



何超邁小姐

乙未年董事局主席

Ms. Maisy HO

Chairman of the Board 2015/2016

曾局長，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，並為乙未年董事局就職監誓。新一任董事局已經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。

制訂機構未來發展策略 建構實力

為進一步加強企業管治，董事局制訂了機構未來三年的四項發展方針，包括加強策略性定位以穩步發展、建構實力務求提供最優質服務、提升品牌形象並廣結合作伙伴，以及創新企業管治以提升問責和表現。各部門已根據上述策略框架，因應轉變中的社會需求，在周年計劃書中為未來一年訂下連串目標，提升及擴展本院服務。目前，本院的服務單位已增加至二百九十二個，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接近六十二億元。我們將採用審慎的財政策略來推行本院各項發展計劃，並以符合效益的管理方式監督機構的運作。

持續發展醫療服務 切合社會需求

本院會竭力保留贈醫施藥的優良傳統，並為轄下五間醫院提供撥款，推行工程以擴展和改善現有服務，以及購置先進的醫療儀器。其中有八十五年歷史的東華東院正分階段進行病房及設施翻新工程，務求為病人及員工

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

First of all, I would like to thank Mr. TSANG Tak Sing, GBS, JP, Secretary for Home Affairs, for his gracious presence at our Inauguration Ceremony and to administer the oath of Board of Directors 2015/2016. The new Board has taken up 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

With a view to further enhancing the corporate governance of the Group, the Board has devised 4 strategic directions for the coming 3 years, including strategically positioning to develop and consolidate, strengthening capacity building to sustain excellence in service provision, enhancing image, popularity and partnership network to maximize stakeholders' support and modernizing governance and management to achieve greater accountability and performance. In accordance with the aforementioned strategic directions, 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 have been mapped out. At present, the number of our service centres has reached 292 in total. With the tremendous support from the Government and the society, the annual recurrent expenditure, including hospital services, has already reached almost \$6.2 billion. 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.

提供一個更安全、更舒適的環境；而建院踏入五十周年的東華三院黃大仙醫院亦成立復康醫療中心，設置機械人協助式步行訓練系統等多款先進儀器，提升復康計劃的成效。此外，因應社會的需求，本院會探索開拓新服務，包括研究設立骨質疏鬆症診所及結腸鏡檢查診所，並考慮擴充東華東院婦女健康普查部，以縮短市民輪候服務的時間。

此外，董事局銳意推廣東華中醫藥長遠發展及秉承本院在服務上的領導地位，將設立全港首間由非牟利機構營運、且規模最大的中央煎藥中心，中心佔地六千平方呎，預計於今年年中正式啟用，提供優質的中醫藥配套服務。我們又計劃引入一些新的中醫治療模式及中藥產品，並致力促進本院中醫師的專業發展，繼續安排初級中醫師於屬下醫院接受合適的臨床訓練，同時探討邀請國內專業機構的中醫藥專家來港的可行性，以協助培訓本地中醫藥人才。

作育英才 培育社會未來棟樑

董事局將恪守「興學育才、扶幼導青」的使命，為香港培育年青新一代。今年我們繼續推展中小學校舍建設工程，其中東華三院黃笏南中學原址重建計劃的上蓋建築工程正如期進行，預計可於本年年底完成。新校舍設計新穎，課室數目增加，並融入環保節能概念，增設天台運動場、全天候跑步徑、演奏廳及多用途活動中心等設施。此外，東華三院馬錦燦紀念小學重置計劃的詳細設計亦已落實，預計建設工程可於今年正式展開。本院今年將為屬校進行全面性的策略評估，因應不同學校的發展需要制訂提升校舍設施方案，讓同學可在優良的學習環境中追求卓越。

Continuing improvement in medical and health services

We will strive to sustain the fine tradition on the provision of free medical services and the continuous funding to our 5 hospitals for their developmental works to expand and enhance the services as well as acquiring advanced medical equipments. Our 85-year old Tung Wah Eastern Hospital is currently under refurbishment, aiming to provide a safer and more comfortable environment for both patients and staff. Entering its 50th anniversary, the TWGHs Wong Tai Sin Hospital will also establish a Rehabilitation Medical Centre equipped with advanced instruments such as the Robotic Walking Therapy System to enhance the rehabilitation programmes. Besides, new initiatives will be explored including the setting up of an osteoporosis clinic and a colonoscopy centre. With a view to shortening the waiting time for services, feasibility of expanding the Well Women Clinic at Tung Wah Eastern Hospital will be explored.

