the Year

SUMMARY FINANCIAL PERFORMANCE

Total Income:	Total Expenditure:	Surplus:
\$25,775,264	\$20,979,895	\$4,795,369
(FY25: \$23,298,361)	(FY25: \$19,247,880)	(FY25: \$4,050,481)

For the financial year ended 31 March 2026, SAS generated a surplus of \$4.8 million. This is about \$0.8 million higher than previous financial year.

The increase in surplus was mainly driven by higher donation income and increased government subvention grants. The increased subvention incorporated funding to support salary adjustments in the healthcare sector to keep salaries competitive, as well as to help defray the increased cost of care for resident and ensure that care remains affordable.

The increase in surplus was partially offset by higher operating expenses, primarily attributable to increased manpower costs.

1. Income

The increase in surplus was mainly attributable to higher donation income and increased government subvention grants. This positive performance was partially offset by the absence of funding under the Community Care Salary Enhancement (CCSE) exercise.

2. Expenditure

Operating costs increased by approximately \$1.7 million during the year, primarily due to higher manpower costs arising from salary adjustments to maintain competitive remuneration and support the recruitment and retention of healthcare professionals.

Additional expenditure was incurred to strengthen the maintenance and upkeep of our facilities as part of our ongoing commitment to providing a safe, comfortable, and well-maintained environment for residents, together with higher costs for medical supplies and other essential operating expenses.

Major Financial Transactions

SAS's Cash and cash equivalents increased by \$1.5 million (12%) during the year, primarily due to the operating surplus generated. During the financial year, \$4.25 million was deployed into money market funds and bonds as part of the Company's investment strategy to optimise returns on surplus cash while maintaining liquidity.

Purpose of Charitable Assets held

Total assets held by SAS amount to \$48,948,218 as at 31 March 2026, of which

(i) \$21,161,696 or 43% is held in the form of cash and fixed deposits.

Of this, \$11,922,398 is placed with fixed deposits.

(ii) SAS has invested total amount of \$10.5 million in Money Market Fund. These investments are classified and measured at fair value through profit and loss (FVTPL) as required by FRS 109. SAS has recognised fair value gain of \$206,547 (2025: 224,223) from investment in the profit or loss in FY26. Fair value for the investment as of 31 March 2026 is \$11,082,251.

(ii) \$8,000,653 (16%) is held in the form of property, plant and equipment. These include the leasehold building at 130 Hougang Avenue 1 where the Home is located, vehicle and furniture and equipment that support the operations of the Home.

(iii) \$4,692,575 (10%) is the prepayment of lease renewal premium to Singapore Land Authority for the 30-year lease from 1 September 2018 to 30 August 2048.



ESG REPORT



Environment, Social, and Governance

In FY25/26, SAS continued to strengthen our care environment, support residents and staff, deepen community partnerships, and uphold responsible stewardship as a charity and nursing home. Our ESG efforts are reflected in practical actions across the Home – from safe facilities and inclusive care, to staff well-being, community engagement and accountable governance.

“At SAS, ESG is reflected in the way we care for our residents, support our people, manage our resources, and honour the trust placed in us.”



Environment

Maintaining a Safe and Sustainable Home

As a 24-hour nursing home, SAS' environmental efforts focus on maintaining a safe, clean and accessible Home for frail elderly residents.

In FY25/26, SAS continued regular upkeep of wards, toilets, shared areas, equipment and care facilities to support resident safety, hygiene and comfort. We also continued to identify areas for facility renewal, including high-use spaces that affect residents' mobility, hygiene and fall prevention, such as ward toilets and flooring.

SAS also supported responsible resource use through maintenance planning, proper equipment care and digitalisation. This year, we rolled out e-Performance Appraisal to reduce paper usage, streamline workflows and improve record management.



"Sustainability at SAS begins with the spaces our residents live in every day – safe floors, clean wards, reliable equipment, and a Home that supports dignified care."

Our hydroponics programme also continued as a green and therapeutic resident engagement activity. With donor support covering three years of equipment maintenance, the programme can continue beyond its initial setup, giving residents access to a simple, calming and nature-based activity.

Social

Supporting Residents, Staff & Community

In FY25/26, SAS continued to provide holistic care for residents through 24-hour nursing and personal care, rehabilitation and therapy support, dietary and nutrition review, psychosocial support, and resident engagement activities. These services help support residents' physical, emotional and social well-being, especially for those with complex care needs.

