

甲午年董事局主席 施榮恆主席 致詞 Speech by Mr. SZE Wing Hang, Ivan Chairman of the Board 2014/2015

曾德成局長、各位嘉賓:

首先,本人感謝曾德成局長賞光出席東華三院兩屆董事局的交代就職典禮,並為甲午年董事局就職監誓。 新一任董事局已正式被授以掌管東華善業的重任,並承 諾會持守歷屆前賢創立的基業,繼續履行東華盡心服務 香港市民的崇高使命。

# 訂立周年計劃 制定發展方向

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本院服務。目前,東 華的服務單位已增加至二百七十九個,承蒙政府及社會 各界對東華三院的支持,本院每年的非醫院服務經常性 開支已增加至接近三十二億元。我們將採用審慎的財政 策略來推行本院各項發展計劃,並以符合經濟效益及具 效率的管理方式監管機構的運作。

為維持東華三院轄下龐大的服務網絡,滿足市民對本院服務殷切的需求,董事局每年都需要努力籌募善款,所謂「涓流匯海、木石成塔」,我們將善款一分一毫地募集和累積起來,轉化為服務、凝聚成關懷。本年度,董事局已從去年籌得的全數善款以及本院機構資源當中,為醫療、教育及社會福利服務預留共四億一千五百萬元,讓東華三院的服務得以擴展、改善及繼續提供予有需要的人士。董事局謹此感謝各界善長,包括廣大市民,對東華三院服務的支持和信任。

Mr. TSANG Tak-sing, GBS, JP, Secretary for Home Affairs, Ladies and Gentlemen,

First of all, I would like thank Mr. TSANG Tak-sing, GBS, JP, Secretary for Home Affairs, for his kind presence at our Inauguration Ceremony and to administer the oath of Board of Directors 2014/2015. 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 and to continue fulfilling the lofty mission of Tung Wah in serving the underprivileged in the community.

# Formulating the corporate Annual Plan with strategic directions

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 the needs of the community in the coming year. At present, the number of our service centres has reached 279 in total. With the tremendous support from the Government and the society, the annual recurrent expenditure of our non-hospital services has already reached \$3.2 billion approximately. We will on the one hand adopt a prudent financial approach to carry out our new initiatives and will enhance the cost-effectiveness and efficiency to monitor the Group's huge operations on the other.

To meet the pressing demand of the public for various kinds of services, the Board needs to devote vigorous effort each year to raising donation for maintaining the vast operation of Tung Wah. We cherish every penny of donation from the society, and work to alchemize it into love and care through our delivery of services. During the year, the Board has allocated the entire donations raised last year and other resources of the Group for the provision of medical, educational and community services, totalling \$415 million, for the expansion and enhancement of our services to the people in need. We would like to express our heartfelt thanks to all the donors, including the general public for giving us support and trust.

# 持續改善醫療服務 切合社會需求

今年,我們會落實廣華醫院重建計劃的大綱草圖,繼續進行醫院詳細設計以及單位的調遷工程,並透過參與督導委員會及各個專責小組,監察重建進度以及協調各單位在運作上的需要。

我們將檢視現時東華三院的「健康普查及診斷服務」,研究擴充服務能力以縮短市民的輸候時間,並考慮引入營養師諮詢及一站式骨質疏鬆診所服務,為市民提供更全面的健康保障。本院亦將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中醫、住院中西醫結合治療和血液透析服務。

我們亦會積極加強與地區組織以及專業團體的合作,開展醫療衞生服務,當中包括發展牙醫服務。現時的東華牙科服務覆蓋面包括一間設於廣華醫院的長者牙齒保健及治療中心、一間設於東華東院糖尿病中心的牙科診所、一間位於上環的社區牙科診所、以及接受食物及衞生局資助的三支牙科外展隊,專為不同地區的院舍長者提供牙科檢查及洗牙等服務。我們現正計劃擴展社區牙科服務,並拓寬及加強現有的外展牙科服務項目,期望逐步將東華的優質醫療服務帶進社區。

