

## FOCUS

### Succeed to a Century-old Charitable Foundation with Innovative Services Interview with Dr Lee Yuk Lun, JP, Chairman of Tung Wah Group of Hospitals

After eight years of servicing in the Board of Tung Wah Group of Hospitals (TWGHs) since 2009, Dr Lee Yuk Lun assumed chairmanship in April 2017.

Dr Lee and TWGHs have a long history of acquaintance. Not only is his family a frequent patron of Kwong Wah Hospital, the Hospital was Dr Lee's venue of birth, which explains the strong ties he has with the Group. In his new role as Chairman, he believes it is of utmost importance to understand the organization thoroughly. "This encompasses its unique culture, mission, and different services. When I first joined the Board, all Directors were required to visit different service units shortly after inauguration," said Dr Lee. "Vivid memories of my first visit to Kwong Fook I-tsz always stay with me, which serve to remind me of founders' altruism, and continue to encourage me to dedicate myself to paying forward their charitable work."

A century-old institution that provides a wide range of medical, educational and social services, TWGHs has over 300 service units, staffed by more than 14,000 employees. Its recurrent expenditure exceeds HK\$8.4billion.

The governance of the Group is distinct from that of most local charities. Unremunerated, the Board including Chairman, Vice-Chairmen and Directors has to make yearly donations and assist in fundraising. They also have to serve in different committees rotationally in order to get to the bottom of operation at the service and departmental levels, so as to learn the actual needs and challenges these executive arms have, which is essential for making grounded policies. The Group also has a governance code that stipulates Board term limit with succession mechanism, Board and committees' roles, governance structure, oversight and monitoring, as well as code of ethics for Chairman, Vice-Chairmen, Directors and staff, all of which are subject to yearly reviews.

Pertinent replacement of Board Directors could expand an organization's network, bringing in new resources and fresh thinking. During his nine years of service in TWGHs' Board and committees, Dr Lee has gladly seen through the realization of his many suggestions that have helped the Group better responds to emerging societal needs, including some that capitalizes on extra-governmental funding. "With regard to the increasing demand for Chinese medicine, after the Centralized Decoction Centre, TWGHs will soon open a Chinese Medicine Clinic. 'EscortEasy' is yet another new initiative that addresses

pressing needs for picking up elders to visit hospitals and district clinics."

Dr Lee believes that governors' and staff's concerted effort is required for an effective implementation of policies. "The Board highly values the participation of the youth, and is eager to engage them in all ways possible. For instance, the stickers for flag days have been redesigned, reflecting TWGHs' revitalized brand. Our new social enterprises also promote charitable spending among youngsters."

Shouldering the weighty chairmanship, Dr Lee has stilled his personal businesses in 2017-18, to completely devote himself to the voluntary work with TWGHs. He looks forward to driving even more social services appropriate to the latest needs for the benefits of the most.



*Dr Lee (far right) and other Board members regularly visit TWGHs' service units. Apart from familiarizing themselves with unit operation, they communicate with service users to better learn their needs, which is essential for their improving and devising service-related policies.*



*Dr Lee (fifth from left) is very keen on TWGHs' fundraising activities. At "TWGHs Charity Cantonese Opera" held in June, not only did he make a donation, but he also joined the show crew on stage.*