



致詞 Speech

李銑麟博士太平紳士

丁酉年董事局主席

Dr. LEE Yuk Lun, JP

Chairman of the Board 2017/2018

劉江華局長，各位東華三院顧問、歷任董事局成員、各位嘉賓：

首先，本人感謝劉江華局長賞光出席東華三院兩屆董事局的交代就職典禮，並為丁酉年董事局就職監誓。

跟許多香港市民一樣，我對東華三院這間「屬於香港人的慈善機構」有着濃厚感情。我在廣華醫院出世，感覺自小就彷彿與東華結下深厚的緣份；故此以前常常有個想法：若長大後有能力參與公益事業，東華三院是我的必然首選。時光荏苒，我作為本年度新任主席，有幸帶領新一屆董事局肩負起掌管東華善業的重任，實在非常感恩。我們定必堅守東華「救病拯危、安老復康、興學育才、扶幼導青」的宗旨，傳承歷屆董事局所創立的百年基業，繼續履行盡心服務香港市民的崇高使命。

董事局已在周年計劃報告當中，因應社會需要，為未來一年定下連串計劃提升及擴展東華服務。承蒙政府及社會各界對東華三院的支持，東華的服務單位已由三百零三個增加至三百零九個，來年連同醫院服務的經常性開支更將增加至八十四億元。我們將繼續採取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運作，善用每分每毫的善款，令更多有需要的人受惠。

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

First of all, I would like to thank The Hon. LAU Kong Wah, JP, Secretary for Home Affairs, for his kind presence at our Inauguration Ceremony and to administer the oath of Board of Directors 2017/2018.

Like many Hong Kong citizens, I have a strong emotional attachment to Tung Wah Group of Hospitals – a charity organization that belongs to Hong Kong people. As I was born at Kwong Wah Hospital, I felt a strong tie to Tung Wah and preoccupied with an idea since very young age: that Tung Wah would be my choice when I could participate in charitable endeavours in future. It is incredible how fast time flies, and I am honoured and blessed to become the Chairman of the new Board this year, shouldering the responsibility of governing the charity works of Tung Wah. We pledge to uphold the Group's long-standing 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", so as to sustain the solid foundation established by our predecessors and to continue our commitment to serving the community.

In our Annual Planning Exercise, we have mapped out a series of work plans for the enhancement and expansion of the Group's services in the coming year in order to keep abreast of the needs of the community. With the enormous support from the Government and the society, the total number of our service centres has increased from 303 to 309 at present, while the annual recurrent expenditure, including hospital services, has already reached \$8.4 billion. We will on the one hand adopt a prudent financial approach to carry out our new initiatives and on the other hand to enhance the cost-effectiveness and efficiency of the Groups' huge operations with a view to maximizing the donation from our well-wishers for the benefit of the needy.

由「古塚荒邱」到「煙滿丹爐」，東華自創院起便有贈醫施藥的傳統，即使面對醫療費用不斷上漲的壓力，東華仍然會繼續維持免費醫療這項重點服務，以秉持「常懷普濟眾生心」的精神；並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、腎科病人助醫計劃及新成立的樂儀癌病治療資助基金等，幫助有經濟困難的病人接受東華各項治療。此外，董事局亦會繼續撥款予轄下五間醫院及醫療服務單位，擴展和加強現有服務，以及購置先進的醫療儀器，致力提高服務質素。

東華三院以中醫起家，一直抱着承先啟後的精神，提供既專業又現代化的優質中醫服務。今年東華會繼續拓展社區中醫服務，其中位於荔枝角的中醫診所將於五月開業，而中醫流動診所亦計劃擴展服務，便利各區市民。這亦為年青中醫師提供更多發展機會，配合東華整體的中醫藥人才培訓方向，讓東華成為中醫藥人才專業發展的基地。另外，東華欣聞政府將會資助將軍澳中醫院的興建費用，並最快於明年進行招標，我們會積極研究及考慮參與有關項目，以推動香港中醫藥的長遠發展。

我們又回應社會的殷切需求，完善及提升不同類型的醫療服務。東華會繼續推動廣華醫院重建計劃，並配合醫院管理局將廣華醫院及東華三院黃大仙醫院納入九龍中醫聯網的安排，優化區內的病人持續護理服務。此外，東華東院婦女健康普查部將會遷移至院內面積更大的位置以擴充服務，為婦女提供周全的一站式乳癌篩檢及治療，縮短她們的輪候時間。東華又會重點加強內視鏡中心、復康中心及中央煎藥中心的服務，為市民提供更全面的健康保障。