本院一向承先啟後,拓展符合現代社會需要的中醫藥服務,並提升市民對中醫藥的認識。今年我們會引進療效顯著的中醫治療方法,加強中藥安全及質素的檢定工作,並計劃成立中央煎藥房,以配合中醫專科門診服務的長遠發展。同時,董事局亦特別關注位於廣華醫院的中醫服務調遷安排,正策劃原區重置現時位於廣華醫院內的中醫科研中心,令市民於廣華醫院重建期間,仍然可以繼續享有東華優質的中醫專科及日間服務。

#### 作育英才 培育社會未來棟樑

東華三院是本港規模最大的辦學團體之一,服務涵蓋幼稚園、特殊教育、小學、中學、副學位以至學士學位課程。我們將繼續堅守「興學育才」的使命,為社會培育優秀的人才。來年,董事局將繼續提升辦學質素,除積極鼓勵屬校參加教育局各項優化學校管理、支援電子學習及課程優化的計劃之外,亦在沙田、新界西及新界北的屬校先後組成「學校協作聯網」,讓聯網內的中、小學及幼稚園得以進行跨校課程發展、師資培訓及學生發展等方面的合作,從而提升各校的整體水平。我

#### Continuing improvement in medical and health services

This year, the outline sketch of the redevelopment of Kwong Wah Hospital will be finalized, while the detailed design for the main work and decanting works will be continued. Through our participation in the Project Steering Committee and the task groups underneath, we will keep monitoring the progress of redevelopment and coordinating user requirements from different service centres.

We will review the current "Screening and Diagnostic Services" for possibility of expansion in order to shorten patients' waiting time, and explore the introduction of dietitian services and integrated diagnosis of osteoporosis with a view to providing comprehensive health protection to the public. Through a number of patient assistance programmes, including programme for Chinese medicine treatment on cancers, programme for integrated Chinese and Western treatment as well as programme for renal patients, the Group has constantly offered help to patients with financial difficulties to receive treatments at our hospitals.

Efforts will also be made to strengthen our collaboration with district and professional organizations for the development of our medical and healthcare services and dental services. At present, Tung Wah is operating a host of dental services, namely the Dental Health Centre for Senior Citizens at Kwong Wah Hospital, the Tung Wah Eastern Hospital Diabetes Dental Clinic, the Community Dental Clinic in Sheung Wan district, as well as 3 dental outreach teams funded by the Food and Health Bureau to provide dental check and scaling services to the elders living at residential care centres. We are planning for an expansion of the community dental services besides extending and improving the current outreach dental services to serve the community.

With the inheritance of our solid experience in Chinese medicine services, the Group is always well versed in meeting the contemporary needs of the evolving society, and enhancing the public recognition towards Chinese medicine. This year, further steps will be taken to introduce more effective means of treatment, to enhance and safeguard the quality of Chinese medicine products and to explore the feasibility of setting up a centralized decoction centre for the long-term development of our clinical services. We are also devising a decanting plan of our specialist Chinese medicine clinic at Kwong Wah Hospital in the same district to ensure an un-interrupted provision of quality Chinese medicine services.

#### Nurturing students with innovative and quality education

Being one of the largest school sponsoring bodies in the territory, Tung Wah has been providing comprehensive and multifarious education services in Hong Kong, covering kindergartens, special schools, primary schools, secondary schools and a tertiary education institution providing sub-degree programmes and degree programmes. Embracing the holy mission in education, the Board will continue to strengthen the quality of our educational services. Apart from encouraging our schools to join the Education Bureau's schemes of school management and curriculum improvement as well as promotion of e-Learning, the Group has already formed "School Collaboration Networks"

們亦會在轄下五間英文中學推展尖子培育計劃,及早 甄別學習潛質特優的同學,為資優學生安排有系統的 支援,充份發展他們的潛能。此外,我們在轄下幼稚 園會率先推出聯校同儕視學計劃,讓校長及教師互相 觀摩,交流學校管理及課程與教學方面的心得,展示 及分享我們在幼稚園課程改革中的成果。

