



馬陳家歡女士
丙申年董事局主席
Mrs. Katherine MA
Chairman of the Board 2016/2017

致詞 Speech

劉江華局長，各位東華三院顧問、歷任董事局成員、各位嘉賓：

今天東華三院舉行乙未年和丙申年交代就職典禮，荷蒙民政事務局長劉江華太平紳士親臨主禮，在座嘉賓賞光蒞臨，各界友好惠贈花籃代金及祝賀，本人謹代表董事局全人衷心致謝。

東華三院自一八七〇年成立以來，一直堅守「救病拯危、安老復康、興學育才、扶幼導青」的宗旨，服務香港市民。今天，丙申年董事局正式被授以掌管東華善業的重任，我們承諾會持守歷屆前賢創立的基業，履行東華盡心服務香港社群、為香港市民謀福祉的崇高使命，緊貼時代步伐，將本院源遠流長的慈善福利事業發揚光大。

董事局已在周年計劃報告當中，為未來一年定下連串工作目標，提升及擴展本院服務，以回應社會各個階層人士的需要。目前，本院的服務單位已由二百九十二個增加至三百零三個，承蒙政府及社會各界對東華三院的支持，本院每年連同醫院服務經常性開支已增加至八十億元。我們將採用審慎的財政策略來推行各項發展計劃，並以符合效益的管理方式監督機構的運作。

持續發展醫療服務 全面照顧市民健康

今年廣華醫院重建工作將踏入新里程。首階段的拆卸工程將於本年稍後時間正式展開，以便進行新大樓的興建工程。為紀念舊醫院大樓完成歷史使命，我們特別印製

The Hon. LAU Kong Wah, JP, Secretary for Home Affairs, Advisory Board Members, Former Board Members, Ladies and Gentlemen,

On behalf of the Board of Directors, I would like to welcome you all to this Inauguration Ceremony. We are greatly honoured to have The Hon. LAU Kong Wah, JP, Secretary for Home Affairs, as our officiating guest. We are also grateful to all those who have warmly supported us with their generous donations and kind commendations.

Since its inception in 1870, Tung Wah has been serving the people of Hong Kong and upholding its mission "To heal the sick and to relieve the distressed; to care for the elderly and to rehabilitate the disabled; to promote education and to nurture youngsters; and to raise the infants and to guide the children." Today, the new Board has been offered the important task of governing the charity works of Tung Wah and we sincerely pledge to do our utmost to sustain the solid foundation established by our predecessors, to continue fulfilling the lofty mission of Tung Wah in serving the underprivileged in the community, and to keep pace with time in further developing the long standing charity works of the Group.

In our Annual Plan exercise, we have mapped out a series of work plans for the enhancement and expansion of the Group's services to cope with different needs of the community in the coming year. At present, the total number of our service centres has increased to 303 from 292 last year. With the tremendous support from the Government and the society, the annual recurrent expenditure, including hospital services, has already reached \$8 billion. We will on the one hand adopt a prudent financial approach to carry out our new initiatives and on the other hand enhance the cost-effectiveness and efficiency to monitor the Groups' huge operations.

Continuing improvement in medical and health services for comprehensive treatment to the public

The redevelopment of Kwong Wah Hospital has reached a new milestone this year. Phase 1 demolition of buildings will be carried out later this year to pave way for construction

《廣華結善緣》書冊，以記錄廣華醫院內的每件碑記、標牌、瓷相、銅像及命名服務單位，藉此向每位支持東華三院及廣華醫院的善長致以摯誠感謝。我們又會於動工前舉行惜別活動，重溫廣華醫院百多年來在本港醫療史上所作出的貢獻。此外，位於廣華醫院中央、原為一九一一年醫院大堂的法定古蹟東華三院文物館得到政府資助，由古物古蹟辦事處負責為文物館進行結構性檢查及修繕工程，包括整體維護、牆壁維修及屋頂與門窗修復等，讓文物館得以保持原來風貌，並確保本院的歷史建築在廣華醫院重建工程進行期間能夠得到最合適的保護。

