

# The Society for the Promotion of Hospice Care lives Corporate Governance Excellence

## 善寧會 卓越的企業管治

Cora Wan 溫旭兒



“**T**he Executive Committee members have demonstrated strong team spirit and passion in all aspects, particularly in fund-raising and continuing professional development. The Executive Committee has a good diverse mix in representation of members, fully meriting the Award and the recognition of Excellence in Board Diversity.” – excerpt of the judging panel for the Executive Committee of the Society for the Promotion of Hospice Care, winner of the HKIoD Directors Of The Year Awards 2018 in the category of Statutory/Non-profit-distributing Organisations (NPO) – Boards.

◀ Executive Committee of the Society for the Promotion of Hospice Care  
(Right) Dr Hubert Chan Chung Yee JP, Chairman  
(Left) Ms Rebecca Hung, Honorary Company Secretary

善寧會執行委員會  
(右) 主席陳重義博士  
(左) 名譽秘書熊子惠女士

According to the Executive Committee led by Chairman Dr Hubert Chan Chung Yee JP, it is the Society's belief that we can add life to days when days cannot be added to life. "All members of the Executive Committee (Board) strive to achieve continuous improvements in corporate governance with their expertise and capabilities from day to day. As a long-standing charitable organisation, good governance lies in the Society's commitment accountable to our donors, service users and stakeholders, and is also essential to our sustainable development. Looking ahead, we will continue to collaborate with our staff to pursue excellence in governance, for the provision of quality hospice and palliative care services in the community."

Boards of Directors across for-profit and non-profit contexts share many legal principles: the oversight role, the decision-making power, their place in the organisational structure, and their members' fiduciary duties. But in the non-profit setting, misconceptions about corporate governance abound: are board members primarily fundraisers? A rubber stamp to legitimise the actions and decisions of the executives? Do they run the organisation to the extent staff is unable? Are they window-dressing to spruce up the organisation's letterhead? Harvard Business Law raised these misconceptions in an article about NPO best practices which are applicable in the Hong Kong market too.

The Executive Committee of the Society for the Promotion of Hospice Care sets a good example with attributes that steer clear of such misconceptions and demonstrate how an NPO can excel in corporate governance.

"I was invited to join the Executive Committee by a former Vice-Chairman,

### Jockey Club Home for Hospice The Healing Garden 善寧之家「癒」花園



Mr. Clarence Cheung in 2005. Mr Raymond Wong was the Chairman at that time. He was a very prudent Chairman with over 40 years Hospital Authority experience. And in fact, most of our Committee members joined through a personal referral by existing members," said Hubert when asked about the key success factor of the organisation. "The Committee members are always conscious that our funding is granted by the donors and public. Unlike investors of listed companies who expect either gain or loss, the donors do not expect to bear any risk. Our budget is very tight. While our income may not be able to cover the budget, our expenses can never go beyond that. Quality of service is also our top priority, as we know very well even one patient's discontent can destroy the reputation of our organisation."

"We have a great board with people of diverse backgrounds who are all truly passionate in promoting quality hospice care in Hong Kong," added Hubert.

A retired barrister, Honorary Company Secretary **Ms Rebecca Hung** shared her story of joining the Executive Committee, "Our family struggled to find a hospice care provider for my late mother. Many hospitals we turned to told us they were full. At the end we found a Christian hospital.

Although it is not ideal with my late mother being Catholic, we were lucky that the hospital was very supportive and open for personnel from our church to visit and perform our preferred religious services. After my late mother's passing, when former Chairman Mr Raymond Wong invited me to join the Executive Committee, what made me decide to join is that I really want to do something to fill the existing gap that our Government has not fully addressed. And hospice care is actually closer to every one of us than most think before it is immediately in front of us or our family."