"For our residents, social impact is not measured only by programmes held, but by moments of comfort, companionship and dignity received."

Resident engagement remained an important part of care. SAS continued to organise befriending sessions, festive celebrations, birthdays, music, arts, outings and volunteer-led activities to reduce isolation and bring companionship to residents.





“A partnership that began at SAS has grown beyond our Home – extending comfort, spiritual support and meaningful engagement to more seniors in the wider community.”

Social

Strengthening Community and Spiritual Support

SAS continued to build long-term partnerships with volunteers, donors and community groups to support residents’ emotional, social and spiritual well-being. While SAS remains a secular nursing home, we recognise that spiritual support can bring comfort, peace and meaning to residents who wish to participate.

Through the Medical Social Service team, SAS continued to collaborate with faith-based and community partners, including Dharma Drum Singapore, Masjid En-Naeem, St Anne’s Church, Paya Lebar Chinese Methodist Mission, Brighton Community Church, Bethany Presbyterian Church, and Bethany Presbyterian Church English Congregation.



One meaningful example is our partnership with Dharma Drum Singapore, which began in September 2024. SAS was the first nursing home that Dharma Drum Singapore (DDS) collaborated with for this spiritual support programme. Through regular visits and activities, DDS volunteers provided residents with companionship and meaningful engagement. The partnership has since grown beyond SAS, with DDS extending similar programmes to other nursing homes.



Caring for Our Employees

SAS continued to support a diverse and inclusive workforce. Our employees come from different backgrounds, including India, Sri Lanka, Indonesia, the Philippines, Myanmar and Malaysia, reflecting a multicultural workplace. We continue to practise fair hiring based on merit, qualifications and experience.

Governance

Strengthening Accountability and Trust

In FY25/26, SAS continued to uphold responsible governance and stewardship through Board and committee oversight, transparent reporting, donation management, procurement controls, data protection and staff protection measures.

SAS continued to be guided by the Executive Committee and Board sub-committees, providing oversight in areas such as finance, audit, investment, quality assurance, facilities and operations. Key documents, including Annual Reports, financial statements, charity information, the Whistle Blowing Policy and Personal Data Protection Policy, remained available to stakeholders.

In FY25/26, 17% of our workforce comprised employees aged 50 and above, with 13% aged 64 and above, reflecting our support for an age-diverse workforce. SAS also collaborated with MINDS to provide employment opportunities for candidates supporting laundry functions.

To promote staff well-being, SAS partnered with the Health Promotion Board to organise weekly wellness programmes such as Zumba, Yoga and Kickboxing. We also continued to provide Family Care Leave to support employees with caregiving responsibilities, and Examination/Study Leave for employees pursuing further education and professional development.



We also strengthened donation administration and records management to provide a smoother donor experience and uphold the highest standards of stewardship. For facility improvement works and sponsored projects, SAS continued to ensure that approvals, documentation and procurement considerations were properly managed.

To safeguard employees, SAS established a Staff Protection Committee to address incidents of abuse and harassment that nursing and care staff may encounter. The Committee ensures reported cases are reviewed objectively and fairly, with appropriate action taken to protect staff well-being.

“Good governance at SAS means every gift, every decision and every partnership is handled with care, accountability and respect.”

Staff Welfare



Get Fit Together

In collaboration with Health Promotion Board, we started our Get Fit Together program for our staff. After work hours, fitness classes were conducted in our MPH to get our staff active and moving. We started out with Zumba and Body Conditioning classes which was very well received.

In lieu of the great turnout, we are looking to expand the frequency of classes in the coming year as well as trying our hand at a greater variety of fitness classes. This will give our staff a break from routine and get everyone moving!



Aloha 2026!

Our Hawaiian themed End of Year Staff Party was such a blast with our talented staff performances that really took it to the next level! The evening was filled with exciting announcements, lucky draws, best dressed contests, and scrumptious food. It also wouldn't be a night without recognising achievements and celebrating the dedication of our staff.

We take pride in acknowledging our accomplishments and the commitment of our staff. Several team members received long service awards, with the longest tenure being an impressive 25 years with SAS.