東華逾百年歷史的免費醫療一向是我們的重點服務，本院將竭力保留這個優良傳統，並會致力提高各項醫療服務的質素。董事局會繼續撥款予轄下五間醫院，以擴展和加強現有服務，以及購置先進的醫療儀器。本院又繼續透過多項病人助醫計劃，包括中醫藥癌症治療、中西醫結合治療和腎科病人助醫計劃等，資助有經濟困難的病人接受本院各項治療。

我們又回應社會的殷切需求，增辦不同類型的醫療服務，為市民提供更全面的健康保障。鑑於大腸癌已成為香港最常見的癌症之一，本院大力支持政府推出的大腸癌篩查先導計劃，將於北角區成立內視鏡中心，向市民提供篩檢及診斷服務。此外，我們會擴充東華東院的婦女健康普查部，並計劃發展一站式的乳癌篩檢及診療服務，令有需要的市民毋需四出奔波，即可在同一醫療單位內得到周全的照顧。

東華三院的中醫服務歷史悠久，廣受市民歡迎和信賴。回歸以來，為配合政府發展中醫藥的政策，東華推行多項計劃，一方面提供更優質的中醫服務，另一方面亦推動香港中醫藥現代化和科學化，並培育中醫藥的專業人才。來年本院將繼續擴展中醫服務，計劃在有需要的社區開設便捷的中醫診所，方便地區居民接受中醫服務；又會進一步開展中醫傳承的工作，讓本院成為中醫藥人才發展專業的基地。

發展硬件設施 豐富軟件配套 貫徹全人教育

東華三院推行全人教育，重視為學生提供豐富的學習經歷，讓他們在德、智、體、群、美各方面有全面和具個性的發展。今年本院設立「東華三院學生全方位發展基金」，為在不同領域中有突出表現的學生提供獎學金或經濟援助，鼓勵及支持他們在三個特定範疇包括科學、科技、工程及數學、

works of the new building. To express our heartfelt gratitude to the generous support of donors and well-wishers to Tung Wah and Kwong Wah Hospital over the years, a commemorative book giving tributes to donors of Kwong Wah Hospital was published to keep records of all plaques, signage, porcelain photos, bronze statues and named units. A farewell event will be organized before Phase 1 decanting to commemorate the contribution of Kwong Wah Hospital in local medical and health development over the last century. Besides, an initial funding was provided by the Government for the Antiquities and Monuments Office to conduct a one-year structural investigation and repair works to the Tung Wah Museum, which is a declared monument situated in the middle of the hospital courtyard. The major scope of works includes structural investigation and repair works such as repairs to external and internal finishes, brick walls, roof as well as windows and doors, etc., which aim to retain its original look and feel, and to ensure the best protection of its historical architecture during the redevelopment of Kwong Wah Hospital.

The provision of century-old free medical services for the needy has long been the prime objective of Tung Wah and the Board will strive to sustain this fine tradition. Equal attention will be paid to the advancement of our medical and health services. The Board will continue to provide funding to our 5 hospitals for their developmental works to expand and enhance the services as well as acquisition of advanced medical equipments. Through a number of patient assistance programmes, including programme for Chinese medicine treatment on cancer, programme for integrated Chinese and Western medicine services as well as programme for renal patients, the Group has constantly offered help to patients with financial difficulties to receive treatments at our hospitals.

Responding to the increasing social needs, we will explore new medical services to offer the public with comprehensive health coverage. Given the fact that colorectal cancer has become one of the most common cancers in Hong Kong, the Group fully supports the Colorectal Cancer Screening Programme of the Government by establishing an Endoscopy Centre in North Point. Besides, the Group will expand the Well Women Clinic at Tung Wah Eastern Hospital and explore the feasibility of providing one-stop breast cancer screening and follow-up treatments to relieve patients' hassles by receiving comprehensive medical care under single medical unit.

The Chinese medicine services of the Group have long been trusted and welcomed by the public with its heritage. Since the resumption of Hong Kong sovereignty to the Mainland China, the Group has responded to the Government policy by actively developing Chinese medicine services. Apart from the provision of high quality Chinese medicine services, we also put much emphasis on the development of modern and scientific Chinese medicine services as well as nurturing of professional Chinese medicine practitioners. In coming year, the Group will continue to expand our Chinese medicine services and plan to open Chinese medicine clinics at district level to provide convenient services for the neighbourhood in need. Meanwhile, we will further extend heritage of Chinese medicine so as to position our Group as the base to foster professional development of Chinese medicine practitioners.

