



組織及工作

Organization & Function

在行政架構上，東華三院共設七科及四處，分別為醫務科、教育科、社會服務科、物業科、籌募科、政務科、財務及採購科、人力資源處、資訊科技處、企業傳訊處及稽核處。執行總監掌管東華的行政運作，機構事務總監輔助執行總監負責內部機構事務，並由各部門主管協助處理日常事務。

行政總部的工作

醫務科

東華三院轄下共有五間醫院，設有病床二千六百六十一張。五間醫院分別為港島區的東華醫院、東華東院及東華三院馮堯敬醫院和九龍區的廣華醫院及東華三院黃大仙醫院。

醫務科負責統籌及協調東華董事局及醫院管理局之間有關管理及發展五間醫院的一切事宜，並於需要時作出支援，以確保五間醫院有效及獨立運作。該科並負責策劃、發展、管理東華三院的醫療衛生服務及中醫藥服務，包括五間分別位於廣華醫院（與香港中文大學合作）、東華醫院（與香港大學合作）、東華三院黃大仙醫院（與香港浸會大學合作）、東華東院（與香港理工大學合作）及東區尤德夫人那打素醫院（與香港大學合作）的中醫藥科研中心、三間中西醫藥治療中心、一間中西醫結合健康管理中心（上醫館）、一間中藥檢驗中心、兩個中醫普通科門診部、兩個婦女健康普查部、一間綜合診斷及醫療中心、一間電腦掃描中心、一間血液透析中心、一間長者牙齒保健及治療中心及一項長者家居復康外展服務。

教育科

東華三院營辦十八間中學、十五間小學、十五間幼稚園及兩間為智障學童而設的特殊學校。為配合政府擴展專上教育的政策，東華三院與香港中文大學合作開辦香港中文大學—東華三院社區書院。

教育科負責統籌及監管東華三院屬下學校的發展和運作，促進屬校之間的溝通及經驗交流，以及監察本院屬下各資助學校法團校董會的運作。教育科並設有學生輔導服務，由教育心理學家為學校提供培訓課程、個案諮詢及學生成長與學習輔導。

The administrative structure of the Tung Wah Group of Hospitals comprises 7 Divisions and 4 Branches, namely Medical Division, Education Division, Community Services Division, Property Division, Fund-raising Division, Administration Division, Finance & Supplies Division, Human Resources Branch, Information Technology Branch, Corporate Communications Branch and Audit Branch. The Chief Executive is the head of administration while the Chief Corporate Services Officer deputizes the Chief Executive and takes charge of in-house corporate services. They are assisted by heads of various Divisions and Branches in the management of service development and administrative affairs at Tung Wah.

Work of Administration Headquarters

Medical Division

Tung Wah has 5 hospitals with a total of 2,661 beds. They are Tung Wah Hospital, Tung Wah Eastern Hospital and TWGHs Fung Yiu King Hospital on Hong Kong Island, and Kwong Wah Hospital and TWGHs Wong Tai Sin Hospital in Kowloon.

The Division is responsible for coordinating all matters relating to the 5 hospitals of Tung Wah between the Tung Wah Board of Directors and the Hospital Authority, and providing support when required so as to ensure that each hospital can operate efficiently and independently. It also plans, develops and administers the health services and Chinese medicine services of Tung Wah, which include 5 Chinese medicine clinical centres at Kwong Wah Hospital (in collaboration with The Chinese University of Hong Kong), Tung Wah Hospital (in collaboration with The University of Hong Kong), TWGHs Wong Tai Sin Hospital (in collaboration with the Hong Kong Baptist University), Tung Wah Eastern Hospital (in collaboration with the Hong Kong Polytechnic University) and Pamela Youde Nethersole Eastern Hospital (in collaboration with The University of Hong Kong), 3 integrated Chinese & Western medicine treatment centres, 1 centre of integrated health management, 1 Chinese medicine control centre, 2 Chinese medicine general outpatient clinics, 2 well women clinics, 1 integrated diagnostic and medical centre, 1 computed tomography imaging centre, 1 haemodialysis centre, 1 dental health centre for senior citizens and the out-reaching home care service for the elderly.

