前言
Foreword

「東華三院」——一個香港人熟悉的名字，是在香港出現的第一間慈善機構；我們的第一間醫院「東華醫院」，也是首間爲華人而建的中醫院。在早期缺乏政府福利服務的時期，東華曾爲無數低下階層的華人提供贈醫施藥、平民教育、施棺賑災等福利。

東華伴隨着香港發展，從無間斷爲市民提供最需要的服務。二〇一〇年三月三十日，本院將踏入服務社會一百四十年。爲配合新時代的挑戰及服務迅速增長，董事局重視加強機構管治，致力建立一個穩健和開放的管治架構，達至善用政府和社會資源的目標。董事局於本年度爲轄下委員會訂立正規的會議程序和規則，以提高決策的效率和素質，亦完成檢討各委員會的職權範圍，以釐定不同委員會的功能和角色；此外檢討處理命名捐款的原則和程序，並制訂明確的執行指引。機構正檢討董事局和管理層的角色和責任，使前者在機構管治和後者在日常運作管理的分工更爲清晰，樹立良好的企業管治模式。

我們亦重組行政總部架構，增設「機構事務總監」一職以輔助執行總監管理機構內部事務；另成立「企業傳訊處」策劃和推動機構長遠的傳訊策略，原屬政務科的公關部則改組爲「董事局公關事務部」，負責加強董事局的社區網絡及推廣董事局的公衆形象。

藉着一百四十周年紀念誌慶，東華特別籌拍電影《東風破》，希望借助電影作爲橋樑，向市民大衆，尤其年輕一代，傳揚一份東華精神。《東風破》電影中的人物穿梭於三藩市、台山和香港，故事滲透屬於兩代華人的情感，刻劃出人世間的眞、善、美是盼望和信念的根源。本院的周年誌慶酒會暨《東風破》首映於二〇一〇年三月二十六日舉行，當晚邀得民政事務局局長曾德成太平紳士主禮，與衆多社會賢達和東華仝人一起度過極富意義的一晚。

Tung Wah Group of Hospitals ("the Group") is well known to many people as the first charitable organization to be set up in Hong Kong. The first hospital established by the Group, Tung Wah Hospital, was the first hospital practising Chinese medicine to be built for Chinese people. In the era when the provision of welfare services from the Hong Kong Government was lacking, the Group offered various free medical, social welfare and education services for the working classes.

Tung Wah has truly grown with Hong Kong and has never stopped providing the territory with much needed services. On 30 March 2010, we will enter our 140th year of service to the community. To face the challenges of the modern era and the opportunities brought about by our rapid service expansion, the Board of Directors places great importance on strengthening the stable and open nature of its corporate governance structure, to achieve its objective of making the best use of resources from both Government and society. The Board has adopted a set of Procedural Orders for meetings of the Board and of its committees which enhance efficiency and quality of decision-making. The review of the Terms of Reference of various Committees under the Board has also been completed to clearly delineate their roles and functions. The Group's policy and procedures for handling donations for the naming of its service units have been reviewed, resulting in the formulation of a set of implementation guidelines. A review of the roles and responsibilities of the Board and of management was being conducted to delineate the role of the Board in governing the Group and of the management team in monitoring daily operations, thus establishing good corporate governance practices.

During the year, the Group has undertaken a restructuring of its Administration Headquarters, with the creation of the Chief Corporate Services Officer post to assist the Chief Executive in overseeing the various supporting Divisions/Branches of the Group. In addition, a Corporate Communications Branch was set up to plan and implement corporate communications strategies. The previous Public Relations Section in the Administration Division was restructured as "Board Relations Section" to further strengthen the Board's social networks and promote its public image.

