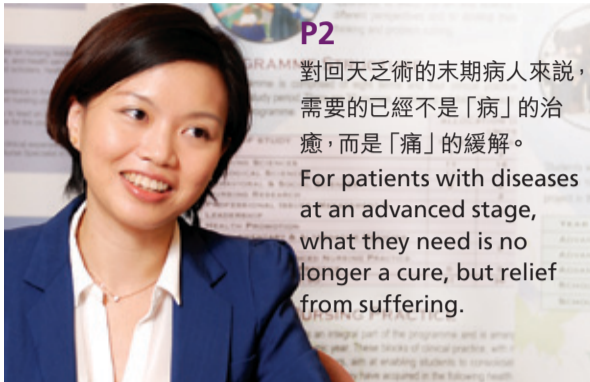




中大通訊 CUHK NEWSLETTER

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對回天乏術的末期病人來說，需要的已經不是「病」的治癒，而是「痛」的緩解。

For patients with diseases at an advanced stage, what they need is no longer a cure, but relief from suffering.



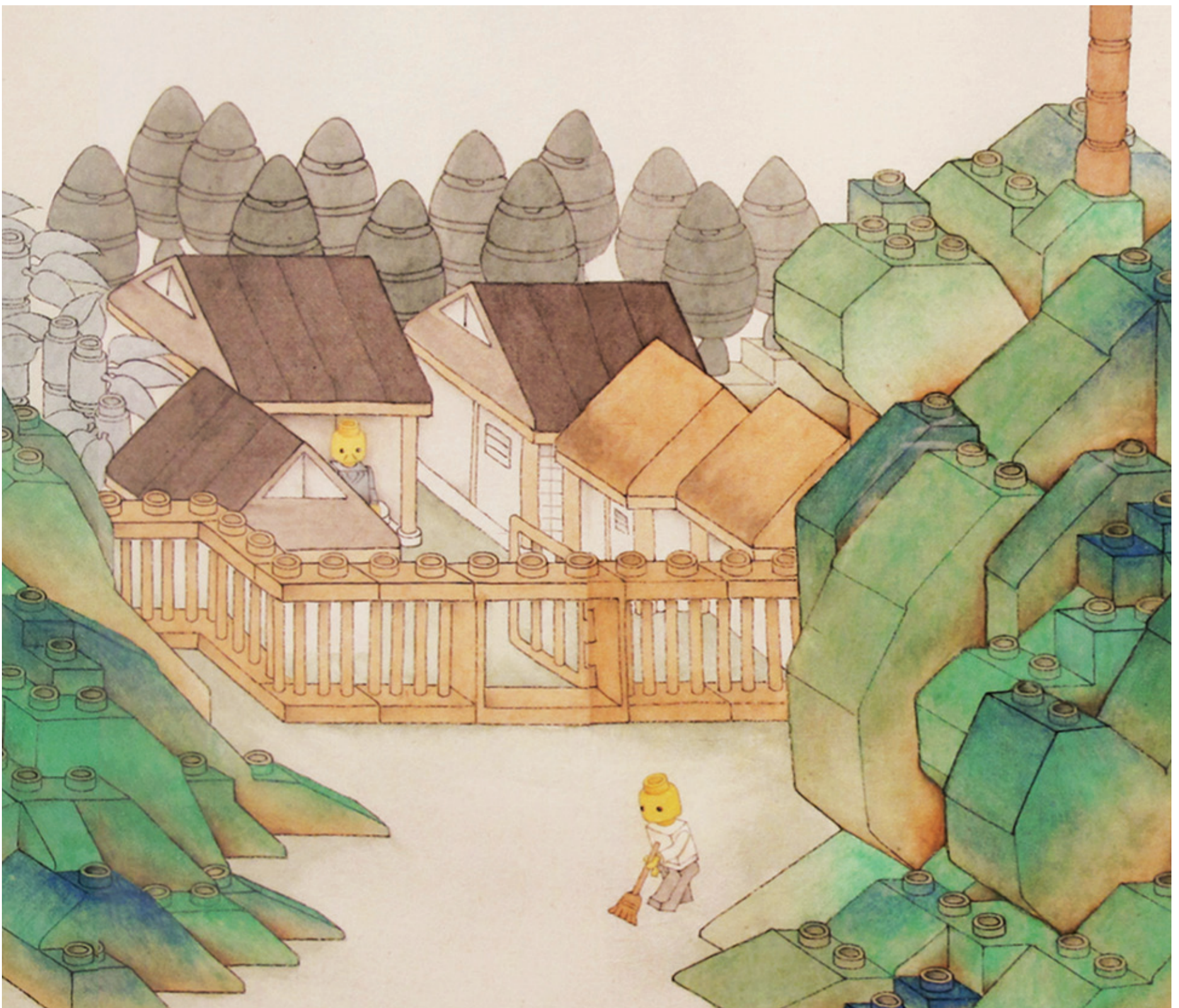
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「我們不應只顧累積盈餘卻不加運用，而應用得其所，令大學能厚積實力。」

'Accumulating money is not our end, but spending it wisely and helping the University to build capacity.'



《中大通訊》將於暑期停刊，下期（四四一期）於8月19日出版。
The CUHK Newsletter will take a summer break and resume publication on 19 August.



現代積木回到明朝

將色彩鮮艷、方正整齊的樂高玩具，結合以黑白為主調、講求以形寫神的傳統中國山水畫，會得出何種味道？藝術系應屆畢業生張小黎，以變體臨摹方式，用當代入角度重現明朝畫家沈周的作品，名為《臨沈周水墨山水圖卷》，整幅長五米半，上圖為作品局部。此作現與其他三十多項藝術系畢業生的作品，於中大文物館展出，展期至6月29日。

Ming Painting Receives a Modern Touch

What happens when multi-coloured Lego bricks are combined with an ethereal Chinese ink-and-wash painting? Zhang Xiaoli, fresh graduate of the Department of Fine Arts, makes a creative attempt by copying a painting of Shen Zhou, a painter from the Ming Dynasty, from a modern perspective. The photo above shows part of her 550cm-long work A Copy of Handscroll Landscape of Shen Zhou. Together with other some 30 works by the fresh graduates of the same department, the painting is on display at the Art Museum of CUHK until 29 June.

