



CARE FOR THE ELDERLY
FOUNDATION
新加坡老人福利基金会

Annual Report 2025



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01 Corporate Information

Unique Entity Number
S95SS0134B

Sector Administrator
Ministry of Health

**Registered Address /
Business Address**
87 Tampines Link, Singapore
528742 / 122B Joo Chiat Road,
Singapore 427411

Auditor / Legal Advisor
Tan, Chan & Partners /
Chan Jer Hiang & Company

Bank
OCBC

About Us

Care for the Elderly Foundation (Singapore) was founded in 1992 and registered as a society in 1995. The foundation became a registered charity under the Charities Act (Chapter 37) on 17 January 1996. It has been accorded Institution of a Public Character (IPC) status from 1 February 2025 to 31 January 2028. It has the Constitution as its governing instrument.

To achieve our objectives, CEF shall

- Assist and work closely with the government bodies, the national welfare statutory body and other recognised welfare voluntary organisations in developing services for the disabled, elderly, and the sick
- Encourage the participation of Buddhist organisations in community service



To help older people age well at home by supporting them with quality health and social care programmes



A Singapore where older people age well at home



To establish and operate projects for rendering services that give support to the terminally ill, disabled and elderly, regardless of race and religion and who are without means or resources, or are of limited means and resources

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Messages from the Leadership

New Board President’s Foreword

Continuing a Journey of Compassion

I am honoured to assume the role of President in October 2025, succeeding Mr Tan Choon Huat, whose dedicated leadership has guided CEF since 2013. On behalf of the Board and management, I extend our heartfelt appreciation for his many years of service and unwavering commitment to our mission.

As Singapore’s population continues to age, the need for compassionate, accessible, and sustainable eldercare has never been greater. While the challenges facing the sector continue to evolve, our commitment to serving seniors and their families with dignity, respect, and compassion remains steadfast.

The Board remains committed to providing strategic leadership, strengthening governance, and ensuring that CEF continues to be a trusted and accountable organisation. We will support innovation and exercise responsible stewardship to ensure our services remain responsive to the changing needs of the community.

I would also like to express my sincere appreciation to Venerable Shi Wei Zhi, our Honorary Executive Director, for his dedicated leadership and service. My thanks go as well to our board members, management team, staff, volunteers, donors, partners and supporters, whose commitment and contributions make our work possible.

Together, we will continue to build a future in which every senior has access to quality care, support, and the opportunity to age with dignity within a compassionate and caring community.

Dr Ong Seh Hong
President



Dr Ong Seh Hong
President
(Appointed on 18 October 2025)

Message from Honorary Executive Director

Compassion in Action, Dignity at the Heart

FY2025 was a year of meaningful progress as we continued to strengthen home- and community-based eldercare services.

We expanded our Home Visit Programme and introduced Gerontological Social Work and Counselling Services, recognising that quality eldercare extends beyond physical health to include emotional, mental, and social well-being. These initiatives reflect our commitment to supporting both seniors and their caregivers through holistic, person-centred care.

Behind every service delivered is a dedicated team of staff, volunteers, and partners whose compassion and professionalism make a difference in the lives of those we serve. Together with the generosity of our donors, their contributions enable CEF to provide care that is both meaningful and accessible.

I would also like to express my deepest gratitude to Mr Tan Choon Huat for his steadfast leadership and support over the past twelve years. His guidance has helped build a strong foundation for CEF’s continued growth and service.

Looking ahead, we will continue to deepen person-centred care, strengthen support for caregivers, and foster community partnerships. We are also working towards establishing a new social service centre in Ang Mo Kio Ave 3 by the end of 2026 to bring integrated care and support closer to seniors and families in the heartlands.

My sincere thanks to our staff, volunteers, donors, partners, and supporters. Together, we will continue to transform compassion into action and uphold the dignity of every person entrusted to our care.

Venerable Shi Wei Zhi
Honorary Executive Director



Venerable Shi Wei Zhi
Honorary Executive Director

03 Tribute to Immediate Past President



A Journey Defined by Purpose, Commitment and Shared Values

Dedicating 13 years of service as President of CEF, Mr Tan Choon Huat has displayed unstinting commitment, humility and remarkable generosity of spirit.

Mr Tan's sterling leadership saw the 33-year-old organisation through many trials and tribulations. It was a journey frequently fraught with challenges – changing circumstances, limited funding and resources. Despite his rich corporate experience and seniority, he was always approachable and that inspired confidence, trust and respect from his fellow Board members, staff members and volunteers who were privileged to work with him.



CEF is greatly indebted to his contributions which have gone beyond time and effort. He consistently offered his support with his professional expertise, insight and wisdom. Many of CEF's regular donors and supporters today were personally connected to us by Mr Tan.

Under Mr Tan's stewardship, CEF has evolved to meet the growing complex needs of our community over the years. We have strengthened our support for two distinct groups: our cherished elderly patients and patients with intellectual disabilities. Seeing the smiles on the faces of our seniors and witnessing the resilience of families caring for loved ones with intellectual disabilities has been the greatest reward under his tenure.