本院亦計劃推出多項創新教育措施。有見於不少屬校學生近年來在藝術及體育方面都屢獲殊榮,我們將透過募集善款一百萬元,推行「體藝精英支援計劃」,重點支援不同領域的體藝尖子,尤其協助家境清貧而富有體藝天份的同學,資助他們進行持續培訓及參與大型或國際性競賽。我們也會與香港中文大學、香港理工大學、中華電力公司等院校及機構合作,在屬校推展健康學校計劃、學童視力研究計劃及綠色學校計劃等。

本院的教育心理服務中心繼三年前為本港小學推廣支援自閉症學童社交訓練計劃後,今年更將從洛杉磯加州大學引入一項經美國臨床驗證可提升青少年社交技能的計劃,透過跨專業的手法為患有自閉症的中學生提供持續有效的社交訓練,提升他們的朋輩關係及溝通技能,為本港有需要的青少年提供不同層面的服務。

在專上教育方面,東華學院已訂下多項可持續發展目標,為邁向醫護專科私立大學的目標作準備。學院的醫療科學實驗室已在本學年正式啟用,而第二期擴建工程亦於二月中展開,並計劃添置多項新設備,如流式細胞儀、高效能液相層析儀及聚合酶連鎖反應儀等,務求為同學提供一個更完善的學習場所。此外,學院亦會繼續籌辦不同領域的課程,如護理學健康科學學士(註冊後)課程,以滿足現今社會對專業人才的需求。

### 增辦多項福利工作 幫助有需要人士

香港社會正步向老齡化,因此支援長者的工作尤 其重要。為紓緩長者輪候入住院舍的壓力,本院積極 透過原址重建工程及服務競投以增加宿位。其中,服 務社區逾四十年的東華三院戴麟趾安老院,現正進行 耗資四億五千萬元的重建計劃。工程現已進入上蓋建 設階段,預計於明年竣工。新院舍設計着重長者私 隱,服務強調靈活性和彈性以配合個別長者的需要, in Shatin, New Territories West and North District, allowing the secondary schools, primary school and kindergarten inside the Network to collaborate on curriculum development, teacher training and student development with a view to raising the schools' general standards. Besides, the elite programme will be launched in our 5 schools using English as the medium of instruction to promote the academic competency of the gifted students. Identification of students with outstanding potential will be started early so that a systematic support can be provided to them to enable development of their talents in full. In addition, the launching of Peer Lesson Observations Scheme will be implemented in our kindergartens. Exchanges of ideas on school management and curriculum design as well as skills on teaching can be fostered among the principals and teachers from different kindergartens, while sharing of reform outcomes is also facilitated through this Scheme.

The Group will introduce a number of innovative measures. In light of the recent achievements of our students in various areas of arts and sports, a "Support Scheme for Elite Sport and Art Students" will be launched through the raising of \$1 million to groom talents and in particular to support those from low income families to receive continuous training and take part in large-scale or international competitions. We will also collaborate with institutions and organizations such as The Chinese University of Hong Kong, The Hong Kong Polytechnic University and the China Light and Power Company Limited to launch programmes including healthy school scheme, vision health and model school project and green campus project in our schools.

Three years ago, our Education Psychology Service Centre launched a training programme on social skills to support students with autism at local primary schools. This year, the Centre has introduced a new clinically proven programme from The University of California, Los Angeles to secondary students with autism, providing training on social skills in a multi-disciplinary approach to improve the trainees' peer relations and communication skills to meet the needs of the adolescents in Hong Kong.

In respect of post-secondary education, Tung Wah College has laid down the objectives for its sustainable development and the road map for it to become a private university specialized in healthcare education. Following its opening in this academic year, the second phase expansion of Medical Science Laboratory has also commenced in February 2014. Additional equipments including flow cytometry, high-performance liquid chromatography and a real time polymerase chain reaction thermal cycler will be installed to provide an optimal learning environment for students. Besides, new programmes in different disciplines, such as a degree programme in nursing (post-registration), will also be developed to meet the demand for professional manpower in the local community.