We have taken advantage of our 140th anniversary celebration to produce a commemorative film to be used as a means of communicating the Tung Wah spirit to the public, in particular the younger generation. The film "Merry-Go-Round", which depicts characters from two generations in San Francisco, Taishan and Hong Kong, tells the story of how truth, goodness and inner beauty are the roots of hope and faith in this world. The anniversary reception cum movie premiere was held on 26 March 2010 with the Secretary of

一百四十周年的另一項目爲東華與康樂及文化事務處合辦的大型歷史展覽。展覽將於二〇一〇年十月至二〇一一年一月於香港歷史博物館舉行，其中一項重點展品爲東華義莊的文獻。由於東華義莊文獻盛載着橫跨半世紀海外華人原籍安葬的歷史，我們進行文獻修復計劃的目的有二，一方面保存一批非常獨特及屬於全球華人歷史的珍貴檔案，一方面亦會將修復後的文獻在大型歷史展覽中展出，供市民欣賞。

本院委託香港中文大學歷史系學者編撰的東華三院檔案資料彙編《破與立－東華三院制度的演變》、《傳與承－慈善服務融入社區》及機構歷史書冊《善與人同：與香港同步成長的東華三院(1870-1997)》已於二〇一〇年三月出版。《破與立》和《傳與承》連同上年度面世的《源與流》、《施與受》和《東華義莊與寰球慈善網絡》合共組成東華一套五本的檔案資料彙編系列書冊。《善與人同》深入剖析東華自創院至一九九七年的機構歷史大事與香港社會轉變的關係。這批刊物將爲本地史的研究工作及通識教育課程提供具參考價值的材料。

鑑於東華的檔案見證香港和近代中國歷史以及自一八七〇年起華人慈善組織的發展進程，保存這些檔案異常迫切，董事局通過於二〇一〇年四月成立「檔案及歷史文化辦公室」，以修復重要文獻及推廣東華歷史文化的工作，並正式規劃和落實有關工作的發展路向。

東華履行社會企業責任，深明可持續發展的重要性。本院去年度獲「環境及自然保育基金」支持推行「東華三院邁向綠色機構」三年計劃，將分期推行一系列環保先導工程。二〇〇九年六月，我們聘請顧問公司詳細研究開展工作，在內部成立的環境督導委員會及環境工作小組的領導下，我們將繼續制訂環保政策及監察有關先導工程的進度及成效，並向政府定期作出滙報。

廣華醫院於今年度成立「東華三院血液透析中心」，幫助有經濟困難而又需長期接受腎臟透析治療的病人。該中心設有六台血液透析儀，提供收費低廉的血液透析服務，預計每年可提供約二千人次的腎臟血液透析治療。此外，廣華醫院獲董事局撥款成立「腦內科病房及治療中風中心」，並附設「電子醫療檢查

Home Affairs Mr. TSANG Tak Sing officiating with many eminent guests and Tung Wah associates in attendance.

Another key project to celebrate our 140th anniversary is a major historical exhibition, jointly presented by the Leisure and Cultural Services Department and the Group, which will be held from October 2010 to January 2011 at the Hong Kong Museum of History, with our restored Coffin Home archives as one of the highlights. As our Coffin Home archives cover more than half a century of the history of overseas Chinese repatriation, our purpose in restoring the archives is to preserve these valuable and unique holdings for Chinese people all over the world and to showcase them in the exhibition for appreciation by the public.

March 2010 will see the publication of three books commissioned to the Department of History of The Chinese University of Hong Kong, two on the Research Project on the Archives of the Group, and one on the Group's history from 1870 to 1997. The volume on the history of the Group is an in-depth analysis of the relations between the changing society of Hong Kong and the landmark achievements of the Group up to 1997. The two archival publications complement three other such books published in 2009, bringing the series of five volumes on the archives of Tung Wah to completion. All these publications provide comprehensive reference information for those conducting research in local history and general studies.

In view of the growing need to preserve Tung Wah's archives, which bear on the history of Hong Kong and modern China as well as the development of Chinese charities since 1870, the Board of Directors has approved the establishment of a Records and Heritage Office in April 2010 to restore important archives, promote the heritage of Tung Wah, and to plan and implement strategies in that direction.