In the 90s, the Hospital Authority ran big wards for dying patients. "It is a misfortune for everyone sharing the room," said Hubert. Although there were single rooms, patients need to wait for that and not everyone gets it in the end. Central to the promotion of hospice care is ensuring patients spend their last days with comfort and dignity. In 2017, the Society has achieved a major milestone in launching a 30-room hospice care centre, currently licenced as nursing home, in Shatin. "After a decade of study, discussion and implementation, the Jockey Club Home for Hospice has been launched. Our vision is for the Home to become Asia's icon." This is clearly also a fruit born by consistently outstanding corporate governance with



## *A direct line to Down Under*

SPRG is growing and expanding across Asia Pacific!  
In fact, a leading Australian IR/financial communications agency,  
Financial & Corporate Relations (“FCR”) has just become  
an associate of SPRG.

**Together, we are stronger!**

good transparency and accountability matching the high standards required by the Jockey Club and the Government in administrating funding and land resources grant applications.

In mainland China, there has not been a dedicated hospice care facility. Hubert told us some mainland officials visited the Jockey Club Home and think highly about it. So, the vision and development strategy is now very clear, starting from a dedicated facility, and gradually moving to broader education and collaboration with university. “Our current focus is running the Shatin centre in the best form. The current home with 30 rooms has half of charity beds and half of self-financed beds. Our fund raised is mainly to support the charity beds,” said Hubert.

Although in premium quality, the room rate cannot be much higher than private hospitals or they will lose competitiveness. The rooms are around HKD 500 per night or even waived for the charity beds. The rooms are around HKD 500 per night, compared to the shared room in the 6-bed ward of a private hospital that costs around HKD 100 per night. The nursing home has doctors, nurses, palliative care nurses, and a licensed palliative nurse consultant (there are only seven in total in Hong

Kong). “Once maintaining economic independence and break even, we can then move to the next stage. A major direction we have in mind is expanding the services to home care to overcome the limited scale of our own centre. The unique ability and experience of our professional hospice care team will become very precious, which can become a training services offering to expedite the scale and speed in the promotion of hospice service locally and regionally.”

“We have a highly driven executive team and medical professional team, which is the muscle we would like to flex to the fullest. We never micro manage them as we believe that it is not a good way to motivate a driven team. While Committee members do not get involved in the execution of decisions, the focus is to gather diverse essential insights from directors and make sound directional decisions. Our executive team are focused to implement directions sanctioned on the board level,” said Hubert when talking about the executive team and medical professional team he mentioned for several times.

The majority of the public are not aware that there is a better alternative outside of the hospital system for hospice care. The education part of the strategy become very

important to address this issue. “Even participating in the HKIoD Directors Of The Year Awards is part of the strategy. We would like to gain visibility and awareness on our role that is not only an advocate, but also a service provider,” said Hubert. The facility has premium environment, service and more importantly an unequivocal focus to take care of patients, especially their mental and emotional support and peace of mind, for the comfort and dignity in the last days.

Leading Hospice Care hub is in St Christopher in the UK, with Cicely Saunders first coining the concept of hospice care in 1967. According to Economist quality of death survey, the existing hospice care leader in Asia is Taiwan. Hong Kong has a lot of innate limitation, making it ranked only #26 in the world. Meanwhile, Hong Kong is making a lot of headway to advance the advocate for hospice care, including collaboration with mainland China where the concept and awareness of hospice care is still at an infancy stage. “The Greater Bay Area blueprint will certainly inject new synergy in the region and hence support organisations like us to devise new ideas in advancing the promotion of hospice care.”

### Corporate governance best practices checklist for NPO

According to Harvard Law School, the board of a well-governed non-profit organisation, like the board of a well-governed profit-making company, will do all of the following:

- Formulate key corporate policies and strategic goals, focusing both on near-term and longer-term challenges and opportunities.
- Authorise major transactions or other actions.
- Oversee matters critical to the health of the organisation— not decisions or approvals about specific matters, which is management’s role—but instead those involving fundamental matters such as the viability of its business model, the integrity of its internal systems and controls, and the accuracy of its financial statements.
- Evaluate and help manage risk.
- Steward the resources of the organisation for the longer run, not just by carefully reviewing annual budgets and evaluating operations but also by encouraging foresight through several budget cycles, considering investments in light of future evolution, and planning for future capital needs.
- Mentor senior management, provide resources, advice and introductions to help facilitate operations.

