

## Journey Towards a New Era in the History of ANHF

Interview with Mr. Hatton Kwok OAM, ANHF Chairman

**R:** It is well-known that when the Australian Nursing Home Foundation was established in 1980 as the first residential aged care provider for Chinese Australians, you were faced with many objections. Can you tell us why you stood by your belief and fought for the approval of your submission?

**H:** In 1975, my portfolio at Australian Chinese Community Association (ACCA) was in Welfare and Immigration and I was offered the opportunities to visit various hospitals and elderly hostels. I witnessed many elderly Chinese-speaking residents living in appalling conditions in the areas surrounding Chinatown. In light of the language barrier, many of these elderly people also had no relatives or friends to help or support them when they were sick. They were lonely and emotionally traumatised. As I came from a nursing background, I felt obligated to look after them. Hence, I submitted a proposal to build a nursing home to look after these elderly Chinese Australians. It was a surprise to me that more than half of the executive committee objected to my submission. The majority believed that the Foundation would not be able to obtain a bank loan for the construction work because the residential aged care industry did not have the capacity to earn an income to sustain the repayment of any bank loans.

The formation of the Foundation would not have been successful without the leadership of Dr. Chen Ya Huang of ACCA, who supported the proposal despite objections from majority of the executive committee. In light of the limited financial resources, the five founding trustees of ANHF (Mr. Keep Fong OAM, Mr. Yick Chong Louie MBE, Dr. Chen Ya

Huang MBE, Ms. Angeline O'Yang OAM and myself) together with Mr. James Gock and Mr. Stephen Chiu mortgaged our homes to finance the purchase of Montrose Nursing Home. We all put our families at risk by putting a mortgage on our family homes. At this point, I would like to acknowledge and thank my wife for her continued support towards my commitment to look after the elderly Chinese Australians.

**R:** The Foundation has experienced its ups and downs in the last thirty years; can you share with us some of the most memorable, happy or difficult moments?

**H:** I recalled that the Montrose Nursing Home at Strathfield was an old twenty one bed facility with very sub-standard service. It was agreed that we would gradually replace the existing nursing staff with bi-lingual (Chinese/English) nurses. We were only able to replace the existing residents with elderly people of Chinese origins as the existing residents departed. This was a lengthy process. The first three years were the most difficult time. As the facility was filled by elderly residents and the in-house chef was not able to cook Chinese food, my wife cooked the meals and I delivered them to the nursing home. I recalled one time when it rained heavily, the facility's roof was leaking and we had no money for the repair, I volunteered to climb up the roof to repair the roof tiles.

As the cash flow was tight, the treasurer had to check the bank balance each month to make sure there was enough money to pay staff wages. Each year we had to ask various pharmacies for unwanted perfume gift packs in order

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### Editorial Committee

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Mrs. Celia Chik

Mrs. Monica Chu

Ms. Rebekah Kwan

Mr. Vincent Au

to give them to the staff as Christmas presents. During these three difficult years I had been told on numerous occasions that this type of charity work was meant for wealthy people to pursue. In my mind, I was determined to succeed and would not give up. Three years later, the facility is run by a Chinese Director of Nursing, renovation work to the building was completed and the services we provided had reached optimum standards. Over two hundred Chinese guests attended the official opening and I felt so proud.

**R: The Foundation's continuous improvements included three residential facilities, three community housing facilities, four day care centres and six community service programs. Are these achievements within your expectations? Who would you thank for the Foundation's recent success?**

H: I need to mention that in 1986 I retired from the Board due to health concerns of a family member. I was invited to become Chairman of the Board fifteen years later. At the time, the Foundation was running smoothly but there were always two to three hundred applicants on the waiting list. This indicated that the needs of our elderly Chinese are increasing incessantly. It was also around this time that the Foundation invited a group of experienced professionals to join the Board of Trustees / Directors. In the last few years, with much hard work and commitment, their contribution has brought positive changes to the Foundation in order for us to provide a continuum of care to our elderly Chinese. I wish to thank my wife for her ongoing support and trust in my work. She is an employee of Chow Cho Poon Nursing Home and because of my position within the Foundation I am not able to share with her the organisation's strategies. Initially this situation made her unhappy. However, it did not take long for her to understand and accept the governance responsibilities my position entails.