Good outcomes are sustained by good governance. We are grateful that Mr Tan and his Board members laid the strong foundation in corporate governance for CEF. This has gone a long way in instilling discipline throughout the organisation, inspiring confidence and continued support amongst donors.

We wish Mr Tan continued good health and happiness! May his compassion and generosity continue to bring benefits to many.

Board, Management and Staff of Care for the Elderly Foundation

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Our Leadership

Management Board (till 18 October 2025)

 President Mr Tan Choon Huat	 Vice President Mr Yeoh Oon Siew William
 Honorary Secretary Mr Herman Akun Surianto	 Assistant Honorary Secretary Dr Ng Yee Kong
 Honorary Treasurer Dr Ng Yew Poh Vincent	 Assistant Honorary Treasurer Mr Ong Wee Lee
 Member Mr Lim Ee Wah	 Member Ms Mak Siu Min
 Member Dr Ng Wai Chong	 Member Mr Ong Guan Gan
 Member Mr Ong Kheng Keong	

Management Board

 Advisor Dr Mohamad Maliki Osman	 President Dr Ong Seh Hong
 Vice President Mr Han Thong Kwang	 Honorary Secretary Venerable Shi Wei Zhi
 Assistant Honorary Secretary Mrs Tan-Huang Shuo Mei	 Honorary Treasurer Ms Luar Ling Ling Jesilynn
 Assistant Honorary Treasurer Ms Hee Wan Leng Karen	 Member Venerable Shi Chuan Yu
 Member Dr Ng Wai Chong	 Member Ms Tan Peck Sim
 Member Mr Goh Kim Chai	 Member Ms Toh Geok Choo Vina

Sub Committees (till 18 October 2025)

Executive Committee

Mr Tan Choon Huat (Chairperson)
Mr Yeoh Oon Siew William
Mr Herman Akun Surianto
Dr Ng Yew Poh Vincent

Fundraising Committee

Mr Tan Choon Huat (Chairperson)
Mr Yeoh Oon Siew William (Vice Chairperson)
Mrs Tan-Huang Shuo Mei (Co-opted Member)
Ms Mak Siu Min
Ms Chia Yi Fang

Audit Committee

Mr Lim Ee Wah (Chairperson)
Mr Ong Kheng Keong
Mr Ong Wee Lee

Investment Committee

Mr Yeoh Oon Siew William (Chairperson)
Mr Tan Choon Huat
Mr Herman Akun Surianto

IT Committee

Mr Ong Kheng Keong (Chairperson)
Mr Seng Chee Kian Jackson

Sub Committees

Executive Committee

Dr Ong Seh Hong
Mr Han Thong Kwang
Venerable Shi Wei Zhi
Mrs Tan-Huang Shuo Mei
Ms Luar Ling Ling Jesilynn
Ms Hee Wan Leng Karen

Finance Committee

Ms Luar Ling Ling Jesilynn (Chairperson)
Mr Han Thong Kwang
Ms Hee Wan Leng Karen