We hope everyone had a chance to unwind and have fun. We are thankful to our staff for a year of dedication and perseverance. Here's to creating more memories together. Cheers to all for making our workplace a vibrant and special community! May we continue supporting one another, and may the coming year be filled with success, happiness, and continued camaraderie among our staff.



Our Nurses



Each Nurses' Day, we take time to recognise and appreciate our dedicated nurses and care staff, who devote themselves to the well-being of our residents. This special occasion allows us to express our heartfelt gratitude for the patience, kindness and compassion they show every day in caring for those entrusted to us.

Our nurses and care staff are truly the backbone of SAS. Their commitment, often shown quietly through daily acts of care, brings comfort, dignity and reassurance to our residents.

This year's celebration was filled with good food, lively music, engaging games and meaningful awards. Once again, we thank our heroes in blue and grey, whose dedication we deeply value and cannot do without.



Nurses' Merit Award 2025

We are proud to share that Senior Staff Nurse Thilagewathi has been awarded the MOH Nurses' Merit Award 2025.

With more than a decade of experience caring for elderly residents at SAS, SSN Thilagewathi (Thila for short) has shown deep compassion, professionalism and dedication in her nursing practice. She is committed to providing quality care to residents, many of whom have complex care needs and require patience, attentiveness and understanding.



“Thila’s motherly nature shines through excellent nursing care, respect, and attentive listening always towards residents.”

-Mr Kyaw Moe Lwin, Nurse Manager

“ With unwavering kindness and dedication, Thila brings comfort and heartfelt care to our residents.”

-Ms Sandra Quek, Head of Nursing

Beyond her clinical duties, SSN Thila is also a valued member of the nursing team, demonstrating leadership, teamwork and a strong sense of responsibility in her daily work. Her calm and caring presence brings reassurance to residents and their families, while her commitment continues to inspire those around her.

This well-deserved award recognises her contributions to nursing and elderly care. We are honoured to have SSN Thilagewathi as part of the SAS family, and we congratulate her on this meaningful achievement.



Annual Hand Hygiene Day



In 2025, SAS marked World Hand Hygiene Day with a meaningful and engaging celebration led by our nursing team.

Through lively performances and interactive booths, staff highlighted the importance of proper hand hygiene techniques in protecting the health and safety of our residents and colleagues. The activities served as a timely reminder that simple daily habits play an important role in preventing infections, especially in a nursing home setting.

A key highlight was the poster design contest, held under the theme “Save Us with Hand Hygiene”. Staff showcased their creativity through visually engaging posters that reinforced the vital message of hand hygiene and infection prevention.

The event reflected our nursing team’s continued commitment to promoting safe care practices across SAS. By keeping hand hygiene at the forefront of daily care, we continue to build a safer environment for both residents and staff.



Spiritual Support Programmes

In FY25/26, SAS continued to strengthen our spiritual support programmes to meet the diverse religious needs of our residents. These programmes provide residents with opportunities for prayer, reflection, fellowship and connection, bringing comfort and peace as part of their care journey.

During the year, we saw encouraging growth in resident attendance across our spiritual support programmes. There was also increased participation from next-of-kin, reflecting their interest in being more involved in the spiritual well-being of their loved ones.



Attendance across key sessions have increased:

Christian Fellowship

Mandarin session:

30% ↑

English session:

20% ↑

Buddhist Fellowship

25% ↑

Catholic Fellowship

28% ↑

Islamic Fellowship

continued to support residents through regular fellowship and prayer sessions





Family Day 2025

Our annual Family Day is a special occasion for family and friends of our residents to gather and enjoy a delightful lunch together. This year, we showcased our residents' artistic talents and featured performances by our musically talented nursing staff.

The mini exhibition was created with immense love and dedication by our residents, along with the Rehab and MSS teams. It displayed a variety of tote bags, original art & craft works, potted plants, and plant terrariums.

A heartfelt thank you goes out to our Guest of Honor, Mr Daniel Liu, Grassroots Advisor to Aljunied GRC, SAS Band - Avenue One, and the members of the Chinese Club for their wonderful performances. We also extend our gratitude to our Medical Social Workers team for their invaluable efforts in organising this memorable day!

Looking ahead, we are excited to continue fostering these connections and creating more cherished memories with our SAS family. Here's to many more years of love, laughter, and togetherness!