Of course, I must thank our honorary Patron Mr. Wilson Chieng - He has generously donated \$1 million towards the construction of the Lucy Chieng Aged Care Centre in Hurstville and donated the Lucy Chieng Gardens in Campsie as an elderly hostel. Also, I have to thank the

following ladies: our General Manager Ms. Ada Cheng, Principal Director of Nursing Mrs. Celia Chik and the Board Secretary Mrs. Monica Chu, they are very capable and hardworking. We are very honest with each other which foster a relationship of trust. Sometimes I feel bad when I see them work long hours for the Foundation. My way of saying thank you for their hard work has been to buy them lunch or dinner. This is also my way of expressing my appreciation to the Foundation's staff.

**R: In the last few years the Foundation has increased its services substantially and for this reason the number of staff has also increased, what are your expectations for the new staff?**

H: I hope all the new staff like our organisation and see themselves as a member of this big family, making them more enthusiastic about their job. For example, we have a number of Mandarin-speaking staff at the Lucy Chieng Aged Care Centre, and I have asked the Director of Nursing to offer Cantonese-speaking classes to these staff in order for them to communicate effectively with the residents as well as to help them to settle into our organisation.



**R: Subsequent to the official opening of the Lucy Chieng Aged Care Centre, the Foundation has stepped into a new era, how do you feel at this point?**

H: Honestly, I was very nervous a month prior to the opening. Although the weather was not on our side, we did have a very successful day despite the heavy rain. I went to Chinatown with my wife for lunch the next day. That was the best meal, I felt that I had achieved what I have set out to do and I have no regrets.

## Conclusion

The majority of us at the Foundation can see that our Chairman loves to bring bags of dim sims and cakes to the office to share with the staff and the elderly residents.

Who would have known the young Mr. Kwok was willing to risk his own safety to repair the roof or risk his family's security by mortgaging his home for his belief and goal of looking after elderly people of Chinese origin!





In the four short years since I joined the Board of Directors / Trustees of ANHF, the Foundation has experienced many changes. The ongoing opportunities made available to the Foundation and the subsequent challenges may have appeared daunting. However, I have relished these changes and challenges, with the belief that it is these changes and challenges which have motivated the Board, as well as Management, to restructure and corporatize ANHF in order to cope with the increasing demands from the aged Chinese Australian community and government funding bodies.

The current Board of Directors / Trustees have also undergone many changes in personnel. Retired Board members / Trustees are being replaced with younger members of the community, who I believe are prepared to take on a more active role in shaping a modern and innovative organisation within the aged care industry and tackle the challenges the Foundation will face in the future.

I see the Board as playing an important role in establishing the future directives of the Foundation, including its mission and values, as well as overseeing the implementation of the Foundation's projects. Hence, it is important that the Board should work very closely with senior management. However, this does not mean the Board should interfere with the day to day running of management. In this regard, sound corporate governance is of utmost importance in the process of fostering sustainable management systems.

Since joining the Foundation I have been busy actively learning all there is about the aged care industry, the history, the culture, and the directors / trustees, staff, volunteers and benefactors of this big ANHF family. As we are a non-profit organisation, our resources are limited in the engagement of additional staff to cope with the increasing demands of the administration office. It is my hope that my background in administration and accounting can be of some assistance to streamline the ANHF administration and its financial management structure.

In recent times, our valued staff have been working extremely hard to cope with the day to day demands for our ever-growing culturally appropriate aged care services. I hope that my previous experience in community work will help the Foundation to raise the much needed funds through various fundraising activities. My involvement in this area will hopefully relieve the added pressure and work load of our staff.

In the last twelve years I have been actively involved with the Australian Chinese Charity Foundation, Lions Club of Sydney Pacific Inc. and most recently, ANHF. At ANHF, I have been very impressed by the dedication and innovation of the Board, staff, volunteers and supporters. It is so rewarding to witness the appreciation and happy faces of our elderly service recipients and their carers. For these reasons I have decided to make the Foundation my primary long term commitment.

Over the last few fundraising events that I have organised for the Foundation, my most memorable moment has been being able to witness the support that we have received

from staff members from various facilities. This is not something that you can see with other charitable organisations. The composition of the music, lyrics and the final performance of the ANHF song at our 30<sup>th</sup> Anniversary celebration made all the hard work and late nights worthwhile.

Additionally, the construction and the commission of Lucy Chieng Aged Care Centre at Hurstville (LCACC) is by far the most challenging and rewarding project that I have participated since joining ANHF. I think I am very lucky to be able to work with such a good team. In particular, I have a lot of admiration for our General Manager, Ms. Ada Cheng for her endless energy, dedication, compassion and integrity in handling such a complicated project. The Foundation is also very fortunate to have the commitment from our Principal Director of Nursing, Mrs. Celia Chik who worked tirelessly to implement the “ageing in place” concept in our care service system. Of course, these achievements do come with a price, however we are blessed with very understanding partners and family members who can see and understand our passion for the job as well as the mission and values that we set out to achieve for the benefit of our aged Chinese Australian community. Last but not least, we have a very caring Chairman Mr. Hatton kwok who is always there to support us and look after our well beings

Regrettably, the most valued team member of the LCACC building project, Mr. Hin Sing Tse (honorary advisor) is no longer with us to celebrate the completion of the new facility. However, I am sure his legacy will remain in our hearts for years to come.