Audit, Governance & Risk Management Committee

Ms Tan Peck Sim (Chairperson)
Ms Poh Bee Li
Mr Gan Hock Chye

Clinical Governance Committee

Dr Ng Yew Poh Vincent
Dr Ng Wai Chong

Development & Engagement Committee

Mrs Tan-Huang Shuo Mei (Chairperson)
Mr Tan Choon Huat
Mr Goh Kim Chai

IT Committee

Mr Han Thong Kwang (Chairperson)
Mr Ong Kheng Keong

Care Services & Programmes Committee

Dr Ng Wai Chong (Chairperson)
Venerable Shi Chuan Yu
Ms Toh Geok Choo Vina

HR & Nomination Committee

Ms Hee Wan Leng Karen (Chairperson)
Ms Chia Yi Shan
Ms Heng Teng Teng

Community Outreach Committee

Ms Toh Geok Choo Vina (Chairperson)
Ms Hee Wan Leng Karen

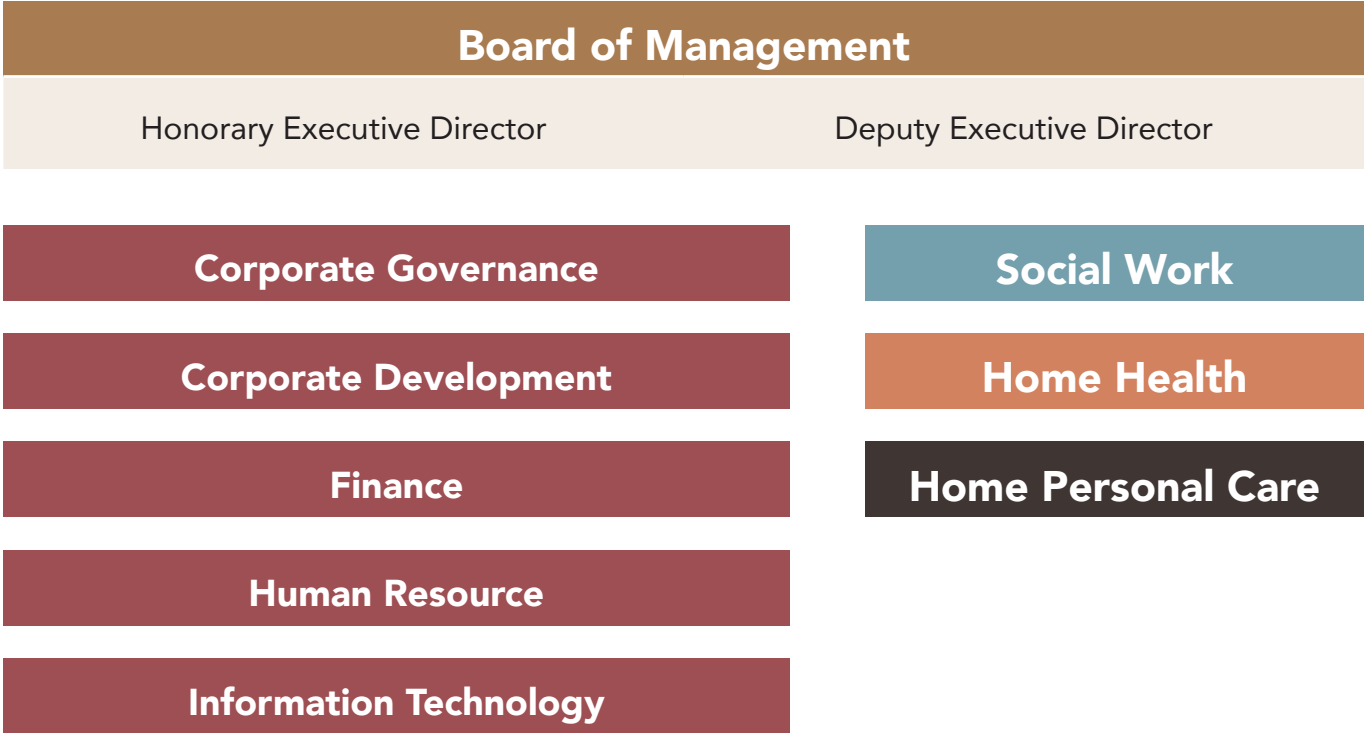
Investment Committee

Ms Luar Ling Ling Jesilynn (Chairperson)
Mr Han Thong Kwang
Mr Yeoh Oon Siew William
Mr Tan Choon Huat

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Organisation Chart

CEF Organisation



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Senior Management



Honorary Executive Director
Venerable Shi Wei Zhi



Deputy Executive Director
Mr Bryan Poh Huai Woon



Clinical Director
Dr Tham Weng Yew



Assistant Clinical Director
Dr Tan Ching Wah



Senior Manager,
Corporate Governance
Mr Remus Yeo Khoon Heng

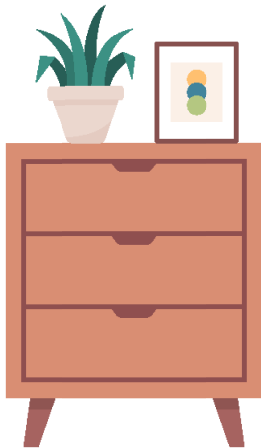


Manager, Finance
Ms Lee Li Ai

07 Our Programmes

Home Health Care

A home medical and home nursing service that offers personalised and holistic care to frail and needy seniors, allowing them to remain in the comfort and familiarity of their own homes while receiving the support they need to maintain their health and well-being.