編採寫載，不經不覺二十期過去，又是學年結束，與讀者暫別的時候。一個階段終結，總會來點回顧點算。本期內容不謀而合，都略帶這種意味。那打素護理學院的師生接受專訪，談到如何扶持末期病人安詳走過世上最後一程，當中就利用製作生命紀錄冊，點算一生的哀樂起伏。掌一公營大學的財政，必須以學生和同事的利益為依歸而時刻點算，上任將近一年的財務長陳林月萍揮着算盤，與我們分享箇中體會。都市人在外進餐頻仍，吃得是否健康，往往無暇計較，晨興書院餐廳體貼入微，推出營養餐單，為我們點算清楚。

暑期過後，本刊將在8月19日恢復出版。除了版面設計更新，「人事動態」一欄會以新模式出現，還會推出新欄目，與讀者趣談資訊科技，職場心得。

John Lubbock (1834–1913) 在其書《生命之用》說：「休息不是無所事事，炎夏永晝，有時躺在草地上，在樹下聽流水淙淙，看白雲飄飄，絕非浪費時間。」無論你怎樣過這個夏天，希望大家重返校園時，身心都能煥然一新。



Research, writing, editing, printing – 20 issues have passed, almost imperceptibly. The academic year has come to a close and it's time to bid a temporary farewell to our readers. Every ending calls for a review of things achieved.

Coincidentally the contents of this issue are in line with that. The students and teachers of the Nethersole School of Nursing spoke to us on how to accompany terminally ill patients on their last journeys. One way is to compile a 'life story book' that takes stock of a patient's joys and sorrows in life. Someone in charge of a public university's finances must in her calculations put the interests of its members first. The University Bursar who's been in office for almost a year, Salome Chan, shares her insights. For city dwellers who dine out frequently, it's easy to lose track of their dietary intake. The Morningside College cafeteria has thoughtfully launched a healthy menu that counts your intake for you.

The Newsletter will be back after the summer holidays, on 19 August. Besides a new layout design, the 'Ins and Outs' section will take on a new format. New columns will also be launched to share with readers technological information and job experiences.

John Lubbock (1834–1913) said in his book *The Use of Life*, 'Rest is not idleness, and to lie sometimes on the grass under trees on a summer's day, listening to the murmur of the water, or watching the clouds float across the sky, is by no means a waste of time.'

No matter how you spend the summer, we hope you will be revitalized when you come back to campus again.

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紓緩治療之母——桑德絲 Founder of Palliative Care — Dame Cicely Saunders

現代紓緩治療「身、心、社、靈」的核心概念，萌芽於上世紀六十年代一位英國女士桑德絲。

桑德絲1938年入讀牛津大學。隨後二戰爆發，她選擇受訓為護士。1948年她遇上年輕癌症病人塔斯馬，兩人情投意合。塔斯馬是波蘭猶太人，從華沙逃到英國，住在倫敦一家醫院，徘徊死亡邊緣。

塔斯馬的痛苦煎熬對桑德絲衝擊很大。有天她和塔斯馬談論到揮之不去的死亡陰影，忽然醒悟了：「我意識到病人不僅需要減輕疼痛，更需要全面細緻的照顧。人都需要空間來回歸本我。我提出了『整體痛』這個概念，因為見到病人垂死之際忍受着肉體、精神、心理還有社交痛楚，都亟待紓緩。自此我就投入到這項事業。」

1967年，桑德絲在倫敦郊外成立了第一家現代寧養院——聖克里斯多福寧養院，掀起了現代安寧療護運動。

Modern palliative care with its emphasis on the psychological and spiritual aspects of patient care was started by Dame Cicely Saunders in the UK, in the 1960s.

Saunders began her university education in Oxford in 1938, but when the Second World War broke out, she took up nursing. In 1948 she met a young Polish Jew, David Tasma, who had an inoperable cancer. They became fond of each other. David Tasma had escaped from the Warsaw ghetto and was dying in a London hospital.

Tasma's pain, loneliness and anguish had a profound effect on Saunders. As Saunders and Tasma talked about this looming death, Saunders had a revelation: 'I realized that we needed not only better pain control but better overall care. People needed the space to be themselves. I coined the term "total pain", from my understanding that dying people have physical, spiritual, psychological, and social pain that must be treated. I have been working on that ever since.'

This pioneering woman opened the first modern hospice—St. Christopher's Hospice—in a residential suburb of London in 1967. This sparked the modern hospice movement.



Copyright © St. Christopher's Hospice, London

我們必須關心生命的品質，一如我們關心生命的長度。——桑德絲女爵

We have to concern ourselves with the quality of life as well as its length.
— Dame Cicely Saunders

很多研究指出，病人都希望臨終一段時間不需要受苦，可以舒舒服服、無牽無掛，在家人陪伴下安詳離世。事實上，現在醫學發達，很多醫療程序都可以延長人的壽命——呼吸困難可以借助人工呼吸機，不能吞嚥可以插胃喉或餵管，但從紓緩治療的角度，這些程序很大可能會為病人帶來不適，且治療效果成疑，所延長的可能只不過是瀕死過程而已。」那打素護理學院陳裕麗教授（右）說。世界衛生組織定義紓緩治療為整合病患生理、心理、社交和靈性層面的照顧，是幫助長期或末期病患者積極生活至最後一刻的支援系統，但在香港這概念尚未普及。