Education Division

Tung Wah operates 18 secondary schools, 15 primary schools and 15 kindergartens as well as 2 special schools for children with intellectual disability. In support of the Government's initiative to expand tertiary education, The Chinese University of Hong Kong and Tung Wah have established The Chinese University of Hong Kong-Tung Wah Group of Hospitals Community College.

The Education Division is responsible for coordinating and monitoring the development and operation of Tung Wah schools. It also facilitates the communication and experience sharing among Tung Wah's schools,

社會服務科

社會服務科負責策劃、發展及管理東華的社會福利服務，包括護理安老院、護養安老院、各類長者中心、改善家居及社區照顧服務、綜合家居照顧服務、青少年及家庭綜合服務、學校社會工作及學生輔導服務、專門輔導服務、熱線及外展服務、兒童住宿服務、幼兒園、早期教育及訓練中心、弱智人士日間活動中心暨宿舍、綜合職業復康中心、弱能人士社區支援服務、社區精神健康服務、弱能人士及視障長者護理院、社會企業、全人健康中心及長期護理院；此外策劃、發展及管理殯儀館、義莊、靈灰安置場、牌位庫、義山、廟宇及簽檔。

物業科

物業科負責策劃東華的物業發展，出租和管理轄下的物業，並監管所有服務單位及出租物業的建設及維修工程；同時致力推行及監察東華的環保工程。此外為東華其他部門提供有關土地及樓宇的專業意見。

籌募科

籌募科負責策劃和籌辦各項籌款活動，以及執行與籌款有關的公關工作，包括維繫和拓展善長網絡，為推廣籌款活動而聯絡傳播界和籌辦相關宣傳活動。該科亦為行政總部提供印刷、收發、運輸及庶務等中央服務。

政務科

政務科負責監察及策劃有關籌組董事局的活動，為董事局提供行政及文書支援服務，處理有關東華的條例，執行東華三院歷屆總理聯誼會的行政工作及管理東華醫院禮堂，並為行政總部管理層擔任文書工作。此外負責推廣和建立董事局的公眾形象，並透過統籌董事局的社交和拜訪活動，加強本院與政府部門、有關機構和社會各界的聯繫，以及協助各部門安排慶典和活動。（政務科原負責修復及保存東華三院檔案和文物以及管理和發展東華三院文物館的工作，將於二〇一〇年四月一日起移交新成立的檔案及歷史文化辦公室。）

財務及採購科

財務及採購科為各部門及其屬下單位（醫院除外）提供中央會計服務，以符合法例及東華的規定，亦負責管理東華的基金及確保各項計劃及活動獲得適當的財政資源。該科並負責搜集市場產品及物價資料，以獲得最優惠價格採購物資及服務。

and oversees the operation of the Incorporated Management Committees of the Group's aided schools. With a team of educational psychologists, the Division provides student guidance and counselling services, which include training programmes, case consultation and guidance for student learning and personal growth.

Community Services Division

The Division plans, develops and administers Tung Wah's social welfare services, including care and attention homes, residential care homes for the elderly, various kinds of elderly centres, enhanced home and community care services, integrated home care services, integrated services for family and young people, school social work and student guidance services, specialized counselling services, hotline & outreaching services, residential child care services, nursery schools, early education and training centres, day activities centres cum hostels for the mentally handicapped, integrated vocational rehabilitation centres, community support services for persons with disabilities, community mental health service, care and attention homes for the disabled and aged blind, social enterprises, holistic healthcare centre and a long stay care home. It also develops and supervises the operation of funeral parlours, coffin homes, columbarium, commemoration hall, cemeteries, temples and fortune-telling stalls.

Property Division

The Division is responsible for the formulation of development plans for Tung Wah's properties, the management and letting of rental properties, as well as the supervision of all Tung Wah's construction, maintenance and renovation projects. It further takes charge of the implementation and monitoring of the Group's green initiatives. The Division also provides professional and technical advice for other Divisions and Branches on matters relating to land and building.

Fund-raising Division

The Division is responsible for planning and organizing fund-raising activities and handling related public relations work, including maintaining and expanding donors' network, liaising with the mass media and organizing publicity events to promote Tung Wah's fund-raising activities. In addition, it provides central services such as printing, receiving and despatching, transportation and menial support for the Administration Headquarters.