服務東華多年，我最喜歡履行的職責之一，就是出任屬校的校監。作為本港規模最大的辦學團體之一，東華百多年來致力為社會培育優秀人才，並以校訓「勤儉忠信」為進德修業的依歸，讓學生建立正確的價值觀和積極的態度，開展豐盛且有意義的人生。來年，董事局將繼續提升辦學質素，計劃為屬下中小學中層

Tung Wah has maintained its fine tradition to provide free medical services for the needy since its inception. Despite the increasing costs in health care, our commitment of providing free medical services does not waver. Through a series of patient assistance programmes, such as the Cancer Patient Assistance Fund for Chinese Medicine Treatment, the Patient Assistance Fund for Integrated Medicine, the Renal Patient Assistance Fund and the newly-established TWGHs MK Cancer Treatment Subsidy Fund, the Group renders assistance to patients with financial difficulties to receive treatments at our hospitals. At the same time, the Board will continue to provide funding to our 5 hospitals and medical services units for expanding and enhancing their existing services as well as for acquiring advanced medical equipment with an aim to improving our service standard.

Tung Wah strives to capitalize on its century-old legacy for the development of professional and modernized Chinese medicine services. Further steps will be taken this year to expand our Chinese medicine services at district level. A new Chinese medicine clinic located in Lai Chi Kok will come into operation in May 2017, while feasibility of enhancing our mobile Chinese medicine services for neighbourhood communities will be explored. This in return offers more training opportunities to our young practitioners, which is aligned with our overall talent development strategy of positioning the Group as the base for fostering professional careers of Chinese medicine practitioners. Moreover, we are delighted to learn about the government's decision to finance the construction of a Chinese medicine hospital in Tseung Kwan O, which will be put out to tender next year at the soonest. We will actively study and consider participating in the project in a bid to propel the long-term development of Chinese medicine in Hong Kong.

We endeavour to cater for the needs of the community by refining and enhancing different types of medical services. Tung Wah will continue to carry the Kwong Wah Hospital Redevelopment Project forward, and coordinate with the Hospital Authority to implement the regrouping of Kwong Wah Hospital and TWGHs Wong Tai Sin Hospital to the Kowloon East Cluster with a view to enhancing the continuity of patient cares. In addition, the Well Women Clinic at Tung Wah Eastern Hospital will be relocated to a more spacious area to expand our comprehensive one-stop screening service of breast and cervical cancers and to shorten waiting time. Efforts will also be made to strengthen the service capacity of our endoscopy centre, rehabilitation centres and centralized decoction centre to promote holistic health among citizens.

One of my favourite duties in Tung Wah is being Supervisors of our Schools. As one of the major school sponsoring bodies in the territory, Tung Wah has been grooming talents for over a century by adhering to the school motto "Diligence, Frugality, Loyalty and Faithfulness", with emphasis on cultivating upright moral character and positive attitude of our students, leading them to a rich and meaningful life. With a view to raising education standard and boosting professional competency of our teachers, structured regular training will be introduced to middle

人員提供學校行政管理的全面課程，並逐步擴展至幼稚園，重點加強學校的管理，同時又增強校長和副校長的對外溝通技巧。我們亦着重屬校教師的專業發展，除了組織資深教師進行觀課及課研活動外，更為語文、資訊科技、藝術及STEM（科學、科技、工程及數學）的特選優秀教師組織學習社群，推動專業發展，分享優良教學模式；並計劃推出優秀教師及學校獎勵計劃，鼓勵屬校在不同的教學工作範疇上追求卓越。

在提升學校管理與教學質素的同時，我們會持續策劃屬校的校舍設施優化工程，為同學打造更理想的學習環境。其中東華三院甲寅年總理中學及東華三院黃鳳翎中學將分別加設演講廳及全面翻新圖書館，而東華三院群芳啟智學校則會設立烘焙工房，推動職業培訓。我們亦正為有接近五十年歷史的東華三院羅裕積小學進行研究，探討如何善用現有空間，以迎合現行教育策略及課程發展的新趨勢。

