

# Empowering Patients, Leading Advocacy: The Hong Kong Anti-Cancer Society on Building a Resilient Healthcare Ecosystem

## 與患者同行到策略倡導： 香港防癌會談構建具韌性的防癌與社區支援生態系統



▲ HKACS is honoured to receive the Directors of the Year Awards in the Statutory / Non-profit-distributing Organisations Boards category. 香港防癌會非常榮幸獲得「年度董事獎」法定/非分配利潤組織組別獎項。

**T**he Hong Kong Anti-Cancer Society (HKACS) was founded in 1963 by the late Professor John HO Hung-chiu, making it the oldest non-profit cancer organisation in Hong Kong. For over 60 years, HKACS has remained dedicated to preventing, fighting, and treating cancer.

In terms of service delivery, the Society provides a wide range of charitable services, including medical assistance, free in-patient care, and comprehensive support for cancer patients and their families. HKACS also keeps pace with medical advancements by offering up-to-date cancer education and holistic care, walking hand-in-hand with patients and caregivers throughout their cancer journey.

### Mission

- To reduce cancer burden in Hong Kong through:
- Advocating prevention and early detection of cancer;
- Providing treatment, rehabilitation, palliative care and holistic support to cancer survivors and their families;

- Increasing awareness and knowledge about all aspects of cancer through education, research and advocacy.

### Vision

- To fight against cancer by advocating, engaging, empowering and supporting all.

**HKIoD:** The judges commended your Board's well-structured committee system and diverse expertise. How has this governance framework strengthened accountability and ensured that every donation is directed to where it makes the greatest anti-cancer impact?

**Board of Directors, The Hong Kong Anti-Cancer Society:**

The Board of Directors (The Board) places strong emphasis on the transparency and accuracy of external reporting. Information on financial performance, operations, and key risks is subject to internal review and oversight prior to disclosure.

The Hong Kong Anti-Cancer Society (HKACS) also publishes relevant information through its annual report, including



- ▲ World Cancer Congress 2026 will be held in Hong Kong for the first time from 24 to 26 September 2026.  
「世界癌症大會」將於2026年9月24日至26日首次在香港舉辦。

financial results and the distribution of donations, enabling stakeholders to understand how resources are used. The Board and relevant committees oversee these processes to ensure clarity, consistency, and accountability.

**HKIoD: Your Board comprises members from varied professional backgrounds. How has this diversity of expertise enhanced the Board's ability to address the multifaceted challenges of cancer prevention, treatment, and holistic patient care in Hong Kong?**

**HKACS:** The Board of Directors (The Board) of the Hong Kong Anti-Cancer Society (HKACS) is composed of 17 non-remunerated directors with diverse professional knowledge, skills, and experience. The Board plays an important role in formulating the Society's strategies and overseeing its overall operations. Guided by the Society's mission and vision, directors provide strategic advice to the Chief Executive Officer (CEO) and the management team. At quarterly Board meetings, the eight standing committees present reports on the Society's performance, positioning, and development, together with operational and

financial reports, enabling the Board to monitor resource utilisation and service effectiveness to meet the needs of cancer patients and their families. Directors are also kept informed in a timely manner of significant changes and information that may affect the Society's services.

The Board may also set up ad hoc task forces as needed to handle specific strategies or projects, allowing the Society to maintain effective oversight while responding flexibly to evolving social and cancer prevention needs.

**HKIoD: The citation highlights your embrace of technology and innovation. Could you share a specific example of how the Board has leveraged new technologies to advance your anti-cancer mission and improve service delivery to patients and the community?**

**HKACS:** The Board of Directors (The Board) support the development of digital and hybrid service models, enabling medical professionals, cancer patients and caregivers to access psychosocial support and guidance through online platform. This approach has significantly improved information and service accessibility and

continuity, particularly for patients undergoing treatment, those with mobility challenges, and individuals living in more remote communities.

The Board has also promoted a data informed decision making culture, integrating service utilisation data, patient feedback and community needs assessments into strategic discussions. This allows resources to be allocated more effectively, services to be better targeted, and gaps in care to be identified and addressed in a timely manner.

At the community level, technology has been leveraged to strengthen cancer education and prevention, through online seminars, digital campaigns and interactive educational resources. These initiatives help extend the reach of evidence based cancer information and engage audiences who may not be reached through traditional outreach channels.