# Undertaking welfare services for helping the needy

In view of the fast ageing population in Hong Kong, supportive services to elders are particularly in great demand. To this end, we have been vigorously increasing the number of residential places through service bidding, in-situ expansion and redevelopment projects. A vivid example is the in-situ redevelopment of the 40-year-old TWGHs David Trench Home for the Elderly. With a project cost

並提供家居式環境讓長者增加歸屬感。新院舍的住宿名 額將倍增至四百一十個,並提供一站式及多元化的安老 服務。

本院透過服務競投,營辦兩間合約安老院舍;其中 位於大角咀的「翠柳頤庭」剛於二〇一四年三月正式開幕,而位於大圍的合約安老院舍「名薈頤庭」則會以混合模式提供院舍及日間護理服務,預計於今年年底投入服務。兩間安老院舍提供合共二百個資助及自負盈虧住宿名額,為體弱長者提供膳宿、起居照顧及護理服務。

此外,我們針對不同老齡人口組群,積極提倡晚年和健康生活模式。本院將為年輕長者推出「初老服務」;並啟動健康公眾教育計劃,關顧長者各個階段的生活及健康需要,協助他們留在家中安享晚年。董事局亦會撥款設立「第三齡義工服務中心」,鼓勵剛退休的且有豐富人生經驗的長者投入社會服務,樂享豐盛生活。隨着人均壽命延長,高齡長者患上腦退化症長者的經數時間展一連串的認知障礙服務計劃,引入各種高效的於開展一連串的認知障礙服務計劃,引入各種高效的於原模式,改善患者的認知能力及延緩衰退。此外,本院會為更多院舍長者提供「安辭服務」,並同時為居家長者推出「護愛同行」計劃,讓他們積極為自己的晚期照顧預早作好安排。

董事局一直非常關注青少年的健康成長及發展,為協助紓緩青年人的居住需要,本院正籌劃在上環荷李活道興建一座青年宿舍。為推進這項耗資超過三億元的龐大發展計劃,我們早前已和民政事務局就服務協議框架達成共識,並獲得局方批出撥款開展前期工程,以便向城規會申請放寬高度限制。建成後的宿舍大樓將以低於市值的租金為在職青年提供住宿單位,希望幫助他們實踐儲蓄計劃,達成個人目標。

近年,病態賭博的問題日趨嚴重,參與賭博的人士亦越見年輕。根據本院的服務數據顯示,大部分問題賭博人士早在青少年階段已開始接觸賭博甚至養成賭博習慣。由政府平和基金資助的「東華三院平和坊」於二〇三年成立,服務社區已超過十年,期間曾為五千名受問題賭博困擾的人士和家庭提供輔導及治療,成效顯著。去年,平和坊得到民政事務局的大力支持,撥款二千四百萬元延續服務合約。未來,中心會特別針對世界盃年間的賭博風氣的賭博風氣,致力防止青少年沉迷賭波,並協助有需要的人士及家人重建平衡和諧的生活。

of \$450 million, the redevelopment project is in satisfactory progress with superstructure works taking place and completion expected by 2015. The design of the redeveloped Home has put priority on privacy for the elderly, flexibility in service delivery in order to accommodate the needs of individual users, and the creation of a homely environment to cultivate a sense of belonging of the elderly. The residential places will be doubled and increased to 410, providing one-stop multi-disciplinary elderly services.

Through competitive bidding, we have been awarded the operation of 2 Residential Care Home for Elderly. The "Willow Lodge" in Tai Kok Tsui has been launched in March 2014 while the "May Lodge" in Tai Wai, operating in a mixed mode of residential home and day-care centre, will be in service by end of 2014. The two homes will provide a total of 200 subvented and self-financed places with meals, daily care and nursing services for the frail elders.