為使學生能夠得到學業與活動並重的學校生活，東華將拓展具特色的教育項目，並繼續舉辦不同主題的遊學活動，讓新生代放眼世界，與其他國家或地區的學生多作交流。其中包括繼續拓展現時姊妹學校的網絡，與廣東省教育廳合作，加強兩地各級學校之間的聯繫。此外，為回應施政報告中鼓勵學校組織「一帶一路」教育活動的建議，東華將與香港「一帶一路國際研究院」合辦學習活動及參訪團，期望令學生加深對沿線國家的認識，從而了解如何加強自身的競爭優勢，把握未來數十年本地以至全球社會和經濟發展的新機遇。

在專上教育方面，東華學院制定了未來五年的發展計劃。學院將繼續鞏固醫療相關學科的課程質素，並在未來一兩年間開辦物理治療課程，以及食物安全等學士課程，期望能夠爭取更多「指定專業/界別課程資助計劃」的政府資助學額。我們亦會積極開拓非醫療學科的課程，例如幼兒教育、工商管理和心理輔導等，以擴展學術範疇。為配合未來發展的需要，學院將計劃擴充實驗室及增聘老師；部份課程將於二〇一七／二〇一八學年提供入學獎學金，令更多學生受惠。

management of our primary and secondary schools and further extended to potential middle managers of our kindergartens, while training programmes will be provided to our school principals and vice-principals to develop effective external communication. Apart from peer lesson observations and discussions among experienced teachers, outstanding teachers in the fields of language, information technology, arts and STEM (Science, Technology, Engineering, and Mathematics) will form new learning circles to promote professional development and sharing of teaching methods. Besides, a teacher award scheme and a school award scheme are being proposed to encourage pursuit of excellence in different areas of teaching and learning.

In addition to quality enhancement in school management and teaching, continuous improvement of our school facilities will be made to create better learning environment for students. A new lecture theatre and a school library re-design programme were carried out in TWGHs Kap Yan Directors' College and TWGHs Wong Fung Ling College respectively, and a bakery workshop was set up in TWGHs Kwan Fong Kai Chi School to support its vocational training programme. We are now also studying the use of space and renovation feasibility for TWGHs Lo Yu Chik Primary School, one of our oldest primary school with over 50 years of history, so as to keep pace with the latest education approaches and curriculum development.

Tung Wah is keen to advocate a balanced school life between academic and extra-curricular activities by introducing characteristic education programmes to our students. We will keep on organizing different thematic study tours to broaden students' horizon and promote cultural exchange with their counterparts from different countries or areas. This will include the extension of our "Sister-Schools Scheme" by weaving ties with schools in Guangdong through collaboration with the Education Department of Guangdong Province. In response to the recommendation in the Policy Address of engaging students in exchange activities in countries along the Belt and Road, Tung Wah will join hands with the International Academy of the Belt and Road to organize learning programmes and study tours, which aim at increasing our students' knowledge about various countries along the Belt and Road, and sharpening their competitive edge to seize local and global opportunities arising from the social and economic development in the coming decades.

In respect of post-secondary education, Tung Wah College has devised a 5-year Strategic Plan. Highlights include consolidation of medical-related programmes as well as launching physiotherapy programme and food safety programme at undergraduate level in next couple of years, hoping to secure more subsidized places under the "Study Subsidy Scheme for Designated Professions/Sectors". We will also proactively expedite other new programmes in early childhood education, business administration and professional counselling etc. to broaden the range of programme offerings. In preparation for future development, the College is planning to expand the laboratory and increase the number of teaching staff. Starting from 2017/2018 school year, admission scholarship will be available for selected programmes to benefit more students.

東華一直本着「以人為本，從心出發」的信念，發展優質的社會服務，支援不同人士的需要。在眾多社會問題之中，我比較關心年青人問題。東華深信藝術是青少年個人成長的有效介入媒介，有助了解新一代的所思所想。我們過去曾經推出不同類型的藝術計劃及自家創作音樂劇，讓青少年發揮創意和潛能。為全方位推進培育青年發展的工作，東華正以私人協商方式向政府申請批地，於新蒲崗三祝街、七寶街及景福街交界的空地興建青少年全人成長中心，為他們提供具國際水準的藝術文化、活動及服務設施，其中包括劇院、旅舍、多用途活動室及創業空間等，預計可於短期內完成整個批地程序，繼而籌劃建設工程。