As a socially responsible organization, the Group fully understands the importance of sustainable development. Last year, we obtained support from the Environment and Conservation Fund ("ECF") Committee for our "TWGHs To Move Towards a Green Organization" project, a 3-year programme with green pilot projects to be implemented in phases. In June 2009, an environmental consultant was appointed to assist the Group in the implementation of its green action plan. Meanwhile, our internal Environmental Steering Committee and Environmental Working Group will continue to help formulate the environmental policy of the Group and monitor the progress of the green pilot projects. Periodic reports will be submitted to the Government reporting on the progress of our green projects.

The TWGHs Haemodialysis Centre was established at Kwong Wah Hospital to provide affordable kidney dialysis services to patients with financial difficulties who require the service on a long-term basis. Equipped with six dialysis stations, the centre was set to provide about 2,000 kidney dialysis sessions per year. Moreover, with the support of the Tung Wah Board, a Neurology and Neuroscience Ward, including an Acute Stroke Unit, was established at Kwong Wah Hospital. The Acute Stroke Unit was equipped with an Electro-magnetic Diagnostic Unit to offer care and facilities of a more comprehensive nature to stroke patients.

中心」，可爲更多中風病人提供全面的照顧及設施。

經過多年的努力，本院已在屬下五間醫院開展中醫服務，讓住院病人在特定的治療方案下可選擇接受中西醫藥治療，對疾病治理和復原均有所裨益，本院的中西醫醫療團隊將繼續爲病者的福祉而努力。在推展中西醫結合健康管理服務方面，本年度東華三院王澤森上醫館推出的「體質辨識服務」，廣受市民歡迎，並成功推出「冬病夏治——天灸療法」服務，爲肺系疾病人士提供預防保健治療。

承蒙前任主席王定一先生,BBS的慷慨捐助，本院再次舉辦「東華三院王定一兩岸四地中醫藥研究生論壇」，邀請兩岸四地二十四間中醫藥大學及醫療學術單位參與，並資助教授、導師及中醫藥研究生來港參與論壇及發表論文，鼓勵中西醫專業交流和分享，提升兩岸四地中醫藥學術水平。此外，本院繼去年度與法國巴黎公營醫院管理局、香港醫院管理局及香港中文大學簽署合作備忘錄，年內已安排兩地專家進行互訪，分享香港發展中醫藥服務的經驗。

聯合國教科文組織二〇〇九年的統計顯示，一個國家要維持她的競爭力，其適齡人口中需要有40%至50%接受大學教育。要是我們把全球國家的大學學位數目加起來，其中有30%是由私辦大學提供的，與香港目前只有2%至3%的私立大學學位相距甚遠。爲此，上年度董事局已考慮成立四年制學士課程，期望爲香港培養更多能獨立思考的大學畢業生，以促進香港作爲知識型社會的發展。今年董事局議決成立一間東華三院獨立運作的書院(暫名東華專上書院)，目標是於二〇一二年在《專上學院條例》(第320章)下註冊，並推出四年制學士學位課程，長遠發展成爲一間私立大學。本院秉承多年來的辦學精神，一直爲社會提供中、小學、幼稚園及特殊教育服務，透過開辦學位課程，東華將能提供更全面化的「一條龍」教育服務，爲莘莘學生謀福。

爲慶祝中華人民共和國成立六十周年，本院屬校舉辦一系列國民教育活動，包括以「輝煌建設、錦繡山河」爲題的全港中學生攝影比賽、以及提升小學生的國民身份認同的聯校國民教育營。今年度，本院中學的聯校教師研討會亦以

After years of strenuous efforts, the Group has expanded Chinese medicine services to all its five hospitals to enable in-patients to receive Chinese and Western medicine combined treatment under a protocol at their own choice from our team of Chinese and Western medicine professionals. In terms of the promotion of integrated Chinese and Western medicine health management services, the TWGHs Wilson T.S. Wang Centre of Integrated Health Management has been promoting its "Body Constitution Analysis" service, which has been well received by the public. The "Tianjiu" treatment also provides health protection for patients with lung diseases.