Nurturing all-rounded students with innovative facilities and quality education programme

Tung Wah values the all-round development in our younger generation and places emphasis on providing students with a rich learning experience that is conducive to their moral,

語文以及領導與資優培訓，發揮個人潛能，追求卓越；同時培養他們成為「東華學生大使」，與屬校同學分享經驗和心得，並投入本院的義務工作，為推動東華慈善精神出一分力。本院亦重視教師培訓，除鼓勵他們進修專業知識外，今年更特別推出優秀教師培育計劃，撥配資源支援教師發揮教學動力，帶動學生推行主動學習。

為促進與內地學校的聯繫及交流，本院鼓勵屬校與內地學校締結為「姊妹學校」，構建出一個有效及方便的平台，擴闊屬校學生的視野，並加深他們對內地發展的認識及了解。在去年十月本院與上海市閔行區海外聯誼會暨教育局所簽訂合作協議的基礎上，本院六所中學將於四月與該區的六所中學簽署「姊妹學校」合作意願書，又會透過國家教育部的協助，與福建省的學校締結為「姊妹學校」。此外，我們將與資訊科技教學表現尤其突出的廣東省重點小學加強聯繫，就運用資訊科技促進學習進行交流。

我們致力為屬校提供優良的學習環境，創造更有利的條件，實踐本院辦學宗旨和理念。本院馬錦燦紀念小學新校舍建設工程年初舉行奠基禮後，上蓋工程已告全面展開。重置後的校舍面積達七千二百平方米，較原有校舍大兩倍半之多，並強調環保設計，加入多項節能裝置和可再生能源技術，致力打造成為綠色校園，預計可於二〇一七年第三季落成啟用。董事局又撥款資助改善屬校現有設施及增添新設備，其中包括在東華三院黃鳳翎中學及東華三院甲寅年總理中學推行學校設施提升項目，以及為有接近五十年歷史的東華三院羅裕積小學校舍籌劃整體翻新設計。

東華積極推動資訊科技教育發展，開發中央電子教育系統，就學生表現和教學數據進行定期的蒐集、組織、分析和報告，協助學校管理層掌握班級和校本的進度和水平，並透過大數據協助制訂教育規劃和教學目標；又讓教師可按照學生的學習趨勢，審視及調適教學策略和課程，提升學與教的互動經驗，令同學取得更佳的學習成果。本院同時又會加強師資培訓，配合互動教學電子學習，提高學生的學習興趣。

增辦多項福利工作 精益求精 廣惠社群

從十九世紀的施棺賑災工作，到現時多元化的社會福利服務，東華三院一直與每一代香港市民的生活環環緊扣，為推動社會發展而努力。隨著轄下新安老院舍相繼投入服務，本

intellectual, physical, social and aesthetic development. We will set up a "TWGHs All-rounded Development Fund for Students" this year to provide scholarship or financial support for students with proven potentials in 3 specific areas: "science, technology, engineering and mathematics", "languages" and "leadership or any gifted areas". Besides, a team of "Tung Wah Student Ambassadors" with the mission to spread the benevolence spirits of Tung Wah will be nurtured through a course of programmes including joint schools study tours and volunteer work. Meanwhile, teachers' professional growth is accorded a high priority in Tung Wah. Apart from encouraging teachers to participate in various training courses, Teacher Award Scheme and Expert Teacher Scheme will be launched this year to recognize teachers' accomplishments in motivating our students to study proactively.

To weave closer ties of students and facilitate academic and cultural exchange with Mainland schools, our schools are encouraged to participate in the "Sister-Schools Scheme", serving as an effective and convenient platform for broadening students' horizons as well as enhancing their understanding about the latest development of the Mainland. Under our collaboration agreement with Minhang Chinese Overseas Friendship Association of Shanghai and Minhang Education Bureau last October, "Sister-schools" scheme will be signed between 6 of our secondary schools and the counterparts from the Minhang District later this month. We will also establish sister-schools relationship with Fujian local schools through the alignment by the Ministry of Education. Besides, we will strengthen our connection with key primary schools in Guangdong province of outstanding performance in information and technology teaching to encourage learning and sharing of IT application in school.