Fulfilling Final Wishes with Compassion

In FY25/26, SAS worked closely with families, Ambulance Wish Singapore (AWS) and Tan Tock Seng Hospital (TTSH) Project Care to fulfil the final wishes of our residents, creating meaningful moments of comfort, connection and closure.



For Mdm Ng, who was in the advanced stage of cancer, the wish was simple but deeply personal – to enjoy her favourite treats while watching her lifelong idol, Andy Lau. Together with her family, AWS, TTSH Project Care and our Medical Social Services team, SAS organised a cosy durian party in our Reminiscence Room. Surrounded by loved ones and volunteers, Mdm Ng enjoyed durian, longans and chocolates while watching Andy Lau's concert videos. The highlight was a life-size cut-out of Andy Lau, which brought a wide smile to her face and later remained by her bedside for weeks.



For Mr Tan, his wish was to reconnect with his two sisters after a long period apart. One sister was residing in another care facility, while the other faced memory challenges that made visits difficult. Our Medical Social Services team worked with the family to bring the three siblings together in the Reminiscence Room, where they spent a heartwarming time catching up and revisiting shared memories.

These moments remind us that care goes beyond daily routines and medical needs. It is also about honouring what matters most to our residents, preserving dignity, and creating opportunities for love, comfort and meaningful connection in their final journey.





Betty's Fabulous Volunteers' Club: **A Friendship That Continues to Touch Lives**



For the past 13 years, Betty and her dedicated group of volunteers have been a familiar and much-loved presence at SAS. Nearly every Saturday, they visit our residents with a variety of local hawker delights, bringing not only food but also warmth and companionship. It is no surprise that many residents look forward to Betty's visits and eagerly anticipate what she and her volunteers will bring each week.

Betty's care for our residents extends beyond her weekly visits. Each year, she celebrates her club's anniversary with a special party for the residents, which also coincides with her birthday. Together with her volunteers, she also organises major festive celebrations such as Lunar New Year and Christmas. These celebrations are always thoughtfully planned, often with performances, singing, dancing and matching outfits for the residents. This year's anniversary theme was "Colourful", and Betty gifted residents with tops in a beautiful mix of colours to match the occasion.



In FY25/26, Betty also went a step further by organising her own fundraiser in support of SAS. Together with her volunteers, she set up a flea market during the anniversary party and raised \$11,000 towards the renovation of SAS' wards and facilities. Through her connections in the pageantry community, Betty also brought candidates from Miss Singapore and Manhunt to volunteer at SAS and start their own fundraising efforts in support of our residents.

Betty's commitment over the years is a meaningful reminder of how one person's compassion can grow into a lasting community of care. We are deeply grateful to Betty and Betty's Fabulous Volunteers Club for their friendship, generosity and countless contributions to our residents.



Appreciation Lunch 2025

A Heartfelt Thank You!

It is our yearly tradition to celebrate our supportive community who has been our pillar of support. We extend our gratitude to everyone who joined us for our on 8 November 2025 for the celebration! Our annual Appreciation Lunch honors our partners, donors, and volunteers from diverse backgrounds, each contributing in their unique way.

We hope everyone enjoyed the fantastic performances by Golden Beats (our resident drummers), Avenue One (our talented staff), and our volunteers (Serene & Friends).

“Never doubt that a small group of thoughtful, committed, citizens can change the world. Indeed, it is the only thing that ever has.”

-Margaret Mead





Grow With Us: Hydroponics

The Grow with Us Project is a therapeutic gardening programme developed as an effective intervention that combines physical activity, sensory stimulation, reminiscence, social interaction, and therapeutic engagement. As residents age and become increasingly dependent on long-term care, it is important to create purposeful activities that promote active ageing, maintain functional abilities, and provide opportunities for residents to experience a sense of achievement and purpose.



In 2026, the programme expanded through the introduction of a new indoor hydroponics gardening system, while continuing and enhancing SAS' existing traditional gardening programme. The hydroponics component enables year-round indoor cultivation of herbs and vegetables, providing residents with regular opportunities to participate in planting, monitoring, harvesting, and caring for crops. The traditional gardening component complements this by allowing residents to engage in outdoor gardening activities involving vegetables, flowers, and ornamental plants.