Finally, the completion of the state of art Lucy Chieng Aged Care Centre has taken us to a new era of the modernisation of ANHF. It is my wish that our “ageing in place” concept will continue to thrive and expand. For now in the immediate future, it is important for us to reflect on the lessons learned and consolidate our administration and financial structure for further long term expansion of our services to the community.





Mrs. Mei Mei TSE, Trustee/Director (Public Relations) of Australian Nursing Home Foundation Ltd, has long been known for her knowledge with the Chinese community, has a

mass of contacts and is endowed with a myriad of skills. Many a charity banquet has seen her involvement and planning. In fact Mei Mei migrated to Australia in 1975; her business in Chinatown increased her understanding of the Chinese community. After her long-time friends, Ms. Lee Heung Kam and Ms. Lee Fung Sing (both are Hong Kong artists) had migrated to Australia one after the other, Mei Mei assisted them in setting up Australian Society of Performing Arts and Lee Yuen Chinese Opera. The very first performance by Australian Society of Performing Arts since its establishment was a fund-raising event for Australian Nursing Home Foundation and, because of this event, there emerged a steadily gluing relationship between Mei Mei and ANHF.

Upon first settling in Australia, Mei Mei had already spotted an old building in Chinatown where many elderly Chinese lived. Separated from friends and relatives in China, having no chance of returning to the home country nor the ability to communicate in English...their only choice was to pack together in this squalid hostel-like environment. This saddening situation had an even harsher plunge after a fire that drove many of them homeless and without shelter. 'When Australian Society of Performing Arts was established in 1990 and launched its first fund raising performance for Australian Nursing Home Foundation, I was so impressed on hearing that Mr. Hatton Kwok, together with six of his friends, selflessly mortgaged their houses to gather fund for the construction of a Chinese-specific nursing home where the Chinese elderly could lead a comfortable life for the rest of their days. Seeing the care received by the elderly Chinese and their look of satisfaction, I found their work very meaningful.'

What really brought Mei Mei to a better understanding of ANHF was for six to seven years and nearly every other day when she and her husband visited her mother and her mother-in-law after their separate admissions into Chow Cho Poon Nursing Home. That was when they witnessed the aged care services provided by the staff. It was an all

thumbs-up from Mei Mei and her husband, 'The workers there are par excellence --- just like angels! We're so touched by their care and concern for the elderly --- like what we saw one day: A worker had an unexpected hard blow on her eye by a blind and paralysed elderly resident whom she was feeding. Well, that should have been quite painful but instead of letting off her anger she tenderly said, "You're naughty again." Another example was an elderly female resident with dementia had a tendency in stealing diapers. Every time when the worker got them back from her, she answered back in foul language in the height of her voice...so high that it reached all corners of the facility. The worker remained calm and simply brushed this aside with a smile. They're indeed so very professional and full of tender loving care.' Mei Mei's late mother was a stringent teacher, yet in her eyes the workers in Chow Cho Poon Nursing Home were praise-worthy, devoted in their work and performed their duties with respect and love.

In the past, many charity organisations had invited Mei Mei for support but she remained cautious. When Mr. Hatton Kwok sincerely invited Mei Mei to become a member of ANHF Board of Trustees she quickly made a commitment. 'I've been observing ANHF for quite some time. This is an organisation that truly bears a mission, not one that fishes for vain glory. Everyone's so committed in their work. Mr. Albert Leung, the former CEO, treated the elderly as if they were his family members. There's also Celia, who has set our community housing on the right track after joining ANHF. There's also Ada, who, after joining ANHF, works together with all members of the Board of Trustees and significantly propels our development through her leadership and vigour. Most importantly they're selfless, count no cost and are unconditionally devoted. Everyone bears the same vision in endeavouring to provide the best quality aged care that benefits the elderly Chinese and contributes to the community.'

'In the past thirty years or so I have seen ANHF grow from a small-scale nursing home to a well-established organisation that we see today. Many staff attended our Christmas Party last year, all had a great time. I was so touched by their love for this organisation. Every fund raising event is itself a task to overcome but I enjoy what I'm doing. All trustees also offer their best - each according to his /her role and abilities. I have confidence in seeing ANHF in achieving an even greater leap forward in the days to come!'