**HKIoD: ESG initiatives were recognised as a distinguishing strength of your Board. How does the Board integrate ESG considerations into the strategic planning of a healthcare-focused non-profit organisation?**

**HKACS:** For a healthcare-focused non-profit organisation, ESG is not treated as a separate agenda but is integrated into the Board of Directors' strategic planning and governance. When setting long-term direction, the Board considers service effectiveness, social impact and organisational sustainability together, ensuring the anti-cancer mission can be delivered in a sustainable and responsible manner.

From an Environmental (E) perspective, the Board promotes prudent use of resources and sustainable operations, without compromising patient safety or service quality.

From a Social (S) perspective, the Board





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embeds equity, accessibility and patient dignity into strategic decisions, with particular attention to vulnerable groups, while safeguarding staff and volunteer wellbeing. In terms of Governance (G), the Board upholds clear accountability, transparent reporting and robust ethical and data protection standards to ensure integrity and public trust.

**HKIoD: Sustaining a non-profit organisation long-term requires balancing mission-driven commitments with financial resilience. How does the Board navigate this balance amid evolving healthcare needs and funding uncertainties in Hong Kong?**

**HKACS:** For the Hong Kong Anti-Cancer Society, long-term sustainability depends on upholding its mission while maintaining a strong and resilient financial foundation. In the face of Hong Kong's ageing population, evolving cancer needs, and uncertainties in funding, the Board of Directors (The Board) play a critical leadership role at both strategic and oversight levels.

Guided by a patient-centred and prudent resource allocation principle, the Board

carefully evaluates new programmes by considering service impact, urgency of community needs and financial viability. This ensures resources are focused on initiatives with the greatest benefit, without compromising organisational stability.

In recent years, one of the key challenges facing HKACS has been an increasingly difficult fundraising environment. Economic uncertainties around the world have led both corporate and individual donors to become more cautious, making it increasingly challenging for non-profit organisations to secure stable and sustainable funding. Nevertheless, we remain committed to ensuring that every donation entrusted to us is put to meaningful use. Funds raised are channelled directly into services for cancer patients and caregivers, including our "Charity Bed Programme", which provides eligible patients with subsidised or free care, medical assistance programmes, "Project Wish", etc, that help them navigate their cancer journey with dignity and hope. The Board reports the impact of all its charity programmes to donors, charitable foundations, and the public through various channels, ensuring the resources are used in a proper manner,

thus increasing the credibility of the Society. Through ongoing monitoring of financial performance, risk management and service outcomes, the Board ensures that HKACS remains responsive to cancer prevention and support needs, while sustaining its mission for the long term.

**HKIoD: Could you outline a significant challenge the Board has faced in recent years and how your collective leadership guided the Society through it?**

**HKACS:** In addition to providing comprehensive services, HKACS also places great emphasis on "driving cancer control in Hong Kong through advocacy and encouraging participation from all sectors of the community." In the face of increasing cancer cases, rising costs of innovative cancer treatments, and the long-term pressure on the public healthcare system, Hong Kong needs to elevate cancer prevention, control and support into a "government-coordinated, community-based, cross-sector collaborative and financially sustainable cancer prevention and support ecosystem". In view of this, HKACS held a closed-door roundtable meeting on the "Cancer Community Support Ecosystem" on 4th August 2026, bringing together 45 representatives from non-governmental organisations, patient groups, the pharmaceutical and biotechnology industries, the insurance sector, academia, the healthcare sector and the public health sector to exchange ideas and insights. The Society submitted the recommendations put forward by participants to the Government, with the expectation that, under Hong Kong's first Five-Year Plan, the Government will formulate systematic and sustainable policies and plans to address the burden of cancer.

Also, we are excited that the World Cancer Congress 2026 will be held in Hong Kong for the first time from 24th to 26th September 2026, in collaboration with the



▲ HKACS unite people from all walks of life to raise funds and share hope. 香港防癌會凝聚社會力量，籌募善款，傳遞希望。





▲ HKACS's Project Wish helps terminally ill patients fulfil their final wishes. 香港防癌會的「心願計劃」為晚期患者圓滿心願。

Union for International Cancer Control (UICC). Following three years of preparation, HKACS is proud to co-host this prestigious global event with the support of the Hong Kong SAR Government and the Hong Kong Tourism Board. Bringing together over a thousand cancer experts and industry leaders from around the world, the Congress will foster the exchange of innovative ideas and best practices, while offering HKACS a valuable opportunity to share Hong Kong's cancer control story on the global stage.