In addition, the Group promulgates to different age groups of the elders a positive and healthy retirement life. Young-old services will be launched to the elders with younger ages while community health education will be organized. The Board will also allocate funds to set up a Third Age Volunteer Services Centre for the recently retired elders to participate in community services taking advantage of their rich working experience. With prolonged life span, the aged population suffering dementia is ever-growing. Leveraging our solid experience in dementia care services, we will introduce a series of services programmes and effective treatments on dementia to elders and their carers, while putting continuous efforts to adopt treatment approaches and intervention models to improve elders' cognitive abilities and defer their health deterioration. To promote the concept of holistic end-of-life care, "Living with Choices" project will expand its service to cover other Continuum of Care Homes, whereas "Community Palliative Care Support Service" project will be launched for elders living in the community.

The Board has been paying attention to the development and well being of the youth. To alleviate the housing demand among young people, we are planning to establish a youth hostel on the Hollywood Road, Sheung Wan. To put forth this large-scale development project costing over \$300 million, the Group has reached an understanding with the Home Affairs Bureau on the framework of the Service Agreement, and with the Bureau's approval of funding for activating the preparatory works of the project, we will proceed to submit an application to the Town Planning Board for releasing the building height restriction. Rentals of the youth hostel will be set lower than the market rate with the hope of helping the working youth realize their personal goals through saving.

Recently, the problem of pathological gambling is getting serious and more young people become gamblers. According to the statistics of our counselling service on gambling, majority of pathological gamblers came into contact with gambling at adolescence stage and developed gambling as habits. Since the opening of the TWGHs EVEN Centre, supported by the Ping Wo Fund in 2003, a total of over 5,000 people and families with problems caused by gambling have been assisted by its counselling and treatment. Last year, with the continuous support of the Home

本院自二〇〇二年開始,陸續開辦不同類型的社 會企業,讓部分弱勢群體得到培訓和就業機會。現 時東華三院共營運二十四個社企項目,創造了超過 五百五十個全職及兼職職位。其中,推動「不同能 力,同一熱愛」共融理念的「愛烘焙」,在短短數年 間已錄得迅速的發展,業務擴展至五個銷售點,包括 位於添馬政府總部內的愛烘焙餐廳、設於堅尼地城的 愛烘焙麵包工房、以及設於中區海濱長廊、香港大學 及瑪麗醫院的三個輕食站,合共僱用五十名員工,其 中半數為殘疾人士。過去一年,愛烘焙屢獲政府及傳 媒機構頒發多個傑出社企獎項,其中包括於本年度 「明報卓越企業品牌選舉」中獲選為「香港社會企業 品牌」,另奪得香港生產力促進局頒發的「香港傑出 企業公民獎—社會企業銅獎」,以及民政事務局社會 企業諮詢委員會頒授的「品牌及市場管理大獎」、 「員工滿意大獎」及「社會效益優異獎」等,成績斐 然。隨着愛烘焙業務的不斷擴張,我們計劃開設烘焙 工場,令生產過程更具成本效益,食品質素更有保 證,以配合日後銷售業務上的發展機會。工場內將附 設有培訓中心,專門為殘疾人士提供烘焙訓練課程, 展現他們的工作熱誠。

Affairs Bureau, the Centre received a grant of \$24 million from the Fund to continue the service contract. More attention will be paid to tackle the gambling tendency by the advent of the World Cup in 2014, to prevent young people from addicting to gambling and to assist those families in need to rebuild a balanced and harmonious living.

Poverty still prevails for many low-income families in our society. Since 2007, CitiGroup has been supporting our pioneer project "Hope Development Accounts" Programme. Through oneto-one matching fund, the low-income women are encouraged to save money to realize their personal development goals, such as operating small businesses or taking courses for enhancing selfreliance. With hundreds of families in various districts benefiting from the Programme, and seeing their employment rate increase from 20% to over 60%, we will extend the programme to Yuen Long so as to help more families in need. Furthermore, with the subvention of \$20 million from the Social Welfare Department, we will enhance our "Food-for-All" Food Assistance Service by extending it to Shum Shui Po to meet the basic needs of the disadvantaged. Likewise, based on the previous success of the community canteen operated in Tai Kok Tsui, a new community canteen will be opened in Pak Tin Estate of Shum Shui Po to serve the poor elderly, street sleepers and low income families with two healthy hot meals per day at a discounted price of \$10.