With the generous donation from former Chairman Mr. Eddie WANG, BBS, the Group again organized the "TWGHs Eddie Wang Chinese Medicine Postgraduate Forum" this year. Professors, tutors and postgraduates from 24 renowned universities and medical institutions in Mainland China, Taiwan, Hong Kong and Macau were invited to attend the Forum and present research papers. The Forum helped enhance the academic standards of Chinese medicine in the Greater China region by encouraging professional exchange and sharing of Chinese and Western medicine services. Further, following the signing of a Memorandum of Understanding with Assistance Publique - Hôpitaux de Paris, the Hospital Authority of Hong Kong and The Chinese University of Hong Kong last year, collaborations and exchange visits by experts from the two places were arranged during the year so that mutual expertise and experience in the development of Chinese medicine services in Hong Kong could be shared.

According to the statistics released by UNESCO in 2009, for a country to maintain its competitiveness, 40%-50% of its education age population should have received tertiary education. Today, private institutions account for 30% of tertiary enrollment globally, while private institutions in Hong Kong account for only 2%-3% of tertiary enrollment. In view of this situation, the Board had considered developing four-year degree programmes since last year to educate more university graduates with an independent mind-set to further the development of a knowledge-based society in Hong Kong. This year, the Board has decided to set up a separate entity solely run by the Group tentatively named Tung Wah College. Upon completion of its registration under the Post Secondary College Ordinance (Cap 320), Tung Wah College will launch 4-year degree programmes in September 2012 at the latest, and aims to operate as a private university in the long run.

The Group will carry on its educational mission of providing secondary, primary, kindergarten and special education for the community. The provision of degree programmes will mean that a more all-round and comprehensive education service can be provided for our students.

Schools of the Group held a series of activities in celebration of the 60th Anniversary of the founding of the People's Republic of China. These included a Territory-wide Photo Competition for Secondary School Students, a Joint Primary Schools National Education Camp and a Joint Secondary Schools Teachers' Seminar with the theme "the Role of Education of Hong Kong in the Reformative China". To enhance

「中國的改革開放與香港的教育發展」爲題，闡釋青少年對國民身份的認同及對國家經濟發展的認知均有助他們成爲國家未來棟樑。此外，我們爲中學舉辦聯校內地服務計劃，安排師生一行七十多人前往廣西省融水縣進行服務學習，加強學生認識國情及培養服務精神。

東華三院張明添中學的梁偉業老師及東華三院郭一葦中學的林保信老師在「二〇〇八/二〇〇九年度行政長官卓越教學獎」中分別獲頒發「卓越教學獎」和「嘉許狀」，他們的傑出教學表現獲充份肯定。讓我們感到無比欣喜的是，來自東華三院邱金元中學的何念澄同學在「二〇〇九年臺北聽障奧運會」跆拳道比賽中奪得銅牌、亦即香港歷年來取得的首面獎牌。願年青一輩好好學習何同學堅毅不屈、樂觀向上的精神。

爲積極配合教學語言政策的微調方案，由二〇一〇年九月起，本院將有五間中學在中一全級每班均採用英語授課，其餘中學則會在部分班別或科目以英語授課，而其他採用母語教學的科目，教師亦會適當加入英語元素，進行英語延展活動。此外，本院獲教育局撥款三千二百萬元在中學推行爲期六年的「提升英語水平計劃」，以改善英語的教與學。本院呂潤財紀念中學、鄧肇堅小學、王余家潔紀念小學及李東海小學年內又獲「語文教育及研究常務委員會」撥款推行爲期三年的「以普通話教授中國語文科試驗計劃」。

雖然本港約有10% 的學童有不同程度的讀寫障礙，但有系統的支援仍然不足。有見及此，本院推行連串有關讀寫障礙的教學研究及教師培訓工作，包括與香港大學教育學院合辦「讀寫障礙新里程」國際研討會、與香港大學合作在三間院屬小學推行「校本改善閱讀能力的訓練方案」、以及與香港教育學院合作「關懷學障大使計劃」。董事局特別撥款聘請新加坡「讀寫障礙協會」五位英語教學專家來港，爲屬校二十四名英語教師舉辦兩星期的Orton-Gillingham培訓課程，讓教師掌握教導讀寫障礙學生的方法。