# Snapshots of LCACC Opening Ceremony and Open Day

## 錢梁秀容療養院開幕禮暨開放日～活動花絮



Ribbon-cutting by trustees and VIPs  
基金會信託人聯同嘉賓一同剪綵

The Unveiling Ceremony officiated by  
the Hon. Mark Butler MP, Minister for Mental Health and Ageing,  
and Cr. Philip Sansom, Mayor of Hurstville City Council  
澳洲精神健康及高齡事務部部長聯同好市圍議會市長主持揭幕禮



The huge marquee was guest-packed despite the heavy rain.  
儘管大雨滂沱，嘉賓仍坐滿整個帳篷，  
傳媒爭相報導此項華人社區盛事



## Snapshots of LCACC Opening Ceremony and Open Day

### 錢梁秀容療養院開幕禮暨開放日～活動花絮

Despite the torrential downpour,  
the incessant flow of visitors exceeded 1,000  
院舍內，參觀來賓絡繹不絕，人數超過一千



The best fund-raising stall – charity sale of desserts by  
Bernard Chan Nursing Home

院舍外，售賣食品攤位熱鬧非常，  
陳秉達療養院售賣甜品，最後籌得最多善款



The lingering resonance of yangqin and guzheng  
music by guest performers for our residents.

嘉賓為住客表演揚琴及古箏，繞樑三日



## Relax Life in My Golden Nest

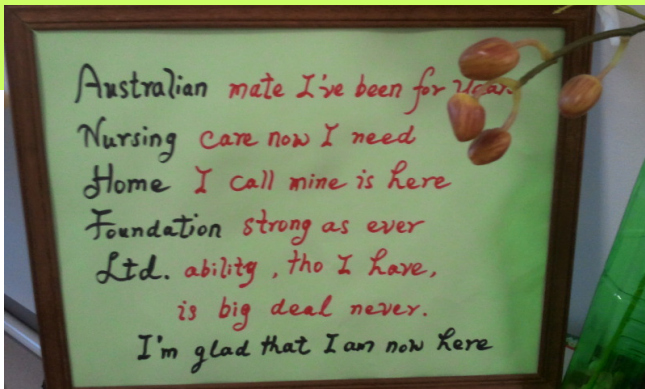
### 金窩樂居享晚年

Mr. Kwok, a resident, enjoys his stay at LCACC. His room is beautifully decorated by Mrs. Kowk, who also wrote two poems (one in Chinese, another in English) by incorporating into them the Chinese / English initials of Australian Nursing Home Foundation. The poems, now framed and displayed in the room, envelope a wealth of feelings.

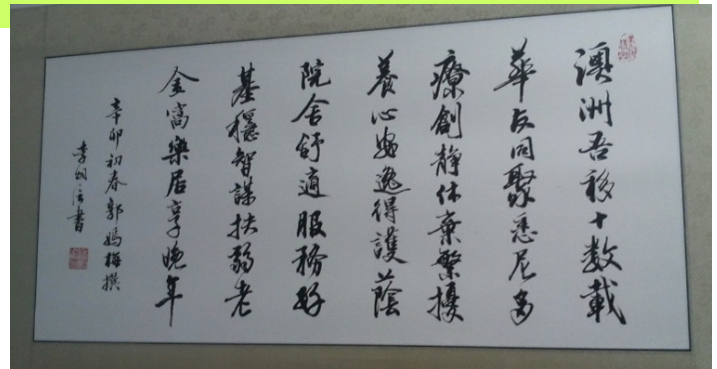
住客郭先生很開心能入住錢梁秀容療養院，郭太太親手將房間佈置得美輪美奐，並以澳華療養院基金名字為句首，分別創作中英文詩一首，掛於房內。萬語千言，盡賦於詩。

Australian mate I've been for years  
Nursing care now I need  
Home I call mine is here  
Foundation strong as ever  
Limited ability, though I have, is big deal never  
I'm glad that I am now here

Mimi Kwok



澳洲吾移十數載  
華友同聚悉尼多  
療創靜休棄繁擾  
養心安逸得護蔭  
院舍舒適服務好  
基穩智謀扶弱老  
金窩樂居享晚年  
郭媽梅



In response to National Volunteer Week 2011, the annual event to show our appreciation to all dedicated volunteers was the 'Volunteers Night 2011'. It was organized on Friday 13 May at 'the Eight', Market City.

National Volunteers Week begins on the Monday after Mother's Day in May each year, and was first held in 1989. This year, it fell on the week of 9-15 May. The theme was 'Inspiring the Volunteer in You'. Volunteers in Australia contribute more than 713 million hours annually, and more than 5.4 million adults (34% of the population) do volunteer work. More women volunteer than men, with percentage of 36% to 32%. The highest range of age group is 35-44 years old.