陳教授說，過往十年，香港首十項死因已經不是意外，而是慢性疾病。長期病患面對的問題會由生理慢慢轉移到其他層面。「我接觸過一位六十多歲的肺氣腫患者，說自己已兩年沒有外出走動。因為一個以前抽着煙的大男人，現在要背着氧氣機過活，和自己昔日形象反差太大。他不敢面對親戚朋友，變得孤立起來，更開始質疑自己的存在價值：究竟我苟活下去還有甚麼意義？」

兼顧身、心、社需要

紓緩治療鼓勵病人維持正常社交，喝早茶見朋友，也可到日間中心活動。待病情發展到中期，病人易倦，外出意欲減低，才要增加覆診次數及讓醫護人員上門家訪，照顧病人及家人需要。直至最後幾個月，病人或會因為某些急症必須入院，才是要上病床的時候，家屬可以在紓緩病房長時間陪伴患者。

對回天乏術的末期病人來說，需要的已經不是「病」的治療，而是「痛」的緩解。所以紓緩治療不是跟死神搏鬥，也不是放棄生命，而是重新審視維持生命治療，如心肺復蘇法、插胃喉、靜脈注射、使用呼吸機等對病人所帶來的利弊，以及盡可能及時紓緩身體各種不適症狀，如疼痛、嘔吐、氣促，維護病人尊嚴，讓他們平靜、安詳地走過生命晚期階段。

為晚晴做好準備

為了讓患者更安心面對未來病情發展，同時減輕親屬日後代病人下決定的重擔，紓緩治療的軟件之一是「預前照顧計劃」，提倡病人在仍有自決能力時，表明當病情到了末期時個人對治療及護理照顧的意願，例如是否希望使用維生治療來延長生命，讓病者家屬了解其個人意願等。醫護人員在教導和協助病人訂立預前計劃擔當重要角色。那打素護理學院院長李子芬教授（左）說：「一般人錯認為不該向病者提起敏感話題，所以我們教導學生怎樣用正確的溝通方法，與病者打開話題。學生一開始覺得難以啟齒，但最後發現病人其實根本不忌諱，只是等待誰先開口。」

肯定生命意義

面對生死，總讓人思考甚至質疑人生的意義和目的。那打素護理學院指導學生使用「生命回顧」的概念，幫助病患找回人生價值。李院長說：「病人離開之時應對自己有正面評價。很多人自覺一事無成，但或許忘記了，辛苦養大孩子也是項了不起的工程。」學院的老年學理學學士課程設計了一份功課，安排學生到院舍，聆聽患有長期病患的長者講述自己人生故事，製成「生命紀錄冊」，讓他們宏觀俯瞰生命的不同階段，不再沉溺於不愉快回憶。

跨科全隊照顧

紓緩治療除了是整合身心社靈的「全人照顧」、照顧病患同時關心家屬的「全家照顧」，更是結合醫、護、牧靈、社工、營養、心理及義工的「全隊照顧」，合力把病人的痛苦減到最少。「所以學院的老年學課程也是一個跨科合作，除了有駐學院的醫護人員、心理學家、社會學家和社工指導學生，還邀請職業治療師、物理治療師為客席講師，有時會請牧師與學員探討靈性課題。」李院長說。

據陳教授說，紓緩治療在香港發展了二十年，現時全港約有十五間醫院設有紓緩病房。李院長認為，香港醫護人員現時面對的大多數是慢性疾病，紓緩服務不應只由紓緩治療科提供，而是所有醫護人員都應具備有關的知識及技巧。「現在紓緩治療是個專科，但這個專科應該普及化，因為所有病人都需要維持生命的尊嚴和生活的品質。」



紓緩治療：安恬

Finding Care at the End of Life

醫療科技日新月異，戰勝不少病魔，但面對死亡這一課題，是否就束手無策？

或許「可一不可再」就是生命最寶貴的一點，所以大家會為人生不同階段作出周詳計劃和準備，講究「好活」，讓生命添上感嘆號。那麼「好死」又可以如何定義？

醫護人員又如何讓病人為生命畫上完滿的句號？

Modern medicine has been so successful that almost every disease has a cure.

But when it comes to death, is it really true that nothing can be done?

We only live once, and that's why we are busy planning for a 'good life'.

But is there such a thing as a 'good death'?

What roles do health care providers play in helping patients to secure a good ending?

Research shows that patients at the end of their lives want their final days to be pain-free, peaceful, and with the presence of family members. Medical technology prolongs life—those who cannot breathe can be kept alive on a breathing machine, and those who have swallowing problems can adopt tube feeding. However, from a palliative point of view, these procedures are probably prolonging the dying process and at the same time causing more discomfort to the patients,' said Prof. Helen Chan (right) of the Nethersole School of Nursing. The World Health Organization defines palliative care as an integration of the physical, psychosocial and spiritual aspects of patient care, and a support system to help patients live as actively as possible until death. However, it is not a concept widely known and understood in Hong Kong.

According to Professor Chan, the top 10 causes of death in Hong Kong have switched from accidents to chronic diseases in the past 10 years. People living with chronic physical

conditions are at risk of developing other aspects of suffering. 'A 60-year-old patient with chronic obstructive pulmonary disease told me that he had not stepped out of his home for two years. Once a macho smoker, he is now inseparable from his oxygen machine. He feels he cannot face his friends and relatives anymore and becomes increasingly isolated. Spiritually, he begins to have existential concern: what on earth am I here for?'

Addressing Physical and Psychosocial Concerns

Patients who receive palliative care are encouraged to go on to enjoy a normal social life, see friends and do exercise in day centres. In a later stage when they feel too weak to go out, it is the time they need to increase visits to hospital, while nurses will provide home-based care to address their needs and their families. They don't need to stay in hospital until the last few months, where the presence of an accompanying family member is always allowed.