# 善

善寧會執行委員會獲香港董事學會「2018年度傑出董事獎」的法定／非分配利潤組織公司董事會類別的獎項，選出善寧會執行委員會的評審團對該委員會的評價摘錄如下：「執行委員會成員的團隊精神高昂，熱衷承擔各方面的工作，特別是籌款和持續專業發展。執行委員會的成員背景均衡，另就『董事會多元化卓越嘉許』獲表揚，可謂實至名歸」。

善寧會執行委員會由主席陳重義博士太平紳士領導。執委會深信「天為生命定壽元，人為生命賦意義」。該會表示：「執行委員會的全體成員致力運用一己的專業知識和能力，每日持之以恆優化企業管治。作為歷史悠久的慈善機構，本會力求良好管治是因為要對捐款人、服務使用者和各方持份者問責，其實良好管治本身就是持續發展所必要的。展望未來，本會將繼續全員合力追求卓越管治，提供優質的善終服務和舒緩護理服務。」

分配利潤 (profit distributing) 和非分配利潤 (non-profit distributing) 機構的董事會在企業管治上抱著不少相同的法律概念，包括：監督角色、決策權、董事會在機構架構中的地位及成員的受信責任。不過，一般人往往對非分配利潤機構的企業管治有一些錯誤概念：董事會成員的主責籌款？負責批核高層管理人員的行動和決定的橡皮圖章？還是，主導營運令員工無用武之地？只是機構的明星效應？哈佛商業學院在一篇有關非分配利潤機構最佳實務的文章提述了以上錯誤概念，亦可給香港市場借鏡。

善寧會執行委員會憑藉良好管理實務澄清以上錯誤概念並樹立良好典範，讓人看到非分配利潤機構亦有卓越的企業管治。

被問及機構的成功關鍵時，陳博士分享道：「我於2005年獲前副主席張正甫先生邀請加入執行委員會，當時的主席是王紹強先生。王主席為人審慎，在醫院管理局累積超過四十年經驗。事實上，執委會大部分成員都是

透過現任成員推薦加入。成員一直信守前主席的審慎，時刻緊記機構的資金是來自捐款人和公眾人士。對上市公司的投資者來說，投資可賺可蝕是預期之內，但捐款人並不預期承擔任何風險。本會的預算緊拙，雖然收益不一定能夠超乎預期，但開支絕對不能超出收益。服務質素更是我們的首要關注。我們深深明白只要有一位病人不滿，亦足以摧毀我們的信譽。」

陳博士補充：「執委會成員有著多元化的背景，每人均滿腔熱誠、盡其所長，為提高香港善終服務質素不遺餘力。」

退休大律師熊子惠女士是善寧會的名譽秘書，她分享了加入執行委員會的經過。熊女士憶述加入善寧會的初衷：「先母走到人生最後階段時，我們一家四出替她尋找理想的善終護理服務。那時候醫院的牀位十分緊張，我們最後找到一間基督教醫院。先母是虔誠天主教徒，基督教醫院其實並不是最理想的，但我們都了解到這已是當時的最佳選擇。還幸院方非常體恤，歡迎我們教會的神職人員探訪先母、繼續宗教儀式、活動。先母去世後，前主席王紹強先生邀請我加入執行委員會。我的加入是為了盡力支持政府政策未能支持的地方。善終護理跟每個人都有