ANHF has 145 people registered on the volunteer database (April 2011), among which 36 volunteers resigned from volunteering and over 20 people are casual volunteers. The age range is huge, from 15 to 80. Volunteers of three generations are often seen in day care centres, working harmoniously looking after the elderly. In 2010, total number of hours contributed by ANHF volunteers accumulated to 13,268 hours. It is with the great assistance and commitment of

volunteers and staff working together that ANHF gains the reputation of providing high quality of aged care services for the Chinese community.

ANHF takes the opportunity of 'Volunteers Night' to show recognition to the contribution of volunteers. This year, 36 volunteers and 7 spouses attended the event. This was the first time ANHF invited the spouses to come along so as to thank them for their support to their other halves to commit in volunteer work. Certificates of appreciation were presented to volunteers by Chairman Mr. Hatton Kwok OAM. Staff of all service units attended as well, to get to know volunteers of other services. Ms. Ada Cheng, General Manager, also took the opportunity to thank staff for volunteering at the Lucy Chieng Aged Care Centre Open Day cum Community Services Carnival which was held on 16 Apr. Totally 15 tables were filled with people who enjoyed the beautiful food, have fun in playing games and singing karaoke. All volunteers and staff received a corporate cap as souvenir. We look forward to have more volunteers joining us to celebrate National Volunteers Week next year. If you are interested in volunteering, please contact Ms. Bridget Tam on (02) 8741 0224.



*Become one of our dedicated and  
compassionate volunteers  
call (02) 8741 0224 Ms. Bridget Tam  
有興趣加入義工行列者  
請致電譚姑娘 (02) 8741 0224*



### 「義工嘉許日」晚宴

譚雁翔女士 社區服務經理

自一九八九年起，澳州政府把母親節後一週定為「全國義工週」。今年「全國義工週」由五月九日至十五日在澳州每年有超過五百四十萬人參與義務工作，大部份義工年齡由三十五至四十四歲，女性比男性多，約百份之三十六比百份之三十二，他們貢獻的義務工作時間超過七億一千三百萬小時。

澳華療養院基金為響應「全國義工週」，特別於五月十三日(星期五)在八樂居酒樓舉行「義工嘉許日」晚宴，筵開十五席，眾義工和職員歡聚一堂，共用佳餚，參與遊戲和唱卡拉OK。當晚共有三十六位義工出席，其中七位連同配偶一起，澳華療養院基金今年首次邀請義工配偶出席，以感謝他們支持另一半犧牲私人時間貢獻社會。義工除了接獲由主席郭東成先生頒發的「義工嘉許狀」外，還獲贈太陽帽一頂作為紀念，以便義工日後進行戶外活動時配戴。

行政總經理鄭賜霞女士亦趁此機會感謝職員於四月十六日義務協助錢梁秀容療養院開放日暨高齡服務資訊日，使該活動得以順利進行。

澳華療養院基金現時有一百四十五位登記義工，其中三十六人已退出，二十多人登記為「非定期義工」，義工年齡差距很大，最年輕的只有十五歲，最年長的八十歲，在日間中心就經常有三代同堂的義工一起為長者服務，氣氛和諧，二零一零年澳華療養院基金義工服務總時間合共一萬三千二百六十八小時。澳華療養院基金以提供優質高齡服務響負盛名，實有賴義工們協助和支持，與職員努力的成果。希望未來不斷有新血加入，明年的「義工嘉許日」有更多人參與。有興趣加入義工行列者請致電譚姑娘 (02) 8741 0224。



## 邁步新里程

訪問澳華療養院基金主席——郭東成先生



記：澳華療養院基金於一九八零年成立，是當時澳洲首間專為華人提供療養院服務機構。聽說當年你提出這方案時，曾遭連番否決，是甚麼原因令你鏗而不捨堅持理念？

郭：一九七五年，我在澳華公會負責移民及福利部工作，時常探訪不同醫院及老人宿舍，目睹很多華人長者的慘況，他們身處異鄉，舉目無親，由於不懂英語，求助無門，只能聚居於唐人街附近狹隘的樓房；那裡居住環境惡劣，用布簾分隔床位，臭氣薰天，不是他們不講衛生，而是他們已老到沒有能力去自理，許多長者，真的對著我在流淚，看見他們，我心裡實在很難過。我一向從事護理工作，覺得有責任照顧他們，所以才提出興建療養院這方案，想不到卻遭大半數人反對，理由是療養院是沒有賺錢能力的事業，不能保證償還銀行貸款。