地揮別生命

End of Life



For patients with diseases at an advanced stage, what they need is no longer a cure, but relief from suffering. Instead of resorting to life-sustaining instruments, such as CPR, nasogastric intubation and oxygen machines, it focuses on providing relief from distressing symptoms, such as pain, nausea and shortness of breath, to make sure that people die with dignity and grace.

Preparing for the Final Journey

To make sure patients get the medical care they would want, and meanwhile take some of the burden off their families, palliative care encourages advance care planning. It is the process of specifying future health care treatment when patients are still capable of deciding for themselves, and health care providers play an important role in assisting them to make an advance care plan. 'Many people mistakenly believe it is inappropriate to bring up such sensitive subjects with patients. That's why we teach students the correct way to communicate and broach the subject. At first the students found it hard to start the conversation, but it turns out that patients are ready to talk as long as the question is asked,' said Prof. **Diana Lee** (left), director of the Nethersole School of Nursing.

Finding the Meaning of Life

In the face of death, people tend to ponder or even doubt the meaning of life. The Nethersole School of Nursing teaches the concept of 'life review' so that students can use it to assist patients to find their life meaning. 'They should have a positive evaluation of themselves at the end of their lives. Many of the patients would say they had accomplished nothing, but they neglect the fact that bringing up their children already counts as a major accomplishment,' said Professor Lee. The school's gerontology programme has an assignment in its curriculum that requires students to visit an older adult with chronic illness and make him or her a 'life story book', that will enable the seniors to have a bird's-eye view of the different stages of their lives, instead of dwelling too much on the negative experiences.

A Team Approach to Care

Palliative care employs a team approach to minimize pain and suffering. The core team includes doctor, nurse, chaplain, social worker, dietitian, psychologist and volunteer. 'Accordingly, our gerontology programme is a multidisciplinary collaboration. We have in-house doctors, nurses, psychologists, sociologists and social workers. We will invite occupational and physical therapists to give lectures, and chaplains to speak on spiritual topics,' said Professor Lee.

Professor Chan said palliative care started in Hong Kong two decades ago. Around 15 hospitals are now providing palliative care services. Professor Lee held that palliative care services should not be the exclusive responsibility of palliative care units, but a necessary knowledge and skill that all health care providers should have. 'It is so far a specialty. But the specialty needs de-specializing, since dignity and quality of life are something all patients deserve,' said Professor Lee. 📖

「生命回顧」功課怎樣做 The 'Life Review' Assignment

老年學理學士課程一年級生楊熾 (左)、梁明善
Karen Yeung (left) and Jade Leung, Year 1, Bachelor of Science Programme in Gerontology

「我們的訪問對象是位八十多歲的伯伯，共約見了四次才完成『生命紀錄冊』。一開始準備不足，伯伯思維散亂，想到甚麼就說甚麼，一勾起小時候經歷戰禍、家人離世、自己孤苦無依，就哭得不能自己。過了兩天，他還是哭得很厲害。我們開始焦急：再這樣下去，就永遠找不回他的人生！於是馬上重整策略，在第三天做了個表格，按每個十年的節奏引導他回憶，第一個十年做了甚麼，第二個十年又有哪些成就，伯伯從中發現自己原來也有不少開心回憶。」

「聽完他的人生故事，我們在第四天為他設計了一個手工環節，教他用五色彩珠製作一

串珠鏈，代表他整個生命歷程：綠色是他幼嫩的童年，黑色象徵他痛苦的經歷，也是他花最多時間沉溺的黑暗回憶，紅色代表黑暗後的光明，白色是他後來的順境，黃色是他現在的晚晴階段。藉此告訴他，他的人生不是一片黑暗，還有其他四種顏色。」

'Our subject is an old man in his eighties. It took us four visits to compile his 'life story book'. At first we were inadequately prepared. He talked about whatever came to mind. When he was reminded of his childhood years when the war took away his family and he was left alone, he simply could not stop crying. It went on like this for two days, and we started to feel anxious: we would never be able to put together his life story! On the third day, we came up with a coping strategy—we drew him a table, with 10 years as a column, and asked him what he had done for every decade of his life. In this process he was reminded of his happy times.

'On the fourth day, based on his full account of life stories, we taught him how to string beads of five different colours. It symbolizes the five different stages of his life: green his childhood, black his painful days, red the dawn after darkness, white his better days, and yellow his current retired years. We wanted to get it across that his life had not been spent in complete darkness, that there were other colours as well.'



新修訂醫療福利

Improved Medical Benefits to CUHK Staff


大學的職員醫療福利由不同計劃涵蓋——包括僱員醫療福利計劃、網絡醫院計劃、額外門診服務計劃、附加醫療保險計劃、退休僱員醫療保險計劃。為提醫療福利計劃的整體水平，改善其運作效益，並鼓勵更多職員參與附加醫療保險計劃，致令其能長遠實行，大學修訂了部份內容，並於7月1日生效。

人事處、財務處、大學保健處的同事，以及怡和保險顧問有限公司的代表，於6月11日的兩場簡介會中向中大教職員介紹新修訂的醫療福利，這項與大部份員工有切身關係的議題，吸引不少教職員出席。7月1日新修訂重點包括：


CUHK staff medical benefits come under several schemes: Staff Medical Benefit Schemes (SMBS), Network Hospitals Scheme (NHS), Extra Outpatient Consultation Services Scheme (EOCSS), Voluntary Top-Up Medical Insurance Scheme (VTP) and Medical Insurance Plan for Retirees (VTP). To improve the overall benefit level and operational efficiency of the schemes and to encourage the staff members to join VTP so to make it viable in the long term, the University has approved some enhancement features to the schemes starting 1 July.