Together, these two approaches create a comprehensive gardening ecosystem that caters to residents with different abilities and levels of participation. The programme also serves as a platform for integration with other activities, including cooking, art and craft, and reminiscence therapy. Through these interconnected activities, residents are able to experience the full journey from planting to harvesting, and utilising the produce, reinforcing a sense of accomplishment.



Beyond resident engagement, the project also seeks to build long-term sustainability by equipping staff with gardening and hydroponics management skills, while establishing systems and processes that will enable the programme to continue benefiting residents for years to come. We are extremely thankful to Temasek Foundation for providing us this unique hands-on experience in hydroponics gardening.



Our Community Rallying Support

ERM's Miss Singapore & Manhunt

This year, we are so fortunate to have Manhunt and Miss Singapore contestants from ERM support us in our fundraising efforts! Not only did the contestants individually rally support for us, they also came down to our home to spend time with our residents and helped to celebrate their birthdays.



Collectively, the contestants this year raised a total of \$36,089 for us. Some used their talents to organise classes, while others used their influence to rally support for a worthy cause.



Keppel Club

We are also incredibly grateful to be selected once again as one of the beneficiaries of Keppel Club's Charity Golf. Their annual fundraiser contributes to multiple charities, a truly heartwarming gesture that lends support to many of our local charities.

On top of their fundraiser, Keppel Club also invited a group of our residents to experience virtual golf, which is a safer option for our residents on wheelchairs. This was a first time for many of our residents, and an absolute fun and eye-opening experience for all of them.

We are so thankful to have these funds that will go towards giving our old facilities a new lease of life. These renovation works will help in enhancing the quality of life for our residents, and for our home to provide essential and adequate care to lives of those in our care.



Ties That Bind Charity Dinner 2026

The “Ties That Bind” Charity Dinner, held on 27 March 2026, was one of SAS’ key highlights for FY25/26. The evening brought together donors, sponsors, supporters, volunteers, partners and friends of SAS in a shared commitment to support our residents and strengthen the Home’s ageing facilities.

Centred on the theme “Ties That Bind”, the dinner celebrated the close-knit community that continues to journey with SAS. Each donor, sponsor, volunteer and supporter represents an important thread in the tapestry of care surrounding our residents. Together, these threads form a strong and compassionate network that enables SAS to continue providing dignified care for more than 400 frail and vulnerable elderly residents.

Through the generous support received, SAS made meaningful progress towards our S\$300,000 fundraising goal for the renovation of ageing facilities. These funds will support essential improvement works to create a safer, more comfortable and dignified living environment for our residents.

We were honoured to have the Minister of State for Ministry of Culture, Community and Youth & Ministry of Manpower Mr Dinesh Vasu Dash as our Guest of Honour, and Mr Daniel Liu (Advisor to Aljunied GRC Grassroots Organization Paya Lebar) as our distinguished guest. Their presence and support brought encouragement to our residents, staff and wider SAS community. During the evening, our resident artist, Terence, presented Mr Dinesh with his artwork of a Luohan fish, also known as the Flowerhorn cichlid – a popular Chinese symbol of good luck and positive energy.



The evening was made even more meaningful through the support of many individuals who contributed their time and talents. We are grateful to the musicians from Singapore Raffles Music College, led by Ms Wang Zuo, for their beautiful performance on traditional Chinese string instruments, as well as the acoustic duo Just Friends, who added warmth and light-hearted music to the evening.

Our appreciation also goes to our emcee, Ms Gelina Goh, volunteer event coordinator Mr Anthony Farhan, and his dedicated team of volunteers who worked tirelessly behind the scenes to bring the event together. Their creativity, coordination, and commitment helped ensure that the evening ran smoothly.

The dinner was preceded by a special talk by Dr Koh Hock Kiat, titled "Breakthroughs in a Time of Change: Wisdom from Two Legendary Entrepreneurs". Drawing from the experiences and philosophies of Li Ka-shing and Kazuo Inamori, Dr Koh shared insights on resilience, leadership and strategic thinking in a changing world.

The "Ties That Bind" Charity Dinner was more than a fundraiser. It was a heartfelt reminder that SAS' mission is sustained by the collective care of many – donors, sponsors, volunteers, partners, and staff, all bound by a shared purpose to uplift and care for our residents with dignity.