此外，我們一直非常關注年青人的住屋問題。為配合政府紓緩青年住屋需求的政策，東華三院策劃於上環荷李活道興建一所青年宿舍，去年已獲城市規劃委員會都會規劃小組通過改劃地段以及放寬建築物高度限制的申請，而政府亦已將修訂後的分區計劃大綱核准圖刊登憲報。我們期望能儘快完成所有法定程序，早日開展工程，為在職青年提供低於市值租金的住宿單位，幫助他們實踐儲蓄計劃，達成個人目標。

東華堅持以優質專業的安老服務，回應高齡化社會的各種需要。東華的安老院舍服務向來是質素的保證，現時我們正推動重建賽馬會護理安老院及包兆龍護理安老院的可行性研究，並為另外兩間安老院舍進行大規模的轉型裝修工程及提升設備，從而增加安老宿位的供應。與此同時，東華不斷拓展長者地區支援服務，當中最新推出的「覆診易」長者接送計劃，將於沙田區試行，接載有需要人士往返醫院或分區診所，便利區內體弱長者及殘疾人士。我們將於港島東區成立首間年輕長者服務發展中心「越齡」，提倡積極晚年及健康生活模式，讓他們可以運用知識、技能、經驗和歷練去建設社區；並透過有意義的活動，維持認知障礙症患者的身心狀況，提升他們的整體生活質素。我們現更積極探討推出長者物業代理服務的可行性，期望能釋放長者閒置物業的價值，為他們提供穩定的租金收入，令晚年生活得到更佳的保障。

As a people-oriented and caring organization, Tung Wah provides a spectrum of social welfare services to all walks of life. Among different kinds of social issues, I personally give more concern to our young generation. We strongly believe that arts is an effective medium to promote understanding of young people's thoughts and to cultivate their personal growth. In previous years, a series of arts projects and youth musicals were rolled out successfully, enabling the youth to realize their creativity and potentials. To further their all-encompassing development, the Group is applying to the Government by private treaty grant for a site located at the junction of Sam Chuk Street, Tsat Po Street and King Fuk Street in San Po Kong to set up a holistic youth centre, which will accommodate facilities for arts and cultural activities and community services up to international standard, including theatre, hostel, multi-purpose function rooms and work space for start-up businesses, etc. It is expected that we can shortly complete the land grant process and start planning the construction work for the proposed centre.

We are paying equal attention to the housing problem of the youth. To align with the government policy of alleviating the housing demand of young people, the Group proposed to build a youth hostel at Hollywood Road in Sheung Wan, which aims at providing affordable residential units to the working youth so as to help them realize their personal goals through savings. Last year, our application for rezoning the site and relaxing the building height restriction was approved by the Metro Planning Committee of the Town Planning Board, and the amendments to the Outline Zoning Plan were notified in the Gazette. It is hoped that the youth hostel project can be implemented as soon as possible after completion of the related statutory procedures.

In response to the growing needs of our ageing society, Tung Wah has put strenuous efforts in provision of professional and quality elderly services. We will excel our residential care services for the elderly and increase the number of residential places by studying the feasibility of redeveloping Jockey Club Care and Attention Home for the Elderly and Pao Siu Loong Care & Attention Home as well as conducting large-scale conversion works and facility upgrade in 2 other elderly homes. In the meantime, Tung Wah is also devoted to enhancing community support services for elders in district level. The new "EscortEasy" pilot scheme in Sha Tin will launch transportation service for frail elders and people with disabilities to visit hospitals and district clinics, and a young old service development centre "EngAGE" will be set up in Island East to encourage active ageing with healthy lifestyle, such that the young old can capitalize on their rich knowledge, abilities, experience and expertise to serve the community, while demented elders can improve their physical and mental condition as well as their living standard through participation in meaningful activities. Furthermore, we are planning to initiate a pilot programme of Tenancy Management Service for Senior Owner-occupiers in a bid to unleash potential values of elders' vacant properties, which will provide them with steady rental incomes and ensure them a better living.