Administration Division

The Division monitors procedures, organizes activities leading to the formation of the Board of Directors, and provides administrative and secretarial support services for the Board. It takes charge of the work in connection with the relevant Ordinances of Tung Wah, the administrative work of the Association of Past and Present Directors of the Tung Wah Group of Hospitals as well as the management of the Assembly Hall of Tung Wah Hospital. It further provides secretarial support for the senior management of the Administration Headquarters. Besides, the Division builds and promotes the public image of the Board of Directors through organizing social functions and courtesy visits for the Board geared to strengthening relationship building with Government departments, associate organizations and the community. The Division also helps arrange the protocol of ceremonial events and functions of other Divisions and Branches. (The work in respect of the conservation and preservation of the archives and relics of the Group as well as the management of the Tung Wah Museum originally undertaken by the Administration Division would be transferred to the newly-established Records and Heritage Office with effect from 1 April 2010.)

人力資源處

人力資源處負責策劃、發展及管理各方面的人力資源職能，包括規劃人力編配、招募、薪酬及假期福利、職業安全及健康、工作表現評核、員工紀律、員工訓練及其他福利。本處致力為各科、處及服務單位提供高效率及高效能的專業支援服務，並且建立及維持一支盡心盡力、團結一致以及具備專業才能及靈活變通能力的工作團隊，以達成東華的企業使命。

資訊科技處

資訊科技處負責資訊科技方案策劃和推行，提供訊息系統及辦公室自動化服務，以提升運作效率。資訊科技處服務廣泛，範圍包括項目計劃和管理、系統研究和分析、軟件設計及編寫、電腦設施購置的評估及測試、系統運作及設施管理和使用者支援服務等。此外，資訊科技處注重資訊科技保安和管理方案，推行資訊科技實務準則和保安知識的訓練，確保電腦普及化政策有效執行。

企業傳訊處

於二〇〇九年十一月成立的企業傳訊處負責提升機構的形象。透過構思及推行東華的機構傳訊策略，其中包括活動籌劃、拓展傳媒網絡、刊物出版、設計管理和網頁資訊管理，期令更多市民認識機構的新猷及服務。

稽核處

稽核處負責審查及檢討東華會計、財務及操作系統，確保在資源運用、保管和資金管理方面維持高效益。稽核處經常查核各部門及東華服務單位（醫院除外）的賬項及事務，以依循董事局的決策及東華的規定；此外實施管理稽核，確保東華有效運用資源。

Finance & Supplies Division

The Division provides central accounting function for all Divisions, Branches and service centres (except hospitals) in keeping with both statutory and Tung Wah's requirements. It manages Tung Wah's funds and ensures that projects and activities are properly financed. It also collects market information on products and prices in order to obtain the best prices for procurement of goods and services.

Human Resources Branch

The Human Resources Branch is responsible for planning, developing and managing human resources functions on areas covering manpower planning, recruitment, remuneration and leave benefits, occupational safety and health, performance management, staff discipline as well as staff training and welfare. It aims at providing efficient and effective professional support services for all Divisions, Branches and service centres, and building up a dedicated and cohesive workforce with professional competency and versatility to achieve Tung Wah's corporate mission.

Information Technology Branch

The Branch is responsible for the formulation of IT strategy, related solution planning and implementation, and provision of support services to the Group with an aim to achieve operational efficiency. A full spectrum of IT support services are provided to the Group including project planning and management, system study and analysis, software design and programming, requisition evaluation and equipment testing, and end-user computing support services. In addition, the Branch aims to promote IT security and information management through the adoption of best practices and arrangement of security awareness training.

Corporate Communications Branch

The Branch was newly set up in November 2009 with the objective to enhance the organization's corporate image for long-term sustainability. Through formulating and implementing corporate communications strategies in its core activities – event promotion, media networking, publication production, design management, and web management, the Branch looks to enhancing public recognition for the organization's many initiative and services.

Audit Branch

The Branch examines and reviews the adequacy and effectiveness of accounting, financial and operational systems, and procedures of Tung Wah with regard to the efficient use, custodianship and management of funds. It conducts regular internal audits of the accounts and operations of all Divisions, Branches and service centres (except hospitals) to ensure their adherence to the Board's policies and Tung Wah's regulations. Management audits are also conducted to ensure the effective use of resources of Tung Wah.

組織結構
Organization Structure