幸好當時有黃震遐醫生力排眾議，堅持這方案值得支持，澳華療養院基金才會出現在這世上。但因資金有限，銀行不會借貸給我們，所以當時五位創會信託人（鄭紹翕先生、雷弈祥先生、黃震遐醫生、歐陽英蘭女士及郭東成先生）聯同郭光宇先生及趙崇康先生，只好拿出自

己的房子作為抵押。那時我也算孤注一擲，那間是我唯一的房子，若失敗了，我和家人都要露宿街頭，我很感謝太太當時沒說一句話，就默默支持我去做應該做的事！

記：三十年來澳華療養院基金經歷過不少風雨，有甚麼特別艱難或特別開心的日子令一生難忘？

郭：最初買回來位於史卓菲只有二十一個宿位的 Montrose Nursing Home 非常殘舊，服務完全未達標準；但協議規定我們只能在原有職員離職後，才能請一位懂雙語（英語及粵語）護士代替她；亦必須待原有住客離去或離世後，才能接受華裔住客填補他的宿位，這是漫長的換血過程。頭三年最艱難，一個一個華裔長者住進來，但因廚師不會煮唐餐，每天我太太煮好飯菜，我便把飯菜送過去給長者吃；因為沒有義工，很多工作都要親力親為。我最記得有次下大雨，療養院漏水，因沒錢維修，只好自告奮勇爬上屋頂修補瓦片，當修好下來時，才發覺自己身處位置又高又斜，那刻真的很驚。最初銀根短缺，每月都要司庫去銀行查看是否夠錢發薪給職員；每年聖誕，都要去藥房求那些老闆

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### 編輯室

植李倩霞女士  
潘朱敏嘉女士  
關靜雯女士  
歐煦民先生

看有沒有剩餘的香水用作禮物送給職員，那三年真的有血有淚，許多人都笑我傻，說這些慈善工作應該留給有錢人去做，但我笑罵由人，從沒有一天想過放棄！三年後，這間療養院已由華人院長主理，內外裝修完備，服務已達標準，正式開幕那天，有二百華人來參觀，那一天，我真的感到很驕傲，很自豪！

**記：澳華療養院基金發展一日千里，轄下共有三間療養院，三間社區房屋，四間日間中心及六個社區服務，這是你預期的成績嗎？今天的成功，有甚麼人你覺得需要感謝？**

**郭：**我要說在前頭，一九八六年我因家庭成員健康問題曾離任，我並不戀棧權位，既然功成亦可身退。直至十五年後，我被再委任為董事會主席，那時許多人認為基金會已上軌道，我大可以坐享其成，但我覺得做人做事都不能原地踏步，所謂不進則退，我看到療養院輪候名單有二三百人，更覺得華人長者需求日益殷切，與此同時，基金會委任一班經驗豐富的專業人士成為信託人，在眾人群策群力努力下，為整個基金會帶來連串正面轉變，所以這幾年，基金會確實發展異常迅速，許多計劃得以成功展開，高齡服務得以多元化發展。

我第一個要感謝是我太太，幾十年來無論我做甚麼，她都信任我，一直默默支持我，她本身在周藻泮療養院工作，因為機構政策，許多事情我也不能和她分享，起初她也不開心，現在已很理解我。當然，我最要感謝我們的贊助人錢世庸先生，他觀察我們機構多年，最後不但捐出百多萬興建好市圍錢梁秀容療養院，並捐出位於金匙市整幢樓房錢梁秀容頤康苑用作老人宿舍。還有，我不能不感謝以下三位女士，就是行政總經理鄭賜霞女士，護理總監植李倩霞女士，以及董事會秘書朱潘敏嘉女士，她們非常能幹，很投入工作，最難得是她們很坦白，我們無事不談，我可以完全信

任她們。看見她們時常日以繼夜地為基金會工作，我也覺得很不好意思，只能買些東西請她們吃慰勞她們，這也是我對職員表達謝意的方法。

**記：澳華療養院基金這幾年開展許多項目新服務，亦多了很多職員，你對新的職有甚麼期望？**

**郭：**我希望澳華療養院基金的職員都喜歡這間機構，對這間機構有歸屬感，覺得自己是澳華療養院基金的一分子，這樣自然便會投入工作。好像好市圍錢梁秀容療養院，因為請了許多說普通話的職員，所以我也要求院長特別開設粵語班，以便她們與住客的溝通，讓她們可以提供到最適切的服務，同時亦希望增加她們對機構的歸屬感。