With Appreciation to Our Sponsors and Supporters

SAS extends our heartfelt appreciation to our sponsors, donors and partners whose generosity made the evening possible. Their support helped defray event costs, strengthen fundraising efforts and ensure that more funds could go towards improving the Home for our residents.

Co Sponsors:

Fu Lin Men
Cornerstone Wine

Table Sponsors:

Crossings Cafe
Enova Electrical Pte Ltd
Leng Hiang Catering
Mr Terence Yoo
Ms Emlyn Lum

Prize Sponsors:

Singapore Pools
Fu Lin Men

Goodie Bag Sponsor:

Focus Network Group

Programme / Performance

Supporters:

Dr Koh Hock Kiat
Ms Wang Zuo and students from
Singapore Raffles Music College
Just Friends

Event Supporters and Volunteers:

Ms Gelina Goh
Mr Anthony Farhan and team



Renewing Our Home for Dignified Care

WHY THIS MATTERS

As SAS continues to care for frail and vulnerable elderly residents, the upkeep and renewal of our ageing facilities remain an important priority. Many residents require 24-hour nursing care, mobility assistance, wheelchair access and support with daily living.

A safe, accessible and comfortable environment is essential in helping us provide care with dignity. Our renovation project is being carried out progressively in phases and is expected to continue towards 2030, supporting improvements to resident living spaces, ward facilities and high-use areas.

WITH APPRECIATION

In FY25/26, SAS focused our fundraising efforts on Phase 2 of the renovation project. This progress was made possible through the generosity of donors, partners and supporters who responded to our call to help renew the Home for our residents.

We are especially grateful to major contributors including Crocodile Foundation, ERM Marketing Singapore, Dogwood Hope Fund, and many others who supported the renovation efforts.

TOTAL FUNDS REQUIRED FOR PHASE 2 FUNDING

Total required:

\$3,106,540

84% raised

“Every contribution helps renew the spaces our residents live in every day — creating a safer, more comfortable and dignified Home for the years ahead.”

FUNDRAISING CAMPAIGN SNAPSHOTS

Three campaign streams that brought the community together

01

Online Giving Campaigns

Giving.sg & Give Asia



02

Charity Dinner 2026

Ties That Bind Charity Dinner
27 March 2026



03

Pageant-led Fundraisers

Mrs Singapore Pageant 2026
Miss Singapore & Mr Manhunt 2025



As the renovation journey continues, SAS will provide regular updates in future Annual Reports on the progress made, funds raised and impact created for our residents.

2030
Project Journey

thank you

**With Gratitude to Our Donors, Sponsors, and Partners
for Supporting Our Cause in FY2025/2026**

- ACES Care Limited
- Act of Kindness Ltd
- Agency for Integrated Care (AIC)
- Asian Medical Foundation
- Authentico Wind Ensemble
- Betty's Fabulous Volunteers' Club
- Brighton Community Church
- Buddhist Life Mission
- Chong Hua Tong Tou Teck Hwee
- Community Foundation of Singapore
- Direct Funeral Services
- Dharma Drum Singapore (DDS)
- EmberAce from Anglo Chinese School (Independent)
- En-Naeem Mosque
- Helping Joy Limited
- Hong Lai Sze Temple
- Jane Tan & Friends
- Keppel Club
- Kung Mern Sern Tau Yen
- National Council of Social Services (NCSS)
- Paya Lebar Chinese Methodist Church
- Paya Lebar Methodist Girls' Secondary School (PLMGSS)
- Paya Lebar Zone 7 RC & SAC
- PCF Sparkletots @ Sengkang
- Rotary Club of Singapore (RCS)
- Rotary Club of Singapore West (RCSW)
- Saw Hoon's Nagomi Art Class
- Sian Chay Medical Institution
- Singapore Island Country Club
- Singapore Pools
- SPH Foundation Limited
- St Anne's Church
- St John's Brigade
- Tanjong Katong Primary School
- Tan Chin Tuan Foundation
- Temasek Foundation
- The Teng Company
- TTSH Project Care
- The Young Hearts by EZ4U
- Tote Board
- Woh Hup Pte Ltd
- Youth Corps Singapore
- 心仪合唱团 Care & Share





Connect With Us



  @SASnursinghome

 enquiry@societyagedsick.org.sg

 www.societyagedsick.org.sg

 No. 130 Hougang Avenue 1,
Singapore 538900

 +65 6922 6222