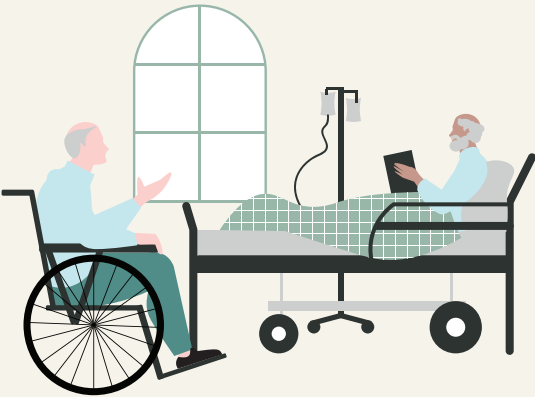


Patient Profile

Age:
60 years and above

Mobility:
Bed / Wheelchair-bound

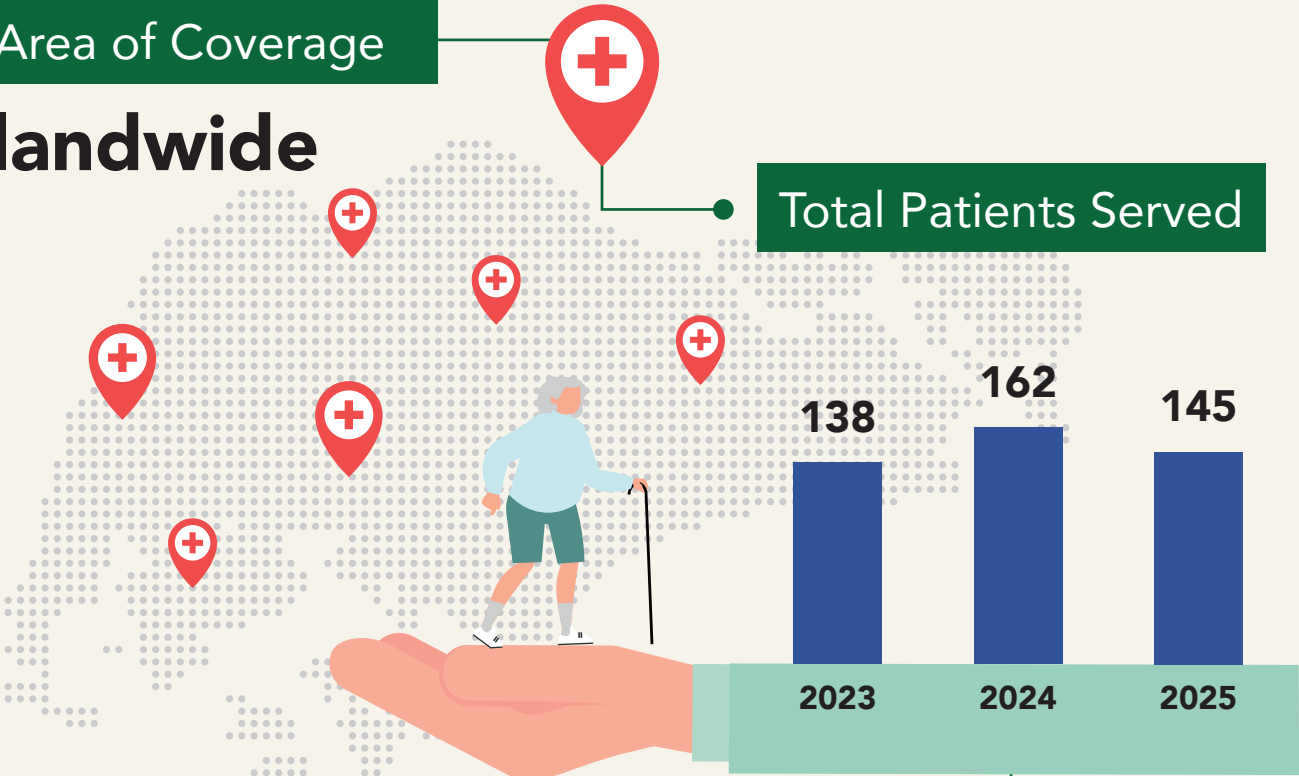
Condition:
Long term and advanced chronic illness