In addition, with the inheritance of our leading role in Chinese medicine services and the determination to promote its long-term development, Tung Wah will be the first non-profit-making organization to establish a sizeable central decoction centre of around 6,000 square feet. The decoction centre will launch operation in mid 2015 to provide quality supporting services for our Chinese medicine services. Likewise, new Chinese medicine treatments and products will be introduced. Training will be promoted to enhance the professional profile of our Chinese medicine practitioners. We will line up further clinical training for our junior Chinese medicine practitioners and explore the feasibility of inviting Chinese medicine experts from the Mainland to provide training for local Chinese medicine practitioners.

Nurturing students with innovative and quality education

Embracing the holy mission in education, the Board will continue to nurture the young generation in Hong Kong. In the coming year, we will continue various kinds of school development works. The construction of superstructure works of the in-situ re-development project of TWGHs Wong Fut Nam College is in good progress and will be completed by end of 2015. Green concept has been incorporated to the innovative design of the new campus. Additional classrooms and numerous facilities including roof playground, all-weather running track, auditorium and multi-purpose activity centre are planned. Besides, detailed design and plans for the school re-provision project for TWGHs Ma Kam Chan Memorial Primary School have been completed

在「教」與「學」方面，本院一向重視教師的學習及培訓，鼓勵屬校教師不僅具備教育熱誠，還需不斷更新知識，提升學養。來年，我們會特別着重培育學校副校長及中層管理人才，提升員工的專業知識和能力，並研究與北京市政府教育委員會合作，策劃教師交流活動。本院又會審視學校現行的英語教學政策，促進英語教學效能，其中包括推廣英語面試工作坊，由商界領袖、專業人士及退休政府官員等義務訓練學生的個人面試技巧，並與各大商業機構合作進行模擬面試。董事局亦會投放更多資源，為高中生提供多元化的升學及就業輔導支援，並推廣生涯規劃教育，鼓勵同學達至人生不同階段的目標；又會與更多內地學校締結為姊妹學校，加強互訪及交流等協作活動，擴闊學生視野。

在專上教育方面，東華學院轄下的職業治療、放射治療及化驗醫療學科安排學生於今年四月到醫院及社區設施實習，校內亦會增設模擬實習室，以及持續提升專業科目的比重以加強畢業生的競爭力，並拓闊與國內外大學的合作聯繫。

增辦多項福利工作 安老復康 扶幼導青

東華三院本着「以人為本，從心出發」的信念，繼續發展優質的社會服務，支援不同人士的需要。在安老服務方面，新建成的東華三院賽馬會松朗安老綜合中心將於第四季投入服務。本院正着手研究重建東華三院賽馬會護理安老院舊翼成為一座新社會服務大樓。對於居家安老的長者，我們同樣照顧周全，現時位於東區、九龍城、油尖旺和深水埗區的改善家居及社區照顧服務將擴展至沙田、大埔及北區，採用綜合照顧模式讓體弱長者繼續留在熟悉的家居和社區環境接受護理及照顧服務。為協助認知障礙症患者及其家屬，本院又拓展一系列的服務計劃，包括從日本引入的心身機能活性運動療法、

and it is expected that the construction works will be activated this year. With the view to providing high quality learning environment to our students, an overall assessment will be conducted on the facilities of all our schools this year so that tailor-made enhancement plans can be designed strategically based on each school's developmental needs.