嗇色園於本年度初要求本院撤走置於黃大仙祠「勸善亭」的善款箱，一度引起廣泛關注。黃大仙祠入門捐款向來造福本院無數莘莘學子，意義重大。因考慮到嗇色園的機構立場，並本着「善與人

students' understanding of the development of China and to cultivate their spirit of service, a Joint Secondary Schools Service Programme in the Mainland was organized, enabling about 70 teachers and students to run a series of service programmes for schools in Guangxi.

We were overjoyed that Mr. LEUNG Wai Yip of TWGHs Chang Ming Thien College and Mr. LAM Po Shun of TWGHs Kwok Yat Wai College were awarded the Chief Executive's Award and a certificate of merit respectively in the Chief Executive's Award for Teaching Excellence (2008/2009) in recognition of their outstanding teaching performance. We were also delighted that HO Nim Ching, a student of TWGHs Yow Kam Yuen College, won Hong Kong's first Bronze Medal in Taekwondo at the 21st Summer Deaflympics Taipei 2009. We hope the younger generation will learn from Nim Ching's spirit of determination and dedication.

Following the Government's announcement of the fine-tuning of Medium of Instruction (MOI) arrangements for secondary schools, five of our secondary schools will adopt English as the MOI in all of their Form 1 classes, while the others will adopt English as the MOI in individual classes or subjects by September 2010. Extended learning activities in English for subjects adopting mother-tongue teaching will also be arranged as appropriate. In addition, funding of $32 million from the Education Bureau for the implementation of the English Enhancement Scheme over a period of six years was secured for our secondary schools to enhance the teaching and learning of English. Moreover, TWGHs Lui Yun Choy Memorial College, TWGHs Tang Shiu Kin Primary School, TWGHs Wong Yee Jar Jat Memorial School and TWGHs Leo Tung-hai LEE Primary School were funded by the Standing Committee on Language Education and Research to participate in a 3-year pilot scheme on "Using Putonghua to Teach Chinese Language Subject".

In view of the fact that about 10% of local students have various degrees of specific learning difficulties and that systematic support for these students is inadequate, a series of research and teacher training activities in this area was conducted by the Group during the year. The First International Conference on Reading and Writing "Update on Managing Dyslexia" was organized jointly with The University of Hong Kong ("HKU"); a "School-based Remedial Programme to Accelerate the Reading Ability of Students with Dyslexia" was implemented in three primary schools of the Group in collaboration with HKU to improve the reading ability of students with dyslexia; and a "Teacher-in-Training Ambassador" project was conducted jointly with the Hong Kong Institute of Education. Additionally, the Board has specially set aside funding to invite five English language experts from the Dyslexia Association of Singapore to conduct a 2-week Orton-Gillingham course for 24 English teachers during the summer vacation to equip them with the required professional knowledge and skills to support students with dyslexia.

In April 2009, the Group was asked by the Sik Sik Yuen ("SSY") to withdraw its donation boxes placed at the Preaching Benevolence Pavilion of Wong Tai Sin Temple, the proceeds from which have benefited numerous students. Taking into consideration the best

同」精神，董事局已與嗇色園達成共識，同意將祠內的「勸善亭」改建爲「黃靈官殿」，並撤走本院設於「勸善亭」的善款箱。嗇色園董事會亦同意日後不在該處放置捐款箱，並在祠內豎立碑記記錄事件始末及承諾每年捐款支持東華善業。至此，在政府有關部門的支持及協助下，事件已得到圓滿解決。