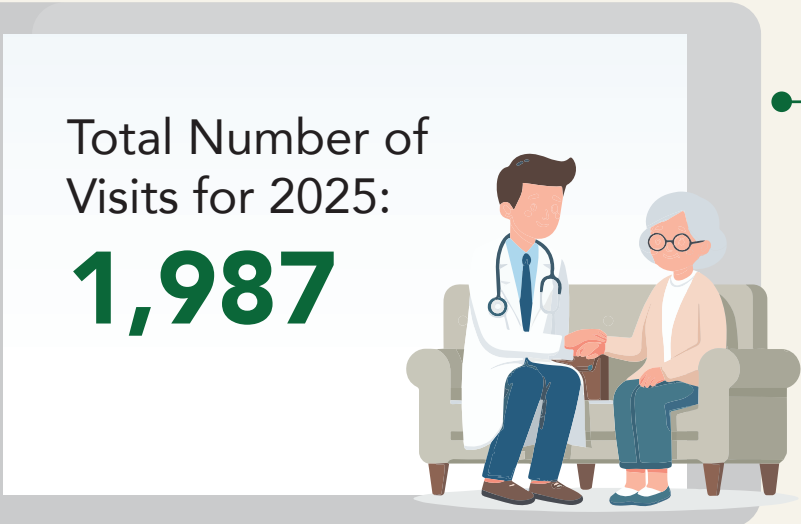
Area of Coverage

Islandwide

Total Patients Served



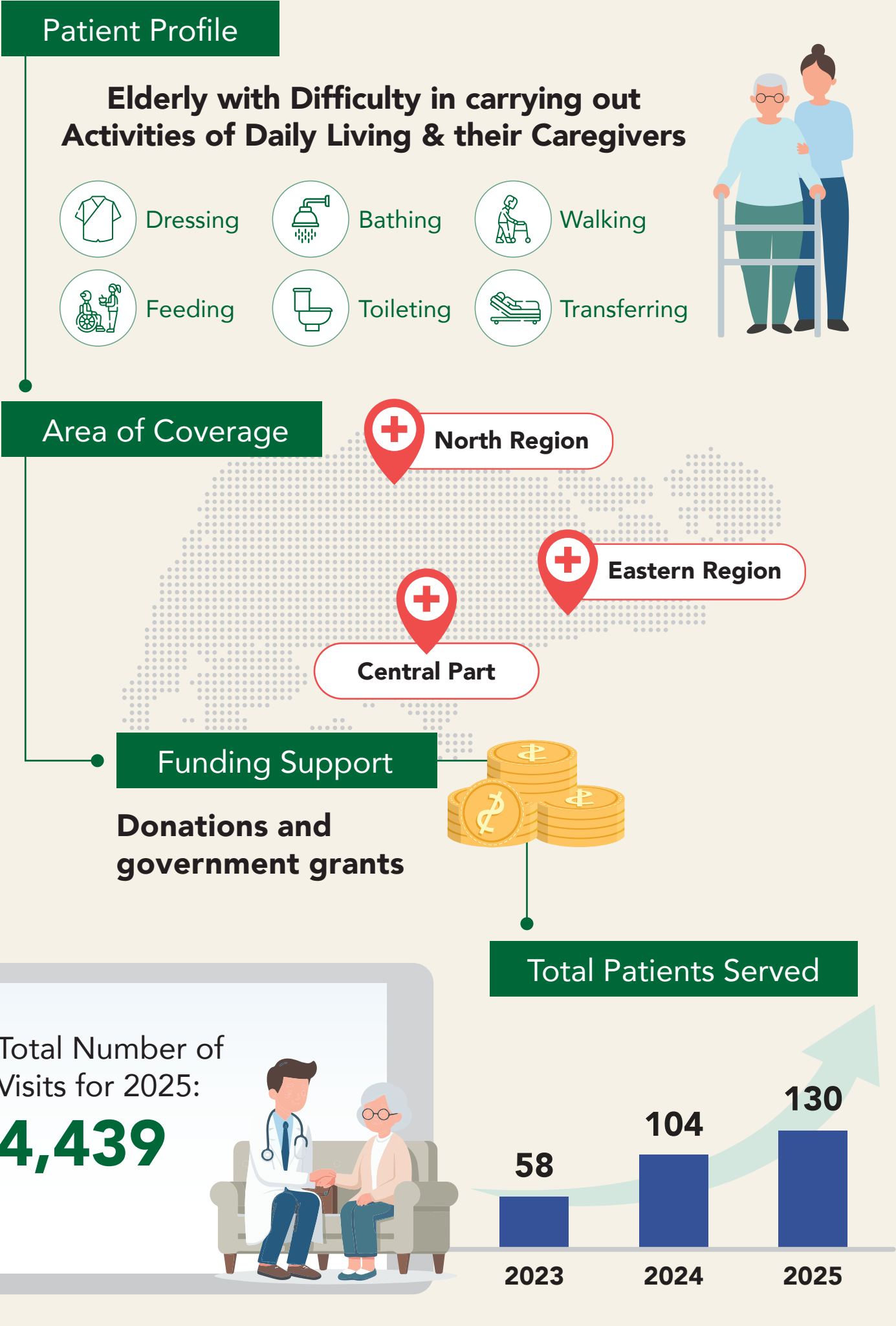
Funding Support



Donations and government grants

Home Personal Care

A home personal care service that focuses on maintaining the independence and quality of life of patients struggling with carrying out Activities of Daily Living (e.g. bathing, dressing, feeding, toileting, walking / moving around, transferring).



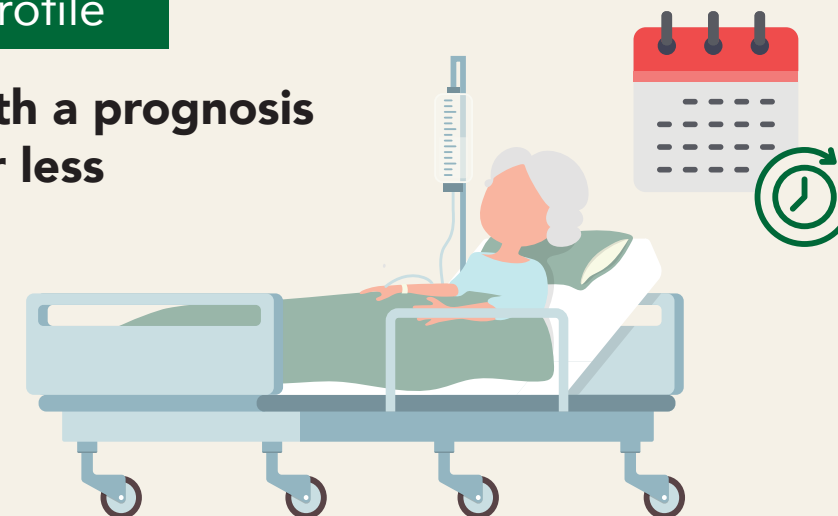
End-of-Life Care

A programme launched in April 2024 that was extended to our home care patients and/or new clients with a prognosis of less than one year of life expectancy. This way, they can continue living in the community with their loved ones and spend their last days at home with dignity. Services include elevated symptom control through medical and nursing care, as well as management of the psychosocial needs of the patient, caregiver and the family.