The Group has always been paying attention to the training needs of our teachers so as to encourage them to keep on acquiring updated knowledge. In the coming year, we have particularly focused on the development of vice-principals and middle managers in schools. Collaboration with the Education Committee of the Beijing Municipal will be explored with the plan to offer exchange programmes to our teachers. In addition, the Group will review the existing policy in English teaching and launch workshop on interviewing skills in English by inviting business leaders, professionals and retired government officials to brush up students' interviewing skills on voluntary basis, while arranging mock interviews with different large corporations. Likewise, the Board will inject more resources to provide various kinds of career guidance to the senior form students. With the promotion of life planning education, students will be encouraged to attain their goals at different stages of their life. Our schools will also build network with schools on the Mainland as sister schools in order to explore chances for exchange programmes.

In respect of post-secondary education, Tung Wah College will arrange its students of occupational therapy, radiation therapy and medical laboratory science programmes to undergo clinical training at hospitals and community centres starting from April this year. Plans of setting up additional simulation training room, constantly increasing the ratio of professional programmes and enhancing collaboration with the universities on the Mainland and overseas countries are also devised.

Undertaking welfare services for helping the needy

As a people-oriented organization, the Group has been vigorously developing services of good quality to meet various kinds of needs. With regard to the elderly services, the newly-built TWGHs Jockey Club Sunshine Complex for the Elderly will launch operation by the 4th quarter of 2015 while the redevelopment of the old wing of the Jockey Club Care and Attention Home for the Elderly is under planning. Comprehensive care is also provided to those elders aging at homes. The existing Enhanced Home and Community Care Services at the Eastern District, Kowloon City, Yau Tsim Mong and Shamshuipo will be extended to Shatin,

利用不同藝術形式活化長者機能以及建立社區長者支援網絡等。

在復康工作方面，東華三院賽馬會復康中心的新建樓層將增設日間活動中心暨宿舍，以回應社會對智障人士院舍服務的需要；同時增辦社區復康學院，為復康從業人員及照顧者提供專業培訓和支援。

為配合特區政府重視培育年青人全面發展的政策，本院已為轄下的荷李活道青年宿舍項目向城市規劃委員會申請更改土地用途及放寬建築物高度限制。如有關申請順利獲得通過，預計今個財政年度可向立法會申請撥款，展開拆卸舊校舍及興建新宿舍的工程。另外，我們會採取預防性的策略和方法，及早識別青少年問題，包括推行預防及治療網絡成癮計劃及促進兒童及青少年全人發展的藝術先導計劃等，讓年青人身心得以健康成長。

董事局將致力協助貧困人士和不同的弱勢社群自力更生。早於二〇一二年本院在大角咀成立的首間社區飯堂「善膳軒」，至今已為基層提供逾十二萬份十元餐膳；而將於今年八月投入服務的第三間社區飯堂「膳深軒」，會為深水埗區人士提供廉價的健康熱食套餐，並同時推出食物援助計劃，包括支援貧困長者的「流動餐車計劃」，以及設立售賣廉價日用品的「膳深棧平價市場」。此外，社會企業「煮饑易」將於葵涌設立中央食品生產中心，在推廣健康飲食文化之餘，亦為殘疾人士提供職位，促進社會共融。

保育珍貴歷史文物 推廣東華慈善精神

以上種種皆說明本院服務發展處處緊貼時代轉變和需要，全心全意服務香港市民。今年四月，本院將邁向創院一百四十五年周年紀念，我們在致力推廣東華三院

Tai Po and the North District to provide integrated nursing and caring services to frail elders living at home. Likewise, assistance is also offered to the demented elders and their families. A series of new initiatives have been explored, including the introduction of the Physical and Mental Activated Therapy from Japan as well as the use of art-based therapeutic programme to help the elders enhance their bodily function and expand their social network.

In response to the acute demand of residential services for mentally handicapped people, the in-situ expansion of the TWGHs Jockey Club Rehabilitation Complex strives to provide additional day training and residential places for those people in need. Besides, an academy for community rehabilitation will be established to provide vocational rehabilitation services for people with disabilities at work and support services to their carers.

To tie in with the Government policy on promoting an all-encompassing development for the youngsters, we have submitted the application for change of land use and release of building height restriction to the Town Planning Board regarding the Youth Hostel Project on the Hollywood Road. Upon obtaining the approval from the Town Planning Board, application for funding will be submitted to the Legislative Council in this financial year to kick start the demolition of the old campus and the construction of hostel. A preventive approach will be adopted to identify youth problems at early stage. With the view to guiding our younger generation towards their healthy growth, initiatives such as prevention and treatment programme for internet addiction as well as programme employing performing arts as a medium to engage young people will be launched.