The Group also strives to provide better learning environment for the implementation of our missions and values in student development. Development work of the brand new campus of TWGHs Ma Kam Chan Memorial Primary School has commenced and a foundation stone laying ceremony was held earlier this year. The new 7200 sq m campus, 2.5 fold bigger than the original campus, adopts an environmentally friendly design incorporating energy saving facilities and recycling technologies to make it a green campus. The project is anticipated to complete and the new premises will open in the 3rd quarter of 2017. Moreover, the Board will allocate funding to upgrade school premises and facilities. These include school facilities upgrade for TWGHs Wong Fung Ling College and TWGHs Kap Yan Directors' College, and feasibility study on school premise revamp for TWGHs Lo Yu Chik Primary School with over 50 years of history.

Tung Wah actively supports information and technology development in education. The Central Electronic Education System Pilot Scheme has been launched to facilitate school management in monitoring school and class attainment, as well as planning for education programme and learning objectives through data management and analysis for students' performance and teaching statistics. Our teachers can also review and fine-tune teaching strategy and syllabus according to the trend of students' learning performance, thus enhancing interaction between teaching and learning, and ultimately resulting in better academic performance. The Group will at the same time strengthen capacity building of our teaching force in line with interactive e-learning and heightened learning interest of students.

Undertaking diversified and high-quality welfare services that cater for wide-ranging needs

Tung Wah has been striving to foster community development by weaving into the daily lives of Hong Kong

院正加快籌備東華三院賽馬會護理安老院以及船灣安老綜合中心的重建及翻新工程，並會於多間安老院舍進行改建工程，為長者提供持續照顧，使他們可以在熟悉的環境中安享晚年。院舍內亦會添置天花吊機，為院友及職員提供安全的設施以提升服務水平。隨着新一代「年輕長者」的出現，他們具有較高的教育程度和應用科技能力，對安老服務的需求亦有所轉變。本院會拓展一系列針對較年輕長者的服務計劃，結合音樂才藝培訓、健康生活推廣及社交活動，關注他們的生活及健康需要，並鼓勵剛退休而具有人生經驗的長者發揮所長，投入社區服務，樂享豐盛人生。

有見近年認知障礙症患者的人數隨着人口老化而持續增長，本院將推出連申服務計劃，提升長者生活質素。當中包括推廣長者健康評估，及早識別及支援有認知障礙的長者；於屬下的安老服務單位舉辦以藝術、音樂及舞蹈介入的非藥物治療，改善長者的表達、社交互動及認知功能；並透過科技產品的開發和應用，包括電子寵物以及設有追蹤功能的防走失衣飾和智能鞋等，以減低認知障礙症患者走失的風險。

東華長期關注青年發展，多年來透過各區的综合服務中心，展開不同形式的青年培育工作，近年更積極透過藝術作為介入媒介，提供訓練和演出的機會，讓年青人發掘自我，匯聚創意，從而增強他們的自信心和解決問題能力。來年我們除了舉行多個才藝匯演活動外，亦會重點培訓社區藝術輔引師，提供有系統的美意藝術教育，鼓勵他們建立正向的生活態度，增加與人溝通的動機，繼而向身邊社群發放正能量。本院現正向政府申請撥地，於黃大仙區興建青少年全人成長中心，提供具國際水準的藝術文化、活動及服務設施，包括劇院、旅舍、多用途活動室及創業空間等。至於針對在職青年住屋需求而推出的荷李活道青年宿舍建設項目，去年已得到古物諮詢委員會通過文物影響評估，現正向城市規劃委員會提交規劃申請，期望可於短期內獲得批准，展開建設工程，令更多青年人受惠。