Patient Profile

Patients with a prognosis of 1 year or less



Area of Coverage

Islandwide



Total Patients Served

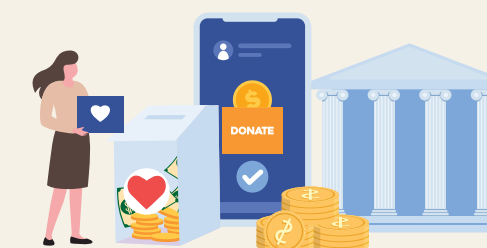
9

(from April 2024)

22

(2025)

Funding Support



Donations and government grants

Total Number of
Visits for 2025:



63 Home Medical



168 Home Nursing

08 Stories of Compassion

Compassion in Action

Our social work team planned an outing for 91-year-old Mr Ng and his wife. Their joy was palpable, as it had been a while since they were able to go out together after Mr Ng's mobility deteriorated.

This is a testament to the importance of social support for our homebound elderly, who were able to engage positively with our team and have precious family conversations while doing what brings them joy.

This is just a part of our ongoing commitment to enrich patients' lives through meaningful experiences.



Resilience and Grit

Despite living with discomfort due to her health and limited mobility, Madam Zarina's life motto is a simple one: No Pain, No Gain.

Through our Home Personal Care programme, she gets assistance from our Care Associates in managing household chores, personal grooming, and simple exercises for back pain.

As a way of giving back, she painstakingly crocheted flowers for our community events.



09 Community Events



Outreach at SBF Vesak

CEF had the opportunity to connect with the attendees of the Singapore Buddhist Federation (SBF) Vesak 2569 event at Singapore Expo on 4 May 2025.

Our team shared about how homebound patients are cared for and supported through our services, as well as how caregivers can plan ahead for their silver years – with Advanced Care Planning, Lasting Power of Attorney, etc.



Loyang Tua Pek Kong Caring Fund

Loyang Tua Pek Kong organised a lunch event on 5 October 2025. Thanks to the generosity of the Loyang Tua Pek Kong Caring Fund, a total of 60 beneficiaries from CEF received supermarket vouchers.



Healthcare Forum

Along with our community partner Aranya Sangha Dana Fellowship Limited, CEF co-organised a healthcare sharing session that was held on 1 November 2025.

Three veteran healthcare professionals specialising in geriatric care – Dr Ng Wai Chong, Dr TCM Elyane Lau and Mr Ng Beng Wee shared insights on managing stress with mindfulness techniques, applying acupressure techniques for relaxation, as well as guiding caregivers to understand their coping stances so that they could gently transform them into sources of strength.

Through the discussion, the audience learnt valuable tips on how to manage physical and mental wellness, for both their loved ones as well as for their own personal well-being.

Mani Retreat

CEF had our outreach booth at the annual Mani Retreat held at Singapore Federation of Chinese Clan Association from 25 to 27 December 2025 to create public awareness on our latest programmes and services. One of our patients prepared a collection of handmade pouches as a token of appreciation for our supporters.



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Philanthropy

Our year-end fundraising campaign for 2025 was titled “Share a Cookie. Share a Smile”. While many celebrate the season of giving with their loved ones, we used this campaign to extend the festive joy to our homebound patients and frail elderly with chronic conditions or life-limiting illnesses.

Through this initiative, our staff made collective efforts to deliver a handcrafted greeting card and a bottle of cookies to every elderly patient and their family, as a gesture to lift up their spirits during the holiday season.

Share a Cookie. Share a Smile



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Acknowledgement of Support

With Gratitude

Donor Acknowledgement (January – December 2025)

\$50,000 and above

The late Venerable Sek Weng Kong

\$10,000 – \$49,999

Baey Seng Kah
Chew How Teck Foundation
Christopher Yeo Kar Jun
Han Thong Kwang
Kwan Im Thong Hood Cho Temple
Lee Foundation
LKC Enterprises Pte Ltd
Loyang Tua Pek Kong
Oby Sumampouw
Ong Seh Hong
The Ngee Ann Kongsi
Tse Tho Aum Temple
Westcon Solutions Pte Ltd

\$3,000 – \$9,999

Aleem Amin Manji
Ang Hwee
Aranya Sangha Dana Fellowship
Limited
Chew Kok Cheong
Chuah Sai Wei
Ci Yuan Supplies & Services LLP
Francis Lai
Goh Chee Eng