切身關係，只是在我們或家人尚未面臨前往往沒有想到那麼深刻。」

在1990年代，醫院管理局為臨終病人提供公眾病房。陳博士表示：「要多人同住一個大房並不理想。」雖然醫院有單人房，但必須輪候而且並非所有病人都輪候得到。推廣善終護理的重點是確保病人能舒適及有尊嚴地度過人生最後的日子。

善寧會在2017年達至一項重大里程碑，位於沙田的善終護理中心啟用。中心提供30個病房，現時獲發牌經營護養院。陳博士表示：「賽馬會善寧之家是經過十年的研究、討論和實踐所誕生的。我們的願景是將善寧之家發展成為亞洲典範。」這個成果顯然有賴善寧會一直秉持良好的企業管治、高度透明、高度問責，最終得已順利符合申請賽馬會及政府撥款資助、土地資源申請計劃的嚴謹要求。

中國內地尚未有專責善終護理的機構。陳博士表示，曾有一些內地官員到賽馬會善寧之家參觀，並予以高度評價。因此，現時的願景和發展策略十分清晰，就是首先做好善寧之家，下一步擴大範圍發展至提供教育並與大學合作。陳博士表示：「現時，我們的重點是沙田善終護理中心。中心現時提供30個



▲ The Executive Committee of the Society for the Promotion of Hospice Care received its Directors Of The Year Awards 2018 and the recognition of Excellence in Board Diversity presented by Dr Kelvin Wong, Immediate Past Chairman of HKIoD (at the right). 善寧會執行委員會於香港董事學會卸任主席黃天祐博士（最右）接過「2018年度傑出董事獎」及「董事會多元化卓越嘉許」獎座。

病房，慈善病床和自資病床各佔一半，收入主要用以支持慈善病床。」

雖然病房質素優越，但收費不能大幅高於私營醫院，否則便無法競爭。現時，病房收費大約是每晚500港元，慈善病床可豁免收費，這對比私營醫院的六人病房每晚約100港元的收費。善終護理中心有醫生、護士、紓緩護理護士及一名持牌紓緩治療顧問醫生（全香港只有七名紓緩治療顧問醫生）。陳博士表示：「當中心達到財政獨立及收支平衡，我們便準備就緒進入下一發展階段。主要發展方向之一包括將服務擴大至家居護理，這亦可解決中心規模有限的問題。團隊寶貴、獨有的善終護理專業和經驗可轉化為訓練方案，促進本港和區內發展規模和速度。」

對行政團隊和專業醫療團隊，陳博士多番讚譽有加：「我們擁有高度自發的行政團隊和專業醫療團隊，故我們希望讓成員盡量發揮所長。我們認為過份管制只會帶來壞影響。執委會成員並不主責實際營運，而是專注於匯集董事意見、作出方向性決定，行政團隊則專注於執行董事會的決議。」

大多數市民都不知道在醫院制度以外還有更佳的善終護理選擇。有鑑於此，善寧會的策



▶ **Elderly E-sports Tournament**  
樂齡電競同樂日

略還包括了教育這個重要的環節。陳博士說：「參加年度傑出董事獎是策略可說是這個策略的一部分。我們希望提高知名度，令所有市民均意識到我們並非只是提倡善終護理，還提供實際的服務。」善寧會以最適切的环境、卓越的服務照料臨終病人，最重要的更是給予精神和情緒上的支持，使病人可以平和的心境、在舒適及有尊嚴的環境中度過人生最後的日子。善寧會一心不二於善終服務更是他們過人的成功條件。

英國的克里斯多福安寧醫院是領先的善終護理機構。善終護理概念最先由Cicely Saunders於1967年倡議。根據《經濟學人》的死亡質素調查，台灣領先於亞洲的善終護理，而香港由於受到不少客觀環境限制而在全球排名二十六。香港在提倡善終護理方面確實還有很多進展空間，包括跟善終護理概念和意識尚在起步階段的中國內地合作。陳博士表示：「大灣區藍圖為區內帶來協同效應，我們期望利用新思維提升對善終護理的推行。」