**HKIoD: What governance practices/lessons from your Board's experience would you recommend to other non-profit and statutory organisations striving to deepen their community impact?**

**HKACS:** From the Board of Directors' (The Board) experience at HKACS, strengthening community impact hinges on being mission-driven, with particular emphasis on the following two aspects:

(1) Mission-driven decision-making: In setting strategy and allocating resources, the Board places patient and community

needs at the centre, ensuring that every decision delivers meaningful and sustainable impact.

(2) Clear and trust-based governance relationship: The Board focuses on strategic direction and accountability, while management leads execution and innovation. This clear division of roles, underpinned by mutual trust, enhances organisational effectiveness and agility. 

# 香

港防癌會 (HKACS) 於 1963 年由已故創辦人何鴻超教授成立，為本港歷史最悠久的非牟利抗癌機構。六十多年來，香港防癌會一直致力提倡防癌、抗癌與治癌的工作。

在服務層面，香港防癌會提供各項慈善服務，包括藥物資助、免費住院服務，以及為癌症患者及其家人提供各項支援等。機構亦緊貼醫療發展，提供全方位的癌症支援和癌症教育，在抗癌路上與患者及照顧者攜手同行。

使命：

- 致力透過以下途徑，減少癌症為香港帶來的重擔：
- 提倡癌症預防和早期探測；
- 為癌症患者和家屬提供治療、復康、舒緩及全方位支援；
- 透過教育、研究和宣傳有關癌症的資訊，增加市民對癌症的瞭解和認識。