Colleagues from the Bursary, Personnel Office and the University Health Services and representatives from Jardine Lloyd Thompson Limited spoke to a full house on the latest developments of the schemes in two briefing sessions held on 11 June. The main enhancement features effective from 1 July are:

 免除僱員現時每月「僱員醫療福利計劃」港幣11.3元或17元的供款；
Removal of the monthly staff contribution requirement of HK\$11.3 or HK\$17 to SMBS;

 調整「僱員醫療福利計劃」覆蓋項目和金額，例如：
Enhancements to the approved scale of charges under SMBS, for examples:

- 新增入住深切治療病房費 Adding coverage for daily maintenance fee at intensive care unit
- 新增繁複類外科手術費及繁複類手術麻醉科醫生費 Adding coverage for complex operations and anaesthetics for complex operations
- 使用產房（自然分娩）費用由港幣4,880元增至20,000元
Improving coverage of using labour ward for maternity deliveries from HK\$4,880 to HK\$20,000

 「附加醫療保險計劃」現接受從未加入的僱員重新申請，有興趣者可填妥表格，連同費用於6月26日前交往財務處薪津及公積金組 Reopen VTP to eligible members who have never joined the scheme. Interested staff members please complete and return the application form together with the premium payment to the Payroll and Superannuation Unit of Bursary by 26 June

 「網絡醫院計劃」參與醫院新名單：
Updated list of network hospitals

 「額外門診服務計劃」名單及費用安排修訂：
Updated list of outpatient practitioners and payment arrangement

有關各醫療福利計劃的新修訂詳情，請參閱以下網頁：

For more information, please refer to the relevant circulars on the following websites:
<https://www.per.cuhk.edu.hk/BenefitsPersonnelServices/MedicalBenefits/tabid/89/Default.aspx> (人事處 Personnel Office)
https://www.cuhk.edu.hk/bursary/stf/eng/bus_topup.html (財務處 Bursary)

大學推端點安全方案保障資料

CUHK Adopts Endpoint Security Solution

大學擁有大量信息資源，並且重視與社會分享知識和科研成果，因此大學的信息政策一般也相對開放，而這也使各地大學較多出現信息安全事故。珍貴的信息如職員與學生個人資料、財務信息、僱員記錄、病人健康數據及其他敏感或機密的研究資料，有可能因管理不善而外泄。即使只是攜帶大學手提電腦或USB儲存器外出參加會議或演講，只要裝置存有未經加密的個人和敏感資料，而不幸遺失或被盜去的話，有關資料便可能墮入不法分子手中，事實上這正是資料外泄最普遍的原因之一。

現時業內常以數據加密防止數據遺失或被盜取。最近，大學正式核准在校內推行端點安全方案，內容之一為將數據加密，有關方案適用於所有教學或非教學用途的大學電腦或大學手提電腦，而課室、普通實驗室、圖書館內的電腦由於只作普通用途，不會處理個人或敏感資料，因此無須執行有關方案。

在方案推行的首階段，資訊科技服務處將為桌上型電腦用戶的USB儲存器、以及手提電腦的硬盤及USB儲存器提供加密方案。

用戶手冊及簡介會將會在7月中推出，詳情將於7月8日在資訊科技服務處網頁

沈祖堯校長獲頒香港富布賴特傑出學者

Joseph Sung Receives Hong Kong Fulbright Distinguished Scholar Award



美國駐港總領事夏千福(右)頒獎予沈祖堯教授

Mr. Clifford A. Hart (right), Consul General of the US to Hong Kong and Macau, presenting the award to Professor Sung

中大校長兼莫慶堯醫學講座教授沈祖堯教授(左)獲頒2014年香港富布賴特傑出學者獎，獲邀在美國多所頂尖高等學府巡迴講學。該計劃每年選出一名本港優秀學者到美國交流，加強兩地聯繫。沈教授表示：「我十分榮幸成為本年的香港富布賴特傑出學者，並十分期待與美國的學者及領袖會面，分享研究經驗。我深信此交流機會有助加強美國及香港的學術聯繫，增進兩地的交流。」他將於本年稍後前往美國西岸多所著名學府巡迴講學，主題為「傳染病、沙士及流行性感冒：經驗總結」。

富布賴特計劃是由美國政府設立的國際教育交流計劃，在超過一百五十五個國家和地區運作，至今已為三十多萬名學者、教育者、研究生和專業人士提供交流、教學及研究機會。香港特區政府於1996年開始資助香港富布賴特傑出學者獎。

Prof. Joseph J.Y. Sung (left), Vice-Chancellor and Mok Hing Yiu Professor of Medicine, has been awarded the 2014 Hong Kong Fulbright Distinguished Scholar Award to make a lecture tour of major US universities. The prestigious award is bestowed on an eminent scholar every year to foster academic exchange between Hong Kong and the US.

Professor Sung said, 'I'm deeply honoured to be the Hong Kong Fulbright Distinguished Scholar for 2014, and I look forward to meeting our counterparts in the US to share my research experience. I believe it will help forge closer ties and enhance mutual understanding between the US and Hong Kong.' Professor Sung will give a lecture series on 'Plague, SARS and Influenza: What have we learned?' later this year at a number of universities on the west coast of the US.

The Fulbright Program is the flagship international education exchange programme run by the US Government. It operates in more than 155 countries worldwide and has provided approximately 310,000 participants with the opportunity to study, teach, or conduct research in each other's countries. The Hong Kong SAR Government has sponsored Distinguished Fulbright Scholars from Hong Kong since 1996.

<http://epss.itsc.cuhk.edu.hk>公布。如有查詢，請聯絡資訊科技服務處服務台(<http://servicedesk.itsc.cuhk.edu.hk>)。

Universities are particularly vulnerable to information security incidents because of their open information access policies and richness in information assets — staff and student data, payment information, employment records, patient health records, and all kinds of sensitive and classified research information. If you are bringing your office laptop or USB flash drive that contains unencrypted sensitive data to an external meeting and unfortunately they are lost or stolen, the data might fall into the wrong hands. This is in fact one of the most common causes for data breach.