The Board will spare no efforts to help the underprivileged and different disadvantaged groups attain self-reliance. In 2012, the Group established the pioneering community canteen "Food-For-All" Kitchen in Tai Kok Tsui and has already provided over 120,000 sets of 10-dollar meals to the grassroots since then. In August this year, the second project of this kind will launch service in Shumshuipo to provide healthy hot meal sets at affordable price. Likewise, food assistance programme will be launched, including the "Meals on Wheel" to provide aid for the elders with financial difficulties and the "Food-for-All Economic Mart" to supply daily consumables at low price. Besides, the social enterprise CookEasy will establish a food production centre to promote healthy eating culture as well as providing job opportunities for the disabled for encouraging social inclusion in the community.

多元化的嶄新服務之餘，亦會以更多創新手法與群眾連繫，向他們呈現扎根於新世代，與香港人休戚與共、一起成長的東華品牌。

董事局亦會致力保育本院歷史文化。因應廣華醫院大樓的拆卸工程即將展開，本院與醫院管理局正攜手把位於醫院中央、原為一九一一年醫院大堂的法定古蹟東華三院文物館納入新設計概念當中，讓文物館在現代化的建築群中充分展現其建築美和淳厚的文化氛圍。由於需要接收的歷史資料不斷增加，我們將於今年底成立一個永久檔案中心，讓珍貴文化資產得以儲存、維護及開發，並設立網上資料庫，使檔案中心成為一個研究東華史、香港史、中國近代史及世界華人史的基地。

本院又會與香港地區以外的博物館加強合作，藉以加強與海內外華人的聯繫。今年，我們將與美國洛杉磯華美博物館攜手合辦以華人流徙海外為主題的專題展覽，展示香港與東華三院曾為美國華工提供原籍安葬的一段鮮為人知的歷史；另又會為江蘇省即將開幕的中華慈善博物館提供展品，向國內及海外的參觀者呈現東華三院在香港以至中國慈善事業史上的獨特地位。

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，弘揚大愛，廣播善心，以與時並進、跨越世紀的東華精神，邁向更光輝燦爛的嶄新時代。

多謝各位。

Promoting precious heritage and charitable spirit

All the works of Tung Wah have illustrated that our services derive from the changing needs of the society, and the Group is devoted to serve. Starting from April this year, Tung Wah will enter its 145th anniversary. Not only will various kinds of new service initiatives be introduced, innovative approach will also be adopted to connect the Group with the public and to remind them of the Tung Wah brand name which is with Hong Kong people through thick and thin and has its foundation rooted in the society.

Vigorous efforts will be made by the Board to conserve the history of the Group. The demolition of the main block of Kwong Wah Hospital is about to commence. We are working jointly with the Hospital Authority to incorporate Tung Wah Museum, a declared monument situated in the middle of the hospital campus, into the new design. The Museum, originally the assembly hall of Kwong Wah Hospital in 1911, is destined to fully demonstrate its architectural beauty with a taste of profound cultural atmosphere inside the modern building complex of the redeveloped Kwong Wah Hospital. Besides, in response to the constantly increasing volume of relics, a permanent repository for the archives of Tung Wah will be established to preserve our valuable cultural assets. An online database will also be devised to make the repository a platform for research on the history of Tung Wah, Hong Kong, modern China and Chinese in the world.

Moreover, collaboration with other museums outside Hong Kong will be enhanced so as to strengthen our connection with the overseas Chinese. This year, we will cooperate with the Chinese American Museum, Los Angeles, the United States to co-host an exhibition on the diaspora of overseas Chinese and the early history of the repatriation of remains service provided by Tung Wah to the American Chinese which is rarely known by the world. Likewise, with the view to showcasing the unique role played by Tung Wah in the history of Chinese philanthropic works, we will provide curatorial contents for setting up a Tung Wah section in the Chinese Philanthropy Museum in Jiangsu.

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.