展望：

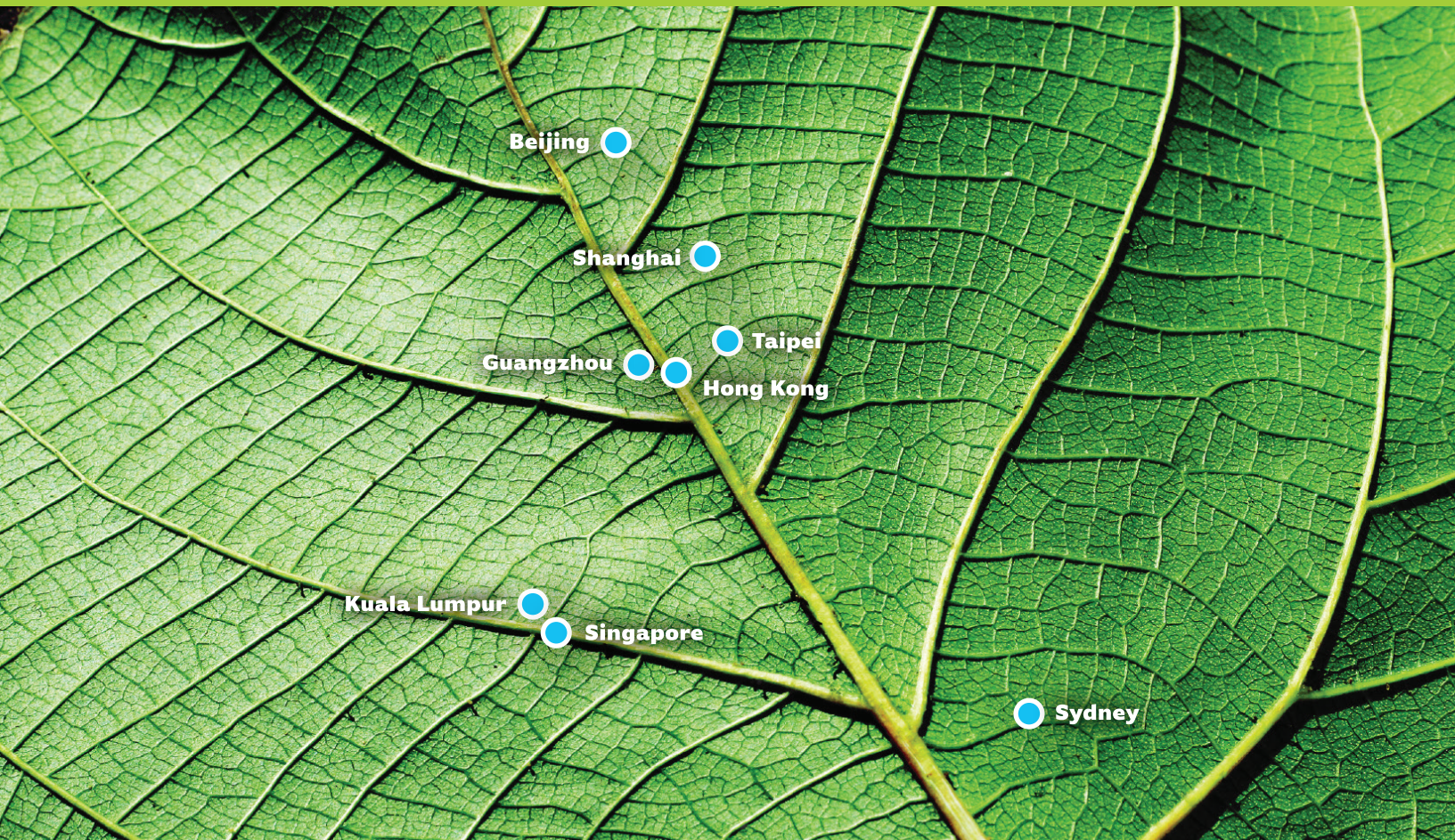
- 透過倡導、推動各界共同參與、賦予能力及幫助所有有需要人士，共同對抗癌症。

**香港董事學會：評審團讚揚貴會董事局具備結構完善的委員會系統及多元專業知識。請問此管治架構如何加強問責性，並確保每筆捐款都能發揮最大效益，深化防癌影響力？**

**香港防癌會董事會：**董事局高度重視對外報告的透明度與準確性，並有清晰的管治架構及內部審閱機制。董事局要求管理層就財務表現、營運進展及主要風險事項，提供定期、完整及準確的資料，並在提交對外報告前進行多層審閱，確保所披露的內容真實反映本會的實際情況。

本會亦會透過年報及其他公開渠道，向持份者披露重要資訊，包括工作成果、財務狀況，以及捐款用途及資源分配情況，讓捐助者及公眾清楚捐款用得其所。董事局及相關委員會，如審計委員會亦負責監督財務報告、內





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部監控及合規事宜，確保對外披露的資料清晰一致和透明度高。

**香港董事學會：貴會董事局成員來自不同專業背景。請問這種多元化的專業知識，如何提升董事局應對香港在防癌、治癌及全面患者關懷等全方位挑戰的能力？**

**香：**香港防癌會董事局由 17 名非受薪董事組成，成員具備多元專業知識、技能及經驗，在制定本會策略及監督整體運作方面發揮重要角色。董事局根據本會使命及展望，向總幹事及管理團隊提供策略性指引，並透過每三個月舉行的董事局會議，審閱各常務委員會的工作報告及財務表現，確保資源運用得宜及服務成效，以配合防癌、治癌及全面照顧癌症患者及其家人的需要。同時，董事局亦會適時獲知可能影響本會服務的重大環境變化，適時推動各項服務。

此外，董事局將在有需要時成立專責小組，處理特定策略或項目，從而在維持有效監督的同時，靈活回應不斷轉變的社會及防癌需要。

**香港董事學會：嘉許詞特別提到貴會積極擁抱科技與創新。能否分享一個具體例子，說明董事局如何善用新科技推進防癌使命，並提升對患者及社區的服務品質？**

**香：**董事局支持發展數碼化模式，讓醫療專業人士、癌症病人及照顧者能透過網上平台獲取癌症健康及支援服務的知識。這種遙距服務模式不僅提升了服務的彈性與覆蓋面，亦有效照顧到行動不便、治療期間或居住在較偏遠地區的患者，確保他們能持續得到有關資訊及專業支援。

董事局同時推動以數據為本的決策文化，透過整合服務使用數據、病人回饋及社區需要分析，協助管理層更精準地規劃服務、分配資源，以及回應不同群組的實際需要，提升整體服務質素與成效。

在社區層面，香港防癌會亦善用科技加強癌症教育及預防工作，包括網上講座、數碼宣傳及互動教育資源，讓可靠的防癌資訊能更廣泛及有效地接觸公眾，特別是年輕及在職人士。

**香港董事學會：ESG的推行被視為貴會董事局的卓越優勢。作為一家以醫療保健為核心的非牟利機構，董事局如何將ESG考量融入策略規劃中？**

**香：**對於以防癌為使命的非牟利機構而言，ESG並非附加項目，而是董事局策略規劃的核心一環。董事局在制訂長遠方向時，會同時考慮服務成效、社會影響及機構可持續性，確保決策既回應病人和社區需要，亦符合良好管治原則。在環境（E）方面，董事局督導機構在不影響病人安全的前提下，推動審慎用資源、可持續採購及環保營運。