青少年和兒童是社會未來的棟樑，本院持續加強輔導和培訓工作，期令年輕一代建立正向價值觀，健康成長。本院透過「共創成長路」計劃舉辦多元化活動，讓青年人走出課室，掌握生活技巧、知識和信念並提升自我能力感。另外推出「走出我天地」計劃，鼓勵待學或待業青年參加歷奇、紀律、形象塑造、職業技能等多項鍛鍊，讓他們勇於面對人生轉變和重拾自信。本院又爲十至十六歲青少年於天水圍及新界東推行「獅友旅程」兒童發展基金先導計劃，協助他們訂立個人發展及儲蓄計劃，並安排師友提供適當培訓和指引，爲未來人生作出規劃。

青少年濫藥問題日益嚴重，令人擔憂。本院越峰成長中心推出「無毒家教有妙法 ─ 家長禁毒教育資源套」，並舉行專業培訓、簡介會及家長講座，以提升家長及社工在預防及處理青少年吸毒的能力；另在港島及離島區共近七十間中學提供抗逆成長課程和工作坊。中心獲禁毒處邀請提供附設於禁毒處熱線內的家長支援熱線服務，另推行「驗出新動力計劃」，協助青少年濫藥者透過驗身戒毒。計劃由二〇〇八年月一月開展至今已處理共四百六十多宗個案。中心亦以外展手法向高危吸毒的青少年提供初步輔導，並推行短期青少年戒毒試驗計劃，結合短期住宿訓練和社區支援介入，鼓勵父母參與共同發展一個更高效益的輔導模式。

本院平和坊獲民政事務局平和基金撥款一千六百八十萬元資助，延展服務四年，爲市民提供戒賭輔導服務。芷若園危機介入及支援服務的三年試驗計劃已於二〇〇九年底完結，中心於二〇一〇年開始獲社會福利署以一筆過撥款形式每年資助九百五十六萬元延續服務，爲期五年。中心在新服務模式下將加強對性暴力受害者的即時支援和外展服務。

透過服務競投方式，本院在沙田區增設一所長者日間護理中心。爲感謝陳婉珍

interests of the Group, SSY and the public, an agreement was subsequently reached with SSY for the conversion of the "Preaching Benevolence Pavilion" into a hall for worshipping the Taoist Guardians and the withdrawal of the Group's donation boxes. The Board of SSY undertook not to set up any donation boxes in the same location in the future and pledged to make an annual donation to the Group in support of its charity causes. In addition, a plaque is to be erected to memorialise the event. With the help of the relevant Government departments, the issue has finally been settled.

Our young people are our future. The Group continues to strengthen its work in providing guidance and training for the younger generation so that they can grow up in a healthy environment and acquire positive values. The launch of "P.A.T.H.S. to Adulthood" scheme with its variety of activities allows young people to step out of their classrooms and acquire life skills, new knowledge and self-confidence. The "My Step" project encourages young people awaiting courses of further study or job openings to participate in adventure programmes offering training in self-discipline and self-image as well as vocational training aimed at giving them the courage and confidence to face life's many challenges. The "Child Development Fund - Journey LEO" scheme caters for young people aged 10-16 from Tin Shui Wai and New Territories East, providing them with training in personal development and savings planning, as well as training and guidance by mentors, to help them plan for their future.

In response to the aggravated youth drug abuse problem, the CROSS Centre published the "Anti-drug Resource Kit for Parents" and conducted professional training, briefing sessions and talks with parents to enhance the understanding of parents and youth workers in preventing and dealing with youth drug abuse. Workshops were also arranged at 70 secondary schools in Hong Kong and on the outlying islands to discuss growing up in today's society. The CROSS Centre also incorporated a parents' hotline within the hotline system of the Narcotics Division at the invitation of the Government. Another project aims to help young drug abusers overcome their addiction through medical check-ups. Since the start of the project in January 2008, 464 cases have been handled. High-risk drug abuse cases were also reached out to, with appropriate counselling provided. The CROSS Centre also launched a short-term youth drug treatment experimental programme, which integrates short-term residential treatment and community-based intervention. Emphasis is placed on encouraging parents' participation in order to develop a more cost effective intervention model.