在推動社會共融的工作上，東華三院一向不遺餘力。本院社會企業「煮鑊易」設立的中央食品生產中心，將於年中投入服務，令生產規模得到擴充，滿足九龍及新界區居民對健康餸菜包日增的需求，並為殘疾人士創造更多培訓及就業名額。本院亦響應政府對有特殊需要兒童的支援，參與最新的試驗計劃，成立「陽光孩子：到校學前康復服務」，讓正在輪候服務的學前幼兒能夠盡早獲得適切的援

citizens in every generation ever since the 19th century with the provision of free burial and disaster relief, up till today with our diversified social welfare services. Following service commencement of our new elderly homes, the Group is speeding up the preparation for the redevelopment and renovation works for Jockey Club Care and Attention Home for the Elderly and Tung Wah Group of Hospitals Shuen Wan Complex for the Elderly. Numerous elderly homes will also undergo conversion works for provision of continuum-of-care to our elderly residents in a familiar environment. In addition, ceiling hoists will be installed inside the residential homes to enhance service by providing residents and staff with advanced amenity. The emergence of “young old” generation, who has a relatively higher level of education and technology knowledge, sparks demand for untraditional elderly services. Focus will therefore be placed on providing the young old with a wide spectrum of services to help them realize their potential as well as opportunities to participate in community affairs such that they will be able to continue making valuable contribution to the society and developing the physical, social and mental well-being throughout the last but meaningful stage of life.

In view of the rapidly increasing number of elderly with dementia, the Group will launch series of service plans to improve quality of life of the elderly. Screening services will be conducted in the community to detect the risk of cognitive impairment and make service referral. Non-pharmaceutical interventions through art, music and dance programmes are planned for the elders at our service units to help improve their physical, cognitive and psychosocial function. To avoid the risk of getting lost for those elders with cognitive impairment, we will explore and apply high-tech devices such as therapeutic robot, anti-wandering vest and smart elderly shoes with location tracking system.

Tung Wah has been paying attention to the development of the youth and different modes of youth development works have been launched at our integrated service centres over the years. Recently, we have taken steps to promote youth arts as a medium to offer training and performance opportunities to cultivate the multitude development of youth including creativity, self esteem, as well as problem-solving. In addition to a series of performing arts programmes to be publicized in the following year, we will also roll out youth empowerment project to train up community art facilitator by providing systematic arts education. With that, we hope the youth will be encouraged to establish positive attitude with better motive for communications so as to infuse positive energy to the community. The Group has filed to the Government our land lease application for establishment of Holistic Centre for Youth Development in Wong Tai Sin district. The Centre will accommodate international standard arts and cultural activities as well as service facilities such as theatre, hostel, multi-purpose function room and work space etc. As with the youth hostel on Hollywood Road which aims to alleviate housing demand among young people, assessment by Antiquities Advisory Board was completed last year. Our proposal has been submitted to Town Planning Board and we hope to receive permission to start construction work in near future so as to benefit the youth.

The Group spares no efforts to promote social inclusion. Our social enterprise CookEasy Production Centre will commence operation by mid of this year with expanded production capacity to satisfy the increasing demand for healthy pre-packed foods from Kowloon and New Territories districts while creating more training and employment opportunities for people with disabilities at the same time. To echo with the Government's policy in supporting children with special needs, the Group will participate in the “Sunshine

助。我們本着藝術無疆界及人人平等的信念，加上「愛不同藝術」多年來在推廣殘障藝術家作品所積累的經驗，將會為有不同殘疾和不同能力的人士提供更多參與藝術活動的機會，展現他們的創作才華；並籌辦智障人士國際藝術會議及藝術展交流經驗，探索共融藝術的路向。

推廣關愛機構文化 提高人事管理效率

東華一直以人為本，不單用心了解服務使用者的需要，對員工亦同樣關顧。我們積極向員工宣揚「東華•家」的概念，透過不同類型的活動讓他們深入感受東華的關愛文化，並鼓勵員工將這份愛推而廣之，傳達至服務受眾。我們採取全方位人力資源管理策略，完善人事政策和措施，積極開拓招聘途徑，製作多媒體招聘推廣短片，致力提升東華的僱主品牌形象，以吸納及培養多方面人才，配合服務持續發展。