### 非分配利潤機構的企業管治最佳實務一覽

根據哈佛法學院，管理得宜的非分配利潤機構的董事會跟管理得宜的分配利潤機構的董事會同樣會執行以下工作：

- 制定主要的公司政策和訂定策略目標，照顧短期和長期挑戰和機遇。
- 授權進行主要交易或其他行動。
- 監督跟機構健康攸關的事項，這並非是某事項的決定或批核（這類工作由管理人員負責），而是涉及業務模式的可行性、內部制度和管控的完整性及財務報表的準確性。
- 評估及協助管理風險。
- 從長遠角度管理機構資源，並非單單細心審閱年度預算案及評估營運，還同時鼓勵對數個預算週期作出預測、根據未來革變考慮投資及策劃未來的資本需求。
- 監督高層管理人員、提供資源、意見和引導以助管理營運。

The 21st Century

DIRECTOR

廿一世紀

董事

Sponsored by 贊助機構：

Corporate Governance  
Development Foundation Fund  
企業管治發展基金



**Publisher 出版機構**

The Hong Kong Institute of Directors 香港董事學會

**Sponsor 贊助機構**

Corporate Governance Development Foundation Fund 企業管治發展基金

**Publishing Board 出版委員會**

Mr Stanley Mok (Chairman) 莫兆光先生 (主席)

Ms Bonnie S Y Chan 陳心愉女士

Mrs Margaret S Leung 梁甘秀玲女士

Mr Richard Tsang 曾立基先生

Dr Carlye Tsui 徐尉玲博士

**Project Management 項目統籌**

Executive Office, The Hong Kong Institute of Directors

香港董事學會行政處

For enquiries about circulation and advertisement, please contact:

有關發行及廣告查詢，請聯絡：

Chief Business Officer: Ms Miriam Yee

業務總監：余海恩小姐

For editorial enquiries, please contact:

有關編輯上的查詢，請聯絡：

Associate Manager, Communication & Projects: Ms Moni Ching

傳訊及項目副經理：程穎嫻小姐

Tel 電話：+852 2889 1414

Fax 傳真：+852 2889 9982

Email 電郵：magazine@hkiod.com

**Editor 編輯**

Ms Cora Wan 溫旭兒小姐

**The Hong Kong Institute of Directors 香港董事學會**

**Patron 贊助人**

The Hon Mrs Carrie Lam Cheng Yuet-ngor GBM GBS 林鄭月娥行政長官

**Hon President & Founding Chairman 榮譽會長兼創會主席**

Dr the Hon Moses Cheng GBM GBS OBE JP 鄭慕智博士

**Past Chairmen 前任主席**

Dr Herbert H M Hui JP (Deceased) 許浩明博士(已故)