Starting from 2002, the Group has been launching different types of social enterprises, enabling some of the underprivileged to benefit from various training and employment opportunities. The existing 24 social enterprises have created over 550 full-time and part-time posts. The iBakery, with the mission of "Different Abilities. One Passion", has been expanding rapidly in just a few years. Five different outlets are opened in phases at the Government Headquarters at Tamar, Kennedy Town, Central Promenade, The University of Hong Kong and the Queen Mary Hospital, employing a total of 50 staff with half of them being people with disabilities. During the last year, iBakery was awarded the Hong Kong Social Enterprise Brand in the "Ming Pao Prestigious Corporate Brand Award", the Bronze Award in Social Enterprise Sector of "The Hong Kong Outstanding Corporate Citizenship Award" from Hong Kong Productivity Council, the Champion of "Branding and Marketing" and "Employee Satisfaction" as well as the Meritorious Award of "Social Impact" from the Home Affairs Bureau. As the business continues to grow, we have planned to open a new bakery with better costeffectiveness and food quality so as to position the social enterprise more strategically for business opportunities. A training centre will also be set up inside the new bakery for people with disabilities.

我們會繼續拓展轄下的社會企業,其中包括為殘疾 人士提供在職培訓的環保花店「兩生花」、由精神復康 朋友製作手工藝品的「心思良品」及聘用新來港婦女的 「社區快線」復康支援服務,令不同弱勢社群透過投入 社會工作,建立自信。

## 弘揚歷史文化 發揚慈善精神

近來,政府和民間日益重視文化保育。東華三院所保存的歷史資料,除了是本港醫療、教育及社會福利等發展史的重要章節外,也見證着東華在聯繫內地與海外華人的獨特角色。董事局深感保存和推廣東華歷史的重要性,致力推動本院歷史文化的保育工作,並放眼全球華人社會。我們正與位於美國一間博物館商討合作同時,展示東華三院保存的珍貴或經濟的貢獻、以及香港與東華三院在華僑史上佔據的重要角色。本人亦藉此機可以及香港與國經濟的貢獻、以及香港與東華三院在華僑史上佔據的重要角色。本人亦藉此機會感謝陳婉珍主席和二〇〇九/二〇一〇年度主席李三元博士,因着兩位主席對本院文物歷史及保育工作的堅持和熱誠,東華三院得以和海外的華人社會一再攜手,珍視和宣揚這份大愛無疆的東華慈善精神。

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,使東華善業發揚光大。

多謝各位。

We will continue to expand the various social enterprises of the Group and launch new projects so as to provide more on-jobtraining and job opportunities for the disadvantaged and help them build up their confidence and self-reliance. These new projects include the "Rinato", a floral shop targeting on-the-job training of the disabled, the "Smiling Heart" for arts and crafts created by the mentally ill as well as the "One-stop Community Support" for women immigrants.

#### Promoting organizational history and charitable spirit

Voices from the Government as well as the public for preserving local heritage are emerging. The unique history of Tung Wah not only represents a significant chapter in the development of medical, education and community services of Hong Kong, but also provides tangible evidence for its role in connecting the Mainland with overseas Chinese communities. The Board believes in the importance of preserving and promoting the history of Tung Wah, and has a vision for the worldwide Chinese communities. Recently in touch with a museum in the USA, the Group is exploring the possibility of co-hosting an exhibition to showcase its invaluable archives and documents to different generations of the American Chinese, and to illuminate the contribution made by their ancestors to the economy of USA as well as the significant role played by Hong Kong and Tung Wah in the history of overseas Chinese. We owe special thanks to Chairman Dr. Ina CHAN and Dr. John LEE, Chairman 2009/2010 for their unfailing support and enthusiasm in the preservation of our heritage and more importantly, for bringing us the opportunity to rejoin overseas Chinese communities in appreciating and paying tribute to the universal core values of Tung Wah philanthropic spirit.

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.

Thank you.