Goh Kim Chai
Helen & Jan
Ho Leng Woon
Hock Lian Seng Infrastructure Pte Ltd
Khoo Beng Hwa
Lim Eng Khiang
Lim Poh Chin
Mak Ie Ting Amanda
Ng Yew Poh
Nureen Naushadali Shariff
Ong Wan Bee
Ong Yong Hin / Lee Lay Eng
Pavilion Capital International Pte Ltd
Quek Lee Peng
Seet Choo Hoon Stephanie
Tan Choon Huat
Tan Siew Tong
Taylor Tan
Toh Geok Choo
Westcon Group Pte Ltd
Wong Poh Sun
Wong Teck Shang
Wong Xiyuan Bernice
Xin Ming Hua Pte Ltd
Yam Kum Weng
Yeo Shung Ping Adeline
釋法性、眾佛弟子

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Governance and Policies

Past Board	Effective Date of Appointment	Name	Current Occupation	No. of Meetings Attended
President	2013	Mr Tan Choon Huat	Retiree	4
Vice President	2014	Mr Yeoh Oon Siew William	Business Partner, LMM Consulting	2
Honorary Secretary	2013	Mr Herman Akun Surianto	Managing Director, Alexa Trading	4
Assistant Honorary Secretary	2014	Dr Ng Yee Kong	Associate Professor, National University of Singapore	2
Honorary Treasurer	2013	Dr Ng Yew Poh	Head, Ambulatory Services National Neuroscience Institute	3
Assistant Honorary Treasurer	2013	Mr Ong Wee Lee	Operations Leader, Eagle Services Asia Pte Ltd	4
Committee Member	2013	Mr Lim Ee Wah	Director, Sino Container Lines Pte Ltd	3
Committee Member	2013	Mr Ong Kheng Keong	Assistant Lead, Operations & Technology Mediacorp Pte Ltd	4
Committee Member	2013	Mr Ong Guan Gan	Operations Manager, Ming Construction Pte Ltd	0
Committee Member	2017	Ms Mak Siu Min	Retiree	3
Committee Member	2023	Dr Ng Wai Chong	Founder & CEO, NWC Longevity Practice PL	2

Meeting dates:

4 Mar 2025 (BM), 27 May 2025 (BM & AGM), 28 Aug 2025 (BM), 18 Oct 2025 (EOGM)
Note: BM – Board Meeting, AGM – Annual General Meeting, EOGM – Extraordinary General Meeting

New Board	Effective Date of Appointment	Name	Current Occupation	No. of Meetings Attended
President	18 Oct 2025	Dr Ong Seh Hong	Senior Consultant, Khoo Teck Puat Hospital	2
Vice President	18 Oct 2025	Mr Han Thong Kwang	Retiree	2
Honorary Secretary	18 Oct 2025	Ven Shi Wei Zhi	Honorary Executive Director, Care for the Elderly Foundation (Singapore)	2
Assistant Honorary Secretary	18 Oct 2025	Mrs Tan-Huang Shuo Mei	Retiree	2
Honorary Treasurer	18 Oct 2025	Ms Luar Ling Ling Jesilynn	APAC Finance Director, Tennant Company Far East HQ Pte Ltd	2
Assistant Honorary Treasurer	18 Oct 2025	Ms Hee Wan Leng Karen	Director, PP Consulting Asia Pte Ltd	2
Committee Member	18 Oct 2025	Dr Ng Wai Chong	Founder & CEO NWC Longevity Practice PL	0
Committee Member	18 Oct 2025	Mr Goh Kim Chai	Deputy Director, Singapore City Gallery, Urban Redevelopment Authority	1
Committee Member	18 Oct 2025	Ven Shi Chuan Yu	Deputy Chairman & Honorary Deputy Executive Director, Aranya Sangha Dana Fellowship Limited	0
Committee Member	18 Oct 2025	Ms Tan Peck Sim	Retiree	2
Committee Member	18 Oct 2025	Ms Toh Geok Choo Vina	Executive Director, The Singapore Buddhist Lodge	1

Meeting dates:

18 Oct 2025 (EOGM), 10 Nov 2025 (BM)

Board members & Staff Remuneration

No Board members are remunerated for their services.

Employees are paid staff and none are involved in setting his / her own remuneration.



Three members of staff received remuneration exceeding \$100,000.

The Honorary Executive Director is not salaried.

No employees are close members of the family of the Executive Director or Board members.

Disclosure & Transparency

Policies and procedures are in place to manage and avoid situations of conflicts of interest, as well as raise concerns about possible improprieties without fear of reprisals in any form.

Board members and staff are required to make declarations of conflict of interest at point of employment and annually, or as soon as such conflict or the possibility of such conflict arises to ensure that all will act in the best interests of the Foundation.

If a Board member, staff or member of the public suspects serious concerns relating to financial reporting or unethical conduct, he / she may report to the Foundation without fear of reprisals.

All concerns will be investigated and treated with the strictest confidentiality.