制訂長遠典藏修復及數碼化計劃 傳承東華珍貴歷史資源

東華三院擁有大量珍貴的歷史資源，除了是機構服務香港一百四十多年的見證外，也是了解香港社會發展以及海外華人歷史的重要資料。本院已成立網上資料庫，現正為機構檔案制訂長遠的修復及數碼化計劃，並逐步將部分展示在網頁或接受外界申請閱覽。其中東華義莊文獻是東華三院獨有保存上世紀為本地及海外華人棺柩和骨殖辦理原籍安葬服務而留下的檔案，記載當時香港作為全球華人慈善樞紐的歷史，彌足珍貴。我們現正着手整理歷年來海外華人會館寄予東華義莊要求接收棺骨或運送回鄉的數以千計信件，稍後會將有代表性的文獻圖像檔案放上網上資料庫，期望能進一步推動相關的研究和交流，使文物館逐步成為香港史、中國近代史及世界華人史的資源中心。文物館並會接收逾千項在廣華醫院加入醫院管理局前、擁有六十至一百年歷史的檔案，這是開發香港醫療史十分重要的參考資料，我們會積極維護及開發。

各位嘉賓，東華得以成功推行各項計劃，實在有賴政府匡扶指導及社會熱心人士對我們的支持。我們衷心盼望政府及市民繼續支持東華三院，使我們的善業發揚光大，讓我們的「東華精神」廣傳開去，令更多市民得到所需的服務。多謝各位。

Kids: On-site Pre-school Rehabilitation Services” Project so that preschool children on the waiting list can receive suitable rehabilitation services as soon as possible. Riding on our faith for arts without boundary and everybody being equal, and capitalizing on the years of experience i-dArt has gained in promoting artworks by artists with disabilities, the Group will offer more chances for people with different abilities to participate in art programmes to and world showcase their creative talents. We will also organize international art conference and art fair for people with intellectual disabilities to explore future directions for art inclusion.

Promoting caring corporate culture and enhancing efficiency in human resources management

As a people-oriented organization, Tung Wah has been serving the community by heart with a good understanding of their needs and instilling a caring culture for staff. To inculcate our “Tung Wah Home” concept, innovative initiatives in staff relations and welfare activities will be developed to cultivate a caring culture in Tung Wah and inspire our staff members to become passionate advocates of the caring culture themselves. Tung Wah has adopted a holistic approach in human resources management strategies to fine-tune our policies and measures. We will further explore recruitment channels and produce multimedia recruitment video clips for promoting its employer brand image, so as to attract and retain more talents to keep pace with continuous development of our services.

Conceiving long-term digitization and conservation plans for archives, passing on precious heritage

Tung Wah preserves a large collection of historic information, which not only bears witness to the Group's charitable works in Hong Kong for more than 140 years, but also embraces valuable resources for understanding the myriad changes in Hong Kong as well as the history of Chinese emigration. Following the launch of our archives website, we are in the process of conceiving the long-term digitization and conservation plans for archives. The digital files will be uploaded to the web page by phase and on-line subscription might become possible at later stage. Tung Wah Coffin Home Archives preserved by the Group are distinctive archival records of its coffin and bone repatriation services provided for both local and overseas Chinese in the last century. They are imperative and precious materials for understanding and exploring Hong Kong once as a nexus of a global Chinese charity network. We are now processing over a thousand letters sent by the overseas Chinese organizations, which carried the humble requests to Tung Wah Coffin Home to provide the bone repatriation services for the deceased overseas Chinese. Digital images of selective articles will be uploaded to our online database, which is devised to make the repository a platform for research on the history of Tung Wah, Hong Kong, modern China and Chinese in the world. Tung Wah Museum will also take over thousand of archives from Kwong Wah Hospital which 60 to 100 years back were owned by the hospital before joining Hospital Authority. We will proactively preserve these archives which are important reference materials for exploring the medical history of Hong Kong.

Ladies and Gentlemen, the success of the implementation of our series of plans and activities relies heavily on the guidance of the Government and the trust and support of the general public. We sincerely hope that the Government and the public will continue to give Tung Wah their strong support for its further growth. Let us spread out the Tung Wah spirit and help more people in need.

Thank you.