Mr Peter S H Wong MBA 黃紹開先生

Dr Kelvin Wong JP DBA 黃天祐博士

**Council 理事會 (2018-2019)**

**Chairman 主席：**

Mr Henry Lai 賴顯榮律師

**Deputy Chairmen 副主席：**

Mr George Magnus BBS OBE MA(Cantab) 麥理思先生

Ir Edmund K H Leung SBS OBE JP 梁廣灝工程師

Dr David Wong GBS JP 黃友嘉博士

Dr Christopher To 陶榮博士

**Treasurer 司庫：**

Mr Man Mo Leung 文暮良先生

**Immediate Past Chairman 卸任主席：**

Dr Kelvin Wong JP DBA 黃天祐博士

**Chief Executive Officer 行政總裁：**

Dr Carlye Tsui BBS MBE JP 徐尉玲博士

**Council Members 理事會成員：**

Ms Bonnie S Y Chan 陳心愉女士

Dr Leonard S K Chan 陳新國博士

Mr Vincent Chan 陳永誠先生

Mr Hamilton Cheng 鄭炳熙先生

Dr Charles Cheung JP MBA DBA (Hon) 張惠彬博士

Dr Justin K H Chiu 趙國雄博士

Mr George Hongchoy 王國龍先生

Mr Randy Hung 孔敬權先生

Mr Ip Shing Hing JP 葉成慶律師

Mr Carmelo Lee JP 李嘉士律師

Mrs Margaret S Leung 梁甘秀玲女士

Mr Ka-Yin Li 李家彥先生

Mr Liu Tingan 劉廷安先生

Mr William Lo 羅志聰先生

Ir Prof John Mok 莫建輝教授

Mr Stanley Mok 莫兆光先生

Ms Cynthia Y S Tang 鄧宛舜女士

Mr Richard Tsang 曾立基先生

Mr Jim Wardell 詹華達先生

Mrs Alison F Y Wong 黃李鳳英女士

Mr Huen Wong BBS JP 王桂嫻律師

Dr Anthony Yeung 楊俊偉博士

Dr Linda Y W Yung 翁月華女士

《廿一世紀董事》同時可於網上閱覽

The 21st Century Director is also available at

<http://www.hkiod.com/21century.html>

ISSN 1996-9619

*The 21st Century Director* is the official magazine of The Hong Kong Institute of Directors. All rights reserved. No part of this magazine may be reproduced or stored in or introduced into a retrieval system, or transmitted, in any form or by any means (electronic, mechanical, photocopying, recording or otherwise), without the prior written permission of the publisher and/or the copyright owner of this magazine. Quotation of short passages of the magazine for the purposes of review and education is allowed provided that it is made with explicit reference to the source and publisher. Neither the magazine nor the publisher accepts liability for any views, opinions or advice expressed by writers and interviewees of articles. The contents of the magazine do not necessarily reflect the views or opinions of The Hong Kong Institute of Directors or the members of the Institute and no liability is accepted in relation thereto. This magazine includes articles that have been invited from or contributed by authors. While such articles present the views of the respective authors, these articles may not necessarily represent the views of the Publishing Board of the magazine or The Hong Kong Institute of Directors. It is the intention of the Institute to present views from various perspectives, which may inspire thinking and generate constructive discussions.

《廿一世紀董事》是香港董事學會的官方雜誌。本雜誌所有出版內容的版權為香港董事學會所有。未經出版人及/或版權擁有人書面同意，本雜誌所有內容一律不得以任何形式或以任何工具(電子、機械、影印、錄製或其它工具)翻印、儲存或引進於檢索系統或傳送。本雜誌內容可供摘要引述以作研討或教育用途，但必須註明出處或出版人。本雜誌及出版機構不會為雜誌內作者及被訪者所表達的觀點、意見或建議負責任。雜誌的內容並不一定反映香港董事學會或學會會員的觀點及意見，學會與會員均不因此而負上任何責任。本雜誌收錄邀約作者及供稿作者的文章，然而這些文章表達了其作者的觀點，卻不一定代表雜誌出版委員會或香港董事學會的觀點。學會的用意是容納多角度的意見，這或可啟發思考及產生具建設性的討論。

© The Hong Kong Institute of Directors 香港董事學會 © 版權所有

The Hong Kong Institute of Directors is Hong Kong's premier body representing directors to foster the long-term success of companies through advocacy and standards-setting in corporate governance and professional development for directors.

香港董事學會為香港代表專業董事的首要組織，其宗旨是促進所有公司的持久成就；為達成使命，學會致力提倡優秀企業管治與釐訂相關標準，以及協助董事的專業發展。

The Hong Kong Institute of Directors Executive Office 香港董事學會行政處

2104 Shanghai Industrial Investment Building, 48 Hennessy Road, Wan Chai, Hong Kong 香港灣仔軒尼詩道48號上海實業大廈2104

Tel 電話：(852) 2889 9986 Fax 傳真：(852) 2889 9982 E-mail 電郵：executive@hkiod.com