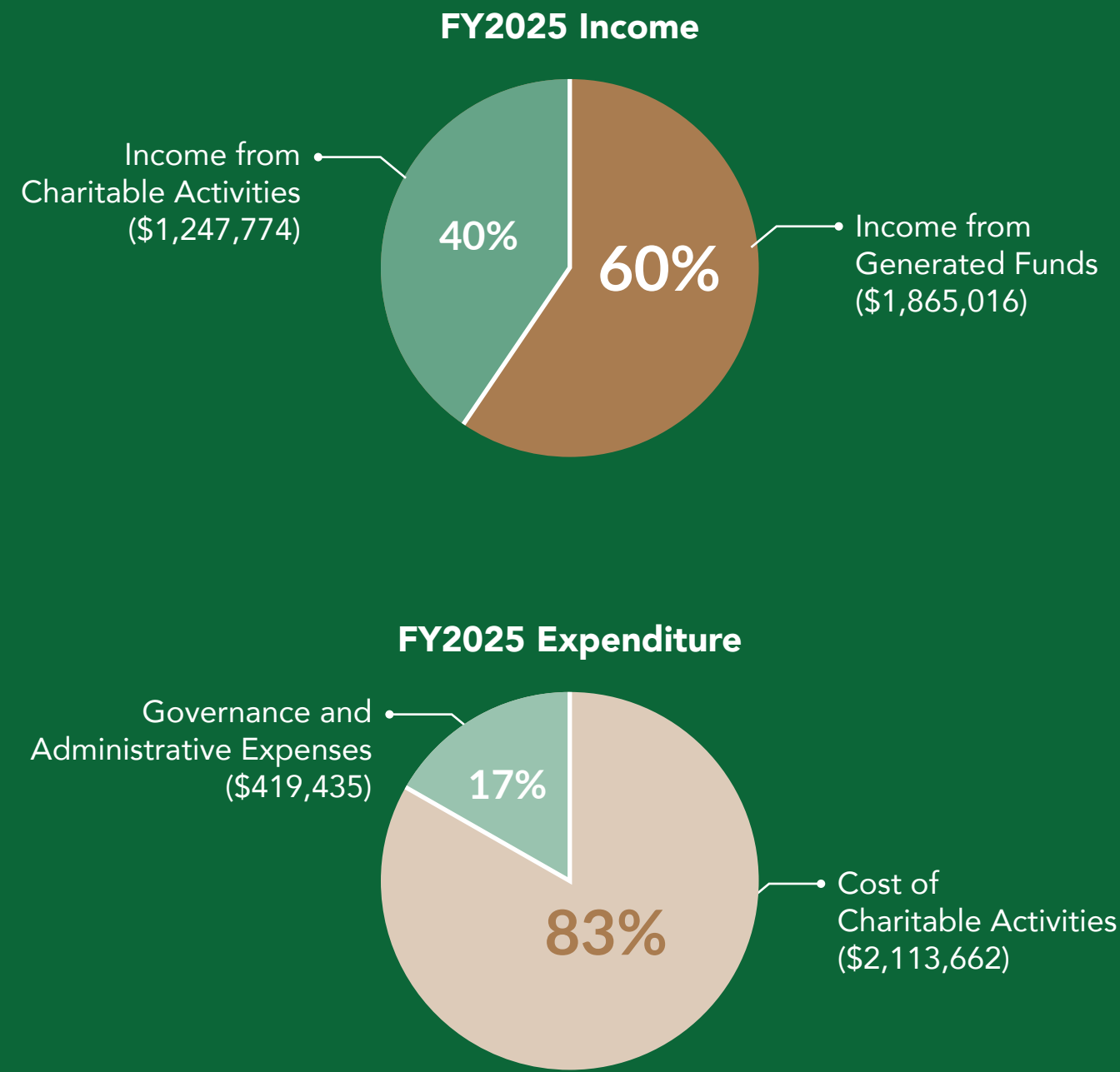


Governance Evaluation Checklist

Full details of our submission may be viewed at www.charities.gov.sg.

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Financial Summary



Financial Management & Internal Control

An annual budget is prepared by the management and approved by the Board. Income and expenditure are monitored and reviewed on a quarterly basis.

Level of reserves is regularly reviewed by the Board for the Foundation’s continuing operation. Current reserves are estimated to be able to support about two years of operating expenditure. The reserves are managed in accordance with an investment policy that is approved by the Board.

Its investment focus is on capital preservation with a minimum level of risk whilst making it readily available to meet unanticipated cash flow needs.

Any loans or donations to external parties or CEF staff require the approval of the Board.

Financial Statements

Details of the Foundation’s finances for the period ending 31 December 2025 may be viewed at www.charities.gov.sg.

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The Year Ahead

1. New Centre at Ang Mo Kio

To expand our current programmes and services, the management is planning to launch a new centre-based initiative in Ang Mo Kio. The centre will serve as a community hub, offering caregiver education, counselling, and support services. It will also enable earlier intervention and more proactive care planning, helping individuals and families access the guidance and assistance they need at the right time.

2. Gerontological Social Work and Counselling

In response to the growing emotional and psychological needs of our patients and their families, the Gerontological Social Work & Counselling Programme will be expanded in 2026. This initiative provides holistic support to both patients and caregivers, addressing mental wellness and family dynamics.