在社會（S）層面，董事局將公平、可及性和病人尊嚴納入策略考量，特別關注弱勢及高風險群組，同時重視員工、義工和病人福祉。

在管治（G）方面，董事局透過清晰問責、透明匯報、數據監察及嚴謹的道德與私隱政策，確保機構長遠穩健發展。

**香港董事學會：非牟利機構的可持續發展，需要在堅守使命與保持財務韌性之間取得平衡。面對香港不斷變化的醫療需求及資金籌措的不確定性，董事局如何引領機構應對這一平衡？**

**香：**對香港防癌會而言，長遠可持續發展的關鍵，在於在堅守防癌使命的同時，確保機構具備穩健的財務基礎。面對香港人口老化、癌症模式轉變，以及資助與捐款環境的不確定性，董事局在策略與監督層面發揮重要引領角色。

董事局堅持以「以病人為本、審慎用資源」為原則，在回應新興防癌及支援需要時，會同時考慮服務成效、受眾迫切性及財務可行性，確保資源集中投放於最具影響力的項目，避免影響整體穩定性。

近年來，香港防癌會面對其中一項重大挑戰，是籌款環境日趨艱難。全球經濟不明朗，企業及個人捐款均趨向審慎，令非牟利機構爭取穩定及持續資源的難度大大增加。然而，我們深信每一份善款都承載着社會的信任與期望，因此一直善用資源，將籌得的款項直接投放於癌症患者及照顧者服務，包括為合資格患者提供低收費甚



▲ Funds raised will be allocated to our “Charity Bed Programme”, medical assistance programmes, “Project Wish”, etc.  
籌得善款將用於支持香港防癌會「慈善愛心病床計劃」、藥物資助計劃，「心願計劃」等多項支援服務。

至免費的「慈善愛心病床計劃」、藥物資助計劃、「心願計劃」等多項支援服務，陪伴他們走過抗癌路上的不同階段。董事局亦透過不同渠道，向捐贈人士、慈善機構及大眾，報導各項慈善計劃的成效，確保資源運用得宜，增加機構的公信力。

透過持續監察財務表現、風險管理及服務成效，董事局確保香港防癌會既能靈活回應社區防癌需要，亦能穩健地履行其長遠使命。

### 香港董事學會：能否概述近年董事局所面對的一項重大挑戰，以及貴會的集體領導力如何帶領香港防癌會渡過難關？

香：除提供全面的服務之餘，香港防癌會亦著重「透過倡導，推動各界共同參與」推動香港的防癌工作。面對癌症個案增加，創新治療成本上升，及公營醫療長期承壓，香港有需要將癌症防治及支援提升為「以政府統籌、社區為本、跨部門協作及財政可持續的癌症防治與支援生態系統」。有見及此，香港防癌會於2026年8月4日舉行「癌症社區支援生態系統」閉門圓桌會議，召集45名來自非政府組織、病人組織、醫藥及生物科技產業、保險業、學術界、醫療界及公共衛生界的代表出席，集思廣益，並將與會者的建議，提交政府，期待在香港的第一個五年規劃中，政府作出有系統及可持續的政策及規劃，以面對癌症帶來的負擔。

此外，我們亦十分期待藉着2026年9月24日至26日首次在香港舉辦的「世界癌症大會」。由申辦至籌辦這項國際盛事，香港防癌會團隊歷經三年悉心準備。我們衷心感謝香港特別行政區政府及香港旅遊發展局的鼎力支持，讓本會得以聯同國際抗癌聯盟舉辦這項被譽為推動全球防癌工作的「奧斯卡」級盛會。屆時將匯聚逾千名來自世界各地的癌症專家及業界領袖，共同交流最新研究成果、創新實踐及防癌策略。香港防癌會將會把握這次機遇，說好香港故事。

### 香港董事學會：根據貴會董事局的經驗，你會向其他希望深化社區影響力的非牟利機構及法定機構，推薦哪些管治實踐或經驗心得？

香：根據香港防癌會董事局的經驗，加強社區影響力的關鍵在於以使命為本，並特別重視以下兩點：

（一）使命導向決策：董事局在制定策略及分配資源時，以病人及社區需要作為核心考量，確保每項決定均能帶來實質而可持續的影響。

（二）清晰而互信的管治關係：董事局專注於策略方向與問責監督，而管理層則負責執行與創新，透過角色清晰、互信合作，提升整體效能與組織靈活性。 



# The 21st Century DIRECTOR 董事

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