東華三院在推動福利服務發展和扶助弱勢社群方面一直不遺餘力，致力構建共融社會。東華最近透過服務競投，將於二〇一七年底營辦沙田水泉澳邨輔助宿舍，為未能完全獨立生活的弱智或肢體傷殘人士，提供家庭式的住宿服務。我們又會加強與特殊學校的合作，推出「穿梭體驗展才能」職業培訓計劃，提升殘疾學生自力更生的能力。東華的復康院舍亦會利用最新科技，包括設立虛擬實境訓練及引入海外先進護理儀器，促進院友復康治療的成效。另外，「愛不同藝術」正計劃於灣仔開設藝廊，拓展更大的藝術空間，讓不同能力人士參與藝術，促進彼此的了解及包容，以達致藝術無疆界的願景。

東華三院既是一個與時並進的現代化慈善服務機構，也是守護和保育本地歷史文化的重要力量。董事局謹遵東華百年傳統，於前天清明佳節前赴廣福義祠及東華義莊拜祭先友，意義殊深。廣福義祠乃東華三院的發源地，而東華義莊當年則肩負起協助海外離世同胞原籍安葬的重任。之後我再到父母墓前拜祭及回鄉祭祖，以表思念和敬意。如此種種，皆出自一份慎終追遠的感恩之心！這既是與中華民族性格緊緊扣連的道德意識，亦是東華三院博施濟眾的動力泉源。來年，我們會繼續弘揚東華三院的優良歷史傳統。適逢文廟落成170周年誌慶，再次籌辦大型巡遊活動，展現太平山區百多年前文武二帝出巡的盛典，承傳本土文化。另外，繼年前與美國洛杉磯華美博物館合作，首次舉辦「懷善披遠——香港•東華三院與華人遷徙」海外歷史展覽後，今年我們再接再厲，於十月份在三藩市舉行另一個東華三院歷史文化專題展覽活動，以當代的藝術表現手法，向海外人士呈現東華善業的獨特之處，以及在聯繫內地與海外華人上所擔當的重要角色；並會配合屬校學生的海外遊學活動，讓東華的慈善精神在我們的新一代中新火相傳，生生不息。

各位嘉賓，東華得以成功推行以上各項計劃，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為香港社會發光發亮，創造更美好的未來。

多謝各位。

Committed to caring for the underprivileged, Tung Wah has been making every endeavour to promote social inclusion by advancing our welfare services. Through competitive bidding, we have been recently awarded the operation of a supported hostel at Shui Chuen O Estate in Sha Tin, which will commence service by end of 2017 to provide group home living for mentally or physically handicapped persons who are capable of semi-independent living. Likewise, we will reinforce the collaboration with special schools by launching a vocational training programme for the students to enhance their capacity of self-reliance. New technologies have been employed in our rehabilitation centres to improve rehabilitative treatment, such as application of virtual reality exercises and procurement of advanced medical equipment from abroad. Riding on the success of i-dArt, we are planning to open "i-dArtory", a new art gallery in Wan Chai to encourage people with different abilities to take part in arts creation and to foster mutual understanding and empathy through arts.

Tung Wah is not only a modern charity organization, but also plays a prominent role in upholding and conserving local history and culture. A couple of days ago in Ching Ming Festival, the new Board followed the century-old tradition of Tung Wah to pay homage to ancestors by visiting Kwong Fook I-tsz, the cradle of Tung Wah, as well as Tung Wah Coffin Home, the base of our bone repatriation services for deceased compatriots. After that I visited the grave of my parents and returned to my hometown for ancestral worship. These rituals all stem from our reverence for the past, which is not only deep-rooted in the character of Chinese people, but also serves as a driving force for Tung Wah to promulgate the spirit of benevolence, that we will inherit and carry forward in the coming year. To celebrate the 170th anniversary of Man Mo Temple, we will organize for the second time a large-scale parade to revitalize the local cultural heritage and to reenact the historic scene of Man Ti and Mo Ti Parade in Tai Ping Shan district dated back over a century. Following the success of "Tales of the Distant Past: The Story of Hong Kong and the Chinese Diaspora" overseas exhibition held in Chinese American Museum, Los Angeles years ago, another thematic exhibition will be conducted in San Francisco in October 2017. Through contemporary art expression, the exhibition will shed light on the unique features of Tung Wah's charitable work and its contribution in connecting the Mainland and overseas Chinese communities. Together with the associated overseas study tour for our students, it is hoped to inculcate Tung Wah's philanthropic spirit in our next generation.

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 our well-wishers. We sincerely appeal for continuous support from the Government and the public for Tung Wah to keep radiating the spirit of benevolence in the community as well as to exert its efforts to create a better future for the Hong Kong society.

Thank you.