**記：隨著好市圍錢梁秀容療養院開幕，意味著澳華療養院基金踏進一個新紀元，在這時刻，你有甚麼感受？**

**郭：**說實在，新院開幕之前那個多月，因為心情緊張，天天食而不知其味。雖然開幕禮當日天公不做美，大雨滂沱，但總算圓滿結束。翌日，我和太太拍拖到唐人街飲茶，那一餐我吃得特別滋味！我覺得我這一生，已盡力做了自己應該做的事，即使人生有機會重來一次，我也會這樣做！功過得失對我已經不重要，就留待歷史來判斷。我覺得我的人生，再沒有甚麼遺憾了！

**後記：**

大部分澳華療養院基金職員對郭主席的印象，都是他總愛挽著大抽細抽的點心糕餅來，送給長者及職員分享；有誰想過郭主席年青時，心口掛著一個「勇」字，不知危險地爬上屋頂修補瓦頂；冒著一家人露宿街頭之險，押上自己僅有的房屋，不過，就因為這個「勇」字，以及堅守信念，不但讓他達成理想，更惠澤千千萬萬澳洲華人長者，讓大家老有所依。畢竟，世上沽名釣譽者多，身體力行者少，澳華療養院基金這位創會主席，確實有點另類！





我加入澳華療養院基金成為信託人，雖只短短四年，卻經歷很多轉變，箇中滋味，實不足為外人道。因時際會，這段時間正值澳華療養院基金迅速發展，隨之而來的挑戰亦大得驚人。不過，我深信這些轉變和挑戰不但促使董事會以及管理層重組，更團結力量，以面對政府資助的標準以及澳洲華人長者日益增多的需求。

首先是董事會的人事變動，隨著一班舊有董事會成員／信託人退任，由一班年青的社會人士取而代之成為基金會信託人，為基金會帶來一番新氣象，將基金會塑造成更現代化及創新的機構，更積極參與高齡服務，以迎接未來的挑戰。

當基金會擬定未來目標方向時，我看到董事會將會扮演更重要的角色，包括如何貫徹落實我們的理念與價值，怎樣推行我們的服務計劃。我覺得董事會必須與高級行政人員緊密無間地合作，這並不表示要干預他們日常的運作，相反緊密的溝通與合作，才能建立穩健的管理架構。

自我加入基金會後，我樂此不疲地主動學習許多有關高齡服務事宜，包括歷史和文化，以及了解有關澳華療養院基金這個大家庭，包括所有董事會成員、員工、義工及贊助人。澳華療養院基金是個非牟利的慈善機構，雖然資源有限，卻要應付日益繁重的辦公室行政工作。我向來熟習會計及行政管理，希望能協助澳華療養院基金的行政及財政管理精簡架構，讓工作更高效。

為了應付不斷增長的高齡服務，我們許多寶貴的員工都要日以繼夜地辛勞工作。我希望藉著昔日我在社區的工作經驗，能透過不同渠道為基金會籌募更多資金，以減輕員工的工作壓力。

過去十二年，我一直活躍於澳洲華人慈善活動，曾為很多不同的慈善團體籌款，包括太平洋華人獅子會，澳洲華人公益金並最近的澳華療養院基金。為澳華療養院基金籌款時，我發覺這機構上至董事會成員，下至所有職員，義工及贊助人皆異常投入並獻身於他們的工作，每次看到那些接受服務的長者及照顧者感激及快樂的笑臉時，已是最佳的回報，我深深被他們感動，所以決定長時間投身於澳華療養院基金。

過去我曾為澳華療養院基金負責統籌過幾次籌款晚宴，最令我印象深刻是一班來自不同服務單位的同事他們

的支持和參與，好像澳華療養院基金三十週年籌款晚宴的會歌，由作曲填詞到最後在台上演繹這首歌，都是由澳華療養院基金職員包辦，那種同心合力的團隊精神，令當天籌款晚宴閃耀生輝，別具意義。此情此景，也是我在其他慈善機構看不到的。



此外，另一項極具挑戰性和有價值的工作，就是參與好市圍錢梁秀容療養院的籌建策劃工程。我有幸能和這團隊工作人員一起工作，特別是行政總經理鄭賜霞女士，面對這項巨大而複雜的工程，她一直廉潔自守，熱情投入，以無窮的精力去完成這項工作；基金會亦很幸運能有護理總監植李倩霞女士，她不眠不休地貫徹執行一條龍的護理服務理念。當然，能夠有今天的成績，實在感謝她們背後丈夫及家人的體諒和支持，讓我們能貫徹實踐服務的理念與價值，使澳洲華人社區更多長者受惠。最令我感到欣慰是有一位非常信任和體貼我們的主席，無時無刻都在背後支持和照顧我們。最可惜的是我們籌建委員會其中一位成員謝顯陞先生於二零一一年四月辭世，不能和我們一起分享新院開幕的喜悅，但他曾付出的努力和貢獻，將永遠存在我們心裡。