The predominant solution in the industry is to employ data encryption. The University has recently endorsed the deployment of an Endpoint Security Solution which provides encryption to all university-owned desktops and laptops used by both teaching and non-teaching staff. And since computers set up for casual use in classrooms, general labs and libraries will not handle personal data, encryption is not necessary.

In phase one of the deployment, ITSC will facilitate encryption to (1) Desktops: USB drive encryption only; (2) Laptops: both full-disk and USB drive encryption.

User instructions and briefing sessions will be offered in mid-July. Please stay tuned and refer to ITSC's announcement at <http://epss.itsc.cuhk.edu.hk> on 8 July 2014. For any enquiries, please contact ITSC Service Desk at <http://servicedesk.itsc.cuhk.edu.hk>.

新混合手術室減心血管手術風險

New Hybrid Cardiovascular Operating Theatre Reduces Risk of Surgery



中大於威爾斯親王醫院設置嶄新的「心血管混合手術室」，並成立跨專科醫療團隊，為胸腔主動脈出現病變的病人提供較低風險、較高成效的一站式手術治療。自2013年至今，團隊已評估了七十個病例，並為其中二十九名病人進行一站式複雜的胸腔主動脈血管內支架置入手術，把原來需分階段數天完成的手術過程大幅縮短至數小時，大部份病人手術後康復進度迅速。

新的手術室設置先進影像設備，包括「C型機械臂影像裝置」，能為病人進行三百六十度全面檢測；並採用由上至下的標準層流式通風系統，符合感染控制規格。中大外科學系系主任賴寶山教授（左三）表示：「新手術室讓不同專科醫生可在同一地點為病人進行所有檢測和手術程序，大大縮短治療時間，以及減低運送病人期間大量出血和細菌感染等風險。如各樣資源能配合，預期每年會有數以百計的病人受惠於這創新設施及手術計劃。」

In 2013, CUHK set up an innovative Hybrid Cardiovascular Operating Theatre at the Prince of Wales Hospital and formed a multidisciplinary specialists team to provide safer and more efficient one-stop consultation and surgery care for patients suffering from thoracic aortic pathologies. Since then, the team has analysed 70 cases and performed one-stop complex thoracic aortic endovascular stenting operations for 29 patients. Compared to the conventional approach, operation time is significantly reduced from a few days to several hours, with satisfactory recovery progress.

The new hybrid operating theatre is equipped with state-of-the-art imaging facilities. Among these is a Robotic C-arm imaging device which is able to perform 360-degree thorough examination of patients while its laminar air flow system ensures strict compliance to infection control standard. Prof. Paul Lai (3rd left), chairman of the Department of Surgery, explained, 'The new operating theatre allows doctors from different disciplines to perform all necessary procedures in a single location, which significantly reduces operation time and risk during the transfer of patients, including bleeding and infection. With sufficient resources, hundreds of patients will benefit from this innovative theatre and operating model.'

梁錦松談香港經濟與就業前景

Antony Leung on Hong Kong's Future Economy and Job Market



由中大商學院校友及企業事務辦公室主辦的「全球領袖系列講座」，於5月15日假海景嘉福酒店舉行，邀得前香港特區政府財政司司長、現任南豐集團行政總裁梁錦松為主講嘉賓。梁錦松以「香港經濟與就業前景之我見」為題，分享其對經濟、社會、政治等議題的見解，闡釋香港如何乘中國發展之勢提升定位，並寄語年輕人裝備自己，迎向全球化及創新科技的挑戰。講座吸引了三百多學院校友、學生，以及眾多深具影響力的商界、學術界和政界領袖出席，場面熱鬧。

Organized by the Alumni and Corporate Affairs Office of the CUHK Business School, the Global Leader Series talk delivered by Mr. Leung Kam-chung Antony, former Financial Secretary of the HKSAR Government and current group chief executive of Nan Fung Group, was held on 15 May at the InterContinental Grand Stanford Hong Kong. In his talk titled 'Thoughts on Hong Kong's Future Economy and Job Market', Mr. Leung examined economic, social and political issues, explaining how Hong Kong should leverage China's growth. He also offered tips to the young on how to properly equip themselves amid globalization and technological advancement. The talk attracted an international mix of influential business, academic and diplomatic leaders, in addition to alumni and students of the Business School.



陳凱倫（中）及林愷明（左）獲法國駐港澳副總領事Lilas Bernheim女士（右）頒發獎學金
Miss Chan Hoi-lun Lune (centre) and Mr. Lam Hoi-ming (left) receiving the awards from Ms. Lilas Bernheim (right), Deputy Consul-General of France in Hong Kong and Macau

兩應屆畢業生獲法國獎學金

Fresh Graduates Receive French Scholarships

應屆畢業生陳凱倫及林愷明獲法國駐港澳總領事館頒發獎學金，於2014至15學年負笈法國修讀碩士課程。

主修文化研究的陳凱倫認為中大的課程能提供空間及全面訓練，培養她在文化領域的批判思考能力，也加深她對藝術的熱愛。對不同文化的了解及對視覺藝術的鍾愛，令她脫穎而出，奪得 Studialis Group Graduate Program 獎學金，到巴黎高等藝術研究學院修讀有關當代藝術及市場營銷的碩士課程。

修讀物理的林愷明熱愛海洋科學，希望將來為保護海洋自然生態出力。他將修讀歐盟的海洋環境與資源碩士課程，未來兩年穿梭法國、西班牙及英國學習。得到 Alexandre Yersin 獎學金的資助，他會先到波爾多第一大學留學半年。

Two CUHK fresh graduates, Miss Chan Hoi-lun Lune and Mr. Lam Hoi-ming, have been awarded scholarships by the Consulate General of France in Hong Kong and Macau to pursue further studies in France in the 2014-15 academic year.

Majoring in Cultural Studies, Lune affirmed that the lectures offered in CUHK had trained her to think critically about culture and instilled in her a strong passion for art. Her understanding of culture and passion for the visual arts have earned her the Studialis Group Graduate Programme Scholarship which supports her to pursue a master's degree in contemporary art; sales, display & collecting at the Institut d'Études Supérieures des Arts (IESA) in Paris.