The Even Centre was supported by the Ping Wo Fund of the Home Affairs Bureau with funding of $16.8 million to extend its counselling and treatment services for problem and pathological gamblers for another four years. Upon successful completion of the 3-year pilot project at the end of 2009, the CEASE Crisis Centre received approval from the Social Welfare Department to extend its service contract for another five years with a lump sum grant subvention of $9.56 million per year. The outreach service for adult victims of sexual violence would be further strengthened under the new service mode, alongside the provision of immediate support for clients in need.

副主席慷慨捐款，董事局特將中心命名爲「東華三院鄒蓮女士長者日間護理中心」，以彰盛德。中心設有八十三個服務名額，爲區內的體弱長者提供全面的日間照顧服務。

本院積極發揮社區力量支援有需要的社群。轄下的賽馬會復康中心成功申請社會福利署「攜手扶弱基金」配對撥款一百萬元，推行「積福行動計劃」，爲南區殘疾人士提供適切照顧和訓練，以及建立互惠社區網絡，加強社區人士對弱勢社群的關注。另外，本院申辦「社區保姆鄰舍支援幼兒照顧服務計劃」，每年獲社會福利署撥款一百二十七萬元，爲九龍城及油尖旺區工作時間不穩定或有急切需要的家庭提供彈性鄰舍日間幼兒照顧服務。爲培養兒童及青少年使用互聯網的良好文化，東華的屯門綜合服務中心及余墨緣綜合服務中心共獲政府撥款五百二十二萬元，分別在屯門和深水埗區開展爲期兩年的「互聯網教育計劃」。

近年東華大力發展不同類型的社會企業，爲弱能人士、低收入婦女及較低學歷和動機的青年人提供自力更生的機會，期望增加社會人士對弱勢社群的認同，推動社區共融。年內我們開展烘焙社會企業，令社會企業總數達致十二間。

本院樂康社區精神健康照顧服務的社工饒文傑先生於第十九屆優秀社工選舉中勇奪「新秀社工」獎項，他不怕艱辛、鍥而不捨的助人精神獲得公開認同。

本院去年開展三項重建項目均有新的進展。廣華醫院重建計劃將分兩期進行原址重建，現正進行詳細規劃。根據醫院管理局顧問爲廣華醫院西醫服務所制訂的詳細服務計劃，重建後的廣華醫院除繼續維持現有的醫院服務及床位數目，亦會重點發展「日間服務中心」及增設非放射性腫瘤科服務。前稱「東華三院第一中學」的東華三院黃笏南中學，新校舍將建有三十間班房及達至Y2K學校標準，預計於二〇一四年竣工，繼續爲社會培育人才。至於東華三院戴麟趾安老院重建計劃的可行性研究已於二〇一〇年一月呈交社會福利署，預計可於二〇一四年完工。

爲維持東華在人力市場的競爭力和建立以績效爲本的機構文化，上年度董事局

Through competitive bidding, the Group has established a Day Care Centre for the Elderly in Sha Tin District. To acknowledge the generous donation from Dr. Ina CHAN, Vice-Chairman of Tung Wah, the Board has named the centre the TWGHs Chau Lin Day Care Centre for the Elderly. The centre has a service capacity of 83 and provides comprehensive day care services for frail elderly people residing in the district.

The Group strives to make use of the support of the community to help the needy. The TWGHs Jockey Club Rehabilitation Complex received approval for a matching grant of $1 million from the Social Welfare Department's Partnership Fund for the Disadvantaged to launch the "Operation Blessings Project". The project aims at arousing the community's concern for the underprivileged by providing appropriate care and training as well as developing mutual support networks for the disabled in Southern District. In addition, the "Nanny Buddy - Neighborhood Support Child Care Service" was successfully launched during the year with an annual subvention of $1.27 million secured from the Social Welfare Department through competitive bidding. The project aims at providing flexible day childcare services at the neighborhood level for parents residing in Kowloon City and Yau Tsim Mong Districts who have difficulties in taking care of their children owing to irregular working hours, as well as those with emergency needs for the service. Further, the TWGHs Yu Mak Yuen Integrated Services Centre and the TWGHs Tuen Mun Integrated Services Centre have successfully secured total funding of $5.22 million from the Government through bidding to operate the "Internet Education Campaign" in Sham Shui Po and Tuen Mun respectively for two years.