錢梁秀容療養院的落成與啟用，標誌著澳華療養院基金進入一個新紀元。我希望一條龍的護理服務概念能繼續延續和擴展。在未來的日子裡，最重要是鞏固我們的行政及財政架構，以便我們的社區服務能長久及穩健地發展下去。



澳華療養院基金董事會負責公共關係的謝蘇美薇女士，一向給人印象是熟悉澳洲華人社區，人脈廣闊，長袖善舞，許多慈善籌款晚宴上都有她參與和策劃。原來 Mei Mei 姐早於一九七五年已移民澳洲，起初因在唐人行做生意，故對華人社區較為熟悉。後來她的老朋友香港藝人李香琴女士和李鳳聲女士先後移民來到澳洲，為了方便安排藝人參與慈善演出，故協助她們成立「香港演藝工作社」和「梨園雅集」。「香港演藝工作社」成立時，第一次就是為澳華療養院基金籌款，就因這樣的因緣際會，讓 Mei Mei 姐和澳華療養院基金從此結下不解的緣份。



初來澳洲時，Mei Mei 姐就知道唐人街有幢舊樓是華人長者聚居的地方，他們大多數與中國親人失散，不能回國，又不懂英語，只能聚居在這些環境惡劣的老人宿舍內，後來因為一場大火，許多長者都無家可歸，流離失所，處境更淒涼。「九零年當香港演藝工作社成立，第一次為澳華療養院基金籌款時，我聽聞郭東成先生聯同六位朋友，為籌辦全華人療養院給長者安渡晚年，不惜拿出自己的房屋去銀行作抵押，我那時就覺得這班人真的很偉大，看到那些長者入住療養院後有人照顧，一臉滿足的樣子，我覺得他們所做的工作真的很有意義。」

但真正讓 Mei Mei 姐更深入了解澳華療養院基金，就是她的母親和奶奶先後入住周藻泮療養院，那時她和丈夫差不多隔天就到療養院探望她們，持續六、七年，親身體會療養院的職員怎樣服侍長者。說到周藻泮療養院 Mei Mei 姐和她丈夫謝先生同時都豎起大拇指，「那裡的姑娘真的一流，簡直就像天使，看見她們無微不至地照顧那些長者，真的很感動！好像有次看見一個又盲又

癱的長者，姑娘餵飯給他吃時，被他一手打過來打到眼睛，應該很痛，姑娘竟然沒有半點火氣，只溫柔地說了聲：『你又曳曳啦！』又好像有個患有癡呆症的婆婆最愛偷尿片，每次姑娘向她取回時，她就會用粗口破口大罵，罵到全院都聽見，但姑娘一點也不生氣，只是一笑置之，我覺得她們真的很專業很有愛心。」Mei Mei 姐已故母親以前是個教師，要求很嚴格，但她卻很佩服周藻泮療養院的姑娘讚口，說她們任勞任怨，敬業樂業。

過去曾有不同的慈善機構向 Mei Mei 姐招手，她總持審慎的態度；但當二零零零年當郭東成先生誠邀 Mei Mei 姐加入澳華療養院基金董事會時，Mei Mei 姐卻義無反顧地一口答應，「我觀察澳華療養院基金已有很長的日子，發覺這是一間有使命感的慈善機構，絕對不是沽名釣譽，所有人都盡心竭力地工作。好像前任行政總監梁北海先生，對長者就

像家人一樣；好像 Celia，她加入澳華療養院基金後，將社區房屋搞得有規有矩，有聲有色；Ada 加入後，澳華療養院基金在她領導下，發展更加一日千里，她很有魄力，聯同一班董事會成員一起並肩工作，最重要是這班人都是毫無私心，絕不計較，全情投入。大家的理念都是一致，就是竭力提供最優質的高齡服務，對澳洲華人長者有幫助，對社會有貢獻。」

「這幾十年，我看著澳華療養院基金由一間小小的療養院，發展成為今日很具規模的機構。上年聖誕聯歡會，很多員工一起參與支持，那晚大家很投入很開心，我感受到這裡的員工都很愛這間機構，委實很感動！儘管每次籌款都不容易，但我很享受現在的工作，基金會每位信託人都會各盡其職，各展所能，在未來的日子裡，我深信澳華療養院基金一定會發展得更昌盛更精彩！」