Despite being a physics major, Hoi-ming is fond of marine science and committed to preserving natural marine habitats. He is going to read the two-year Erasmus Mundus MSc in marine environment and resources in France, Spain and the UK. He will first spend six months studying at Universités de Bordeaux 1 with financial support from the Alexandre Yersin Scholarship.

六百卡路里餐單

The 600-Calorie Menu

人體的每日活動和身體基本運作如血液循環、呼吸等，均需要消耗熱量；攝取過多會轉化為脂肪，少於所需又會降低新陳代謝、容易疲勞。一般成年人平均每日需要一千八百卡路里的熱量，即每餐約要攝取六百卡路里。計算每餐的熱量漸成不少人的關注，而在晨興書院餐廳，自有人代勞。

該餐廳今年3月推出的‘whole+sum’餐單，每份餐能量以六百卡路里為限，當中二百五十卡路里來自蛋白質，一百五十卡路里來自穀類，一百卡路里來自蔬菜，另一百卡路里來自水果，切合需要之餘，也有不同食物種類的營養。餐單有多款菜式，兼顧健康與口味，例如這款香草茄醬配素菜荳蓉雜菜餅，加上脆果仁香料小麥飯，更有茴香沙律或水果，便是地中海的素食菜式，材料、醃料如糖鹽油等的份量全經營養師仔細計算，廚師按食譜製作。餐廳負責人說，現時午膳時間每天有一款‘whole+sum’菜式供應，而今年9月起每天更會有兩種選擇。注重飲食健康的不妨留意了。

Food is essential for sustaining basic life processes such as blood circulation and respiration. Yet excessive intake will cause obesity while too little will slow down metabolism, causing fatigue. In general, an adult needs 1,800 calories a day, which averages out to 600 calories per meal. At Morningside College, the nutritionist has done the calorie counting for you.

The canteen at Morningside College launched the ‘whole+sum’ meals in March which provide all the essential nutrients the body needs at no more than 600 calories per meal. Every meal has a standard nutritional profile of 250 calories of protein, 150 calories of grain, 100 calories of vegetables and 100 calories of fruit. A variety of dishes from various cuisines are also available to ensure that there are healthy options to suit all



tastes. For example, the Mediterranean one is vegetarian and comprises a garbanzo loaf with marinara sauce, grano wheat pilaf with toasted nuts, plus fennel salad or an apple. The amount of ingredients and seasonings used has been carefully calculated by the nutritionist and the chef is required to stick to the recipe. According to the canteen operator, one ‘whole+sum’ dish is offered at lunch everyday and two options daily will be available starting the coming September. Good news for people who need to pay attention to their diet.

The Galleria

博文貫珍



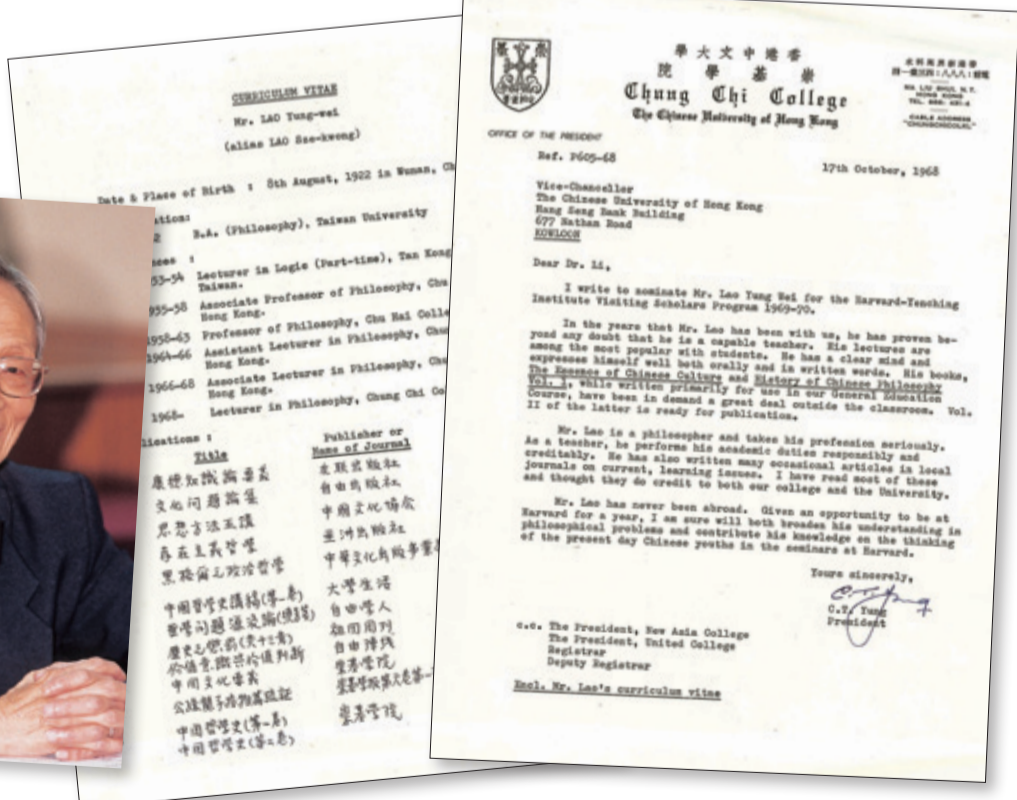
已故中大哲學系榮休教授勞榮璋（勞思光）教授，一生獲榮譽無數，亦培育了一代又一代出色學者，為漢語哲學界中深受尊崇的哲學家。

勞教授自1964年受聘於中大崇基學院哲學及宗教學系後，一直在中大任教，至1985年榮休。1968年，崇基學院院長容啟東博士向中大李卓敏校長推薦時任講師的勞教授前往哈佛燕京學社進修。容博士在信中稱許勞教授才思敏捷，廣受學生歡迎；著作甚豐，不論學術專書或時事評論，皆有卓見。容博士又提到，勞教授未曾出國，如能赴美一年，對其學術研究必大有裨益。1969年9月，勞教授獲選前往哈佛擔任訪問學人。

推薦信現於大學展覽廳展出。

The late Prof. Lao Yung-wei (Lao Sze-kwang), Emeritus Professor of the Department of Philosophy, is one of the most important and most respected philosophers of the Chinese-speaking world. His academic achievements have earned him numerous honours. He also contributed to the education of several generations of scholars in Chinese-speaking academia.