In recent years, the Group has actively developed different types of social enterprises to provide jobs for the mentally handicapped, low-income females and young people with little education and low motivation, in the hope that this will lead to better recognition for the underprivileged and foster social harmony. With the launch of the bakery social enterprise, the number of our social enterprises is brought up to 12.

One of our social workers, Mr. YIU Man Kit, was named Outstanding Junior Social Worker in the 19th Outstanding Social Worker Award 2009-2010, in recognition of his selfless devotion and determination to help others.

In the past year, good progress was made on three redevelopment projects. The redevelopment of Kwong Wah Hospital will be carried out in two phases and is now in the detailed planning stage. In accordance with the comprehensive Western medicine services plan formulated by the consultants engaged by the Hospital Authority for the project, Kwong Wah Hospital will spearhead the development of a "Day Service Centre" and the introduction of non-radioactive oncology services. The Group's TWGHs Wong Fut Nam College will have 30 classrooms equipped with the latest facilities when redevelopment is completed by 2014. The feasibility studies of redeveloping TWGHs David Trench Home for the Elderly was submitted to the Social Welfare Department in 2010, with the project completion date targeted for 2014.

特別聘任獨立顧問公司，研究本院整體的薪酬架構，並建議一套新的薪酬制度及一套與工作表現掛鈎的獎賞體制。顧問公司於二〇〇九年三月完成第一階段研究，並繼續展開兩項研究，爲行政總部職位重寫崗位說明書及進行崗位評估，以及爲推行新的薪酬制度提供所需的專業意見及支援。第二階段的工作已完成，而第三階段的工作正在進行，預計新的薪酬架構最快可於二〇一〇/二〇一一年度在行政總部推行。

受全球金融海嘯餘波所及，市民對服務的需求更顯殷切。本院的籌募活動在經濟向下的時期受到一定程度的影響，但有賴社會各界對東華慈善事業的認同和支持，本院的固有籌款項目仍取得不少善長的支持，一些爲配合東華服務發展而推展的嶄新籌募項目亦錄得令人鼓舞的成績，合計全年的總籌款收入爲二億三千九百多萬元。我謹此衷心感謝民政事務局和顧問局一直給予本院的寶貴指導，亦多謝董事局仝人及全體員工年內的支持及辛勞工作。

In order to maintain Tung Wah's competitiveness in the labour market and reinforce a performance-based culture, the Board commissioned an independent consultancy firm last year to review Tung Wah's existing salary structure with a view to establishing a new pay and reward system. The consultant completed the first stage of the review in March 2009 and has undertaken two additional projects, one on the redevelopment of job descriptions and job evaluations, and the other on the provision of support and advice on implementing the new pay system. With the completion of the second stage of the review, the third stage is now underway. It is anticipated that the new pay structure will be launched for staff of Administration Headquarters in mid 2010/2011, the soonest.

As Hong Kong continues its slow recovery from the effects of the economic downturn, there is, on the one hand, more urgent need for our services, and, on the other, an impact on public donations to the Group. Notwithstanding this, the Group's fund-raising performance in the year 2009/2010 has proved that the Group is perceived as a trustworthy organization by the community we serve. The feedback from well-wishers on our annual events and our new fund-raising initiatives was encouraging, with a total sum of over HK$239 million raised during the year. I would like to conclude by taking this opportunity to express my gratitude to the Home Affairs Bureau and the Advisory Board for their invaluable guidance, and to my fellow Board members and all Group staff for their untiring support and hard work during the year.

二〇〇九 / 二〇一〇年度主席
李三元

John LEE
Chairman
Board of Directors 2009/2010