Professor Lao's long association with CUHK began in 1964, when he was appointed to the Department of Philosophy and Religion, Chung Chi College. He formally retired from the Philosophy Department in 1985. In 1968, Dr. C.T. Yung, President of Chung Chi College, wrote a letter to Dr. Choh-ming Li, the then Vice-Chancellor, to nominate Professor Lao for the Harvard-Yenching Institute Visiting Scholars Programme. In the letter, Dr. Yung praised Professor Lao as a ‘capable teacher’, who has a ‘clear mind and expresses himself well’, and that his lectures are ‘among the most popular with students’. Besides, Professor Lao had written a lot of



books and articles in local journals. In the letter, Dr. Yung also mentioned that Professor Lao had never been abroad and that the trip to Harvard could ‘broaden his understanding in philosophical problems’. In September 1969, Professor Lao went to Harvard-Yenching Institute as a visiting scholar. The recommendation letter is now on display at the University Gallery.

Announcements

宣布事項

哈佛燕京學社進修資助計劃

Harvard-Yenching Institute Programmes

哈佛燕京學社現接受人文學科及社會科學教員申請2015至16年度進修資助。詳情如下：
訪問學人資助計劃

資助教員前往哈佛大學進修或從事研究工作，為期十個月。資助項目包括單人來回機票、生活津貼、醫療、聘請研究助理，以及參加美國和加拿大境內學術研討會的津貼。

訪問研究員資助計劃

資助博士研究生前往哈佛大學從事研究工作，為期三個學期，從事有關東亞研究者將獲優先考慮。資助項目包括交通、訪問研究員津貼、生活津貼及參加美國和加拿大境內學術研討會的津貼。

申請人須於2014年8月1日前，把申請表格連同相關文件經所屬學系系主任及學院院長送交人事處培訓事務經理周偉榮先生（申請訪問學人資助計劃），或研究院助理主任蘇少嫻女士（申請訪問研究員資助計劃）。申請表格可於人事處網頁下載。通過初步甄選者，將獲哈佛燕京學社之代表在港接見。查詢詳情可電郵至 per10@uab.msmail.cuhk.edu.hk。

Applications are now invited from faculty members in the humanities and social sciences for the following two Harvard-Yenching Programmes tenable in 2015-16:

Visiting Scholars Programme (VSP)

This programme allows young faculty members in the humanities and social sciences to study and conduct research at Harvard University for 10 months. The scholarship will cover round-trip airfare, a monthly stipend, fees for health insurance, and funding for hiring a research assistant and for participation in an academic conference within the US and Canada.

Visiting Fellows Programme (VFP)

This programme provides advanced PhD candidates an opportunity to do dissertation research at Harvard University for three semesters. Preference is given to those working in East Asian studies. The fellowship will cover round-trip airfare, the Harvard University Visiting Fellows fee, a stipend for a single scholar, and funding for participation in an academic conference within the US and Canada.

Applicants should submit the completed application forms and requisite supporting documents, with the endorsement of the department chairman/unit head and the Faculty Dean as appropriate to Mr. Daniel Chow, training manger (for VSP application), or to Ms. Vera So of Graduate School Office (for VFP application) on or before 1 August 2014. Application forms are obtainable at the Personnel Office's website. Shortlisted applicants will be interviewed by an Institute interview panel in Hong Kong. For enquiries, please e-mail to per10@uab.msmail.cuhk.edu.hk.

香港越南船民講座

Talks on Vietnamese Boat People in Hong Kong

中文大學出版社邀得嶺南大學視覺研究系副教授羅淑敏主持兩場講座，詳情如下：

The Chinese University Press invites Prof. Law Suk-mun Sophia, associate professor at the Department of Visual Studies, Lingnan University, to host two lectures. Details are as follows:

講題 Topic	香港難民營中的越南藝術 Image Writing: Vietnamese Art in the Camps
語言 Language	英語 English
日期 Date	25.6.2014
時間 Time	酒會 Drinks reception: 6:00 pm 講座 Presentation: 7:00 pm-8:00 pm
地點 Venue	金鐘正義道九號亞洲協會香港中心 Asia Society Hong Kong Center, 9 Justice Drive, Admiralty
費用 Fee	HK\$200 (會員 members) HK\$250 (非會員 non-members)
購票 Ticketing	http://asiasociety.org/hong-kong/events/image-writing-vietnamese-art-camps

講題 Topic	看不見的生命：香港越南船民史 The Invisible Citizens of Hong Kong: Stories of Vietnamese Boat People
語言 Language	廣東話 Cantonese
日期 Date	28.6.2014
時間 Time	2:30 pm-4:30 pm
地點 Venue	尖沙嘴彌敦道132號美麗華商場 B/F商務印書館 The Commercial Press Tsimshatsui Book Centre B/F, Miramar Shopping Centre, 132 Nathan Road, Tsimshatsui
費用 Fee	免費 (座位有限，先到先得) Free (first-come, first-served)
報名 Registration	www.cp1897.com.hk/activity.php?id=774
查詢 Enquiries	3943 9805

新系統管理車輛進出

New Vehicle Access Control System

為提升管理車輛進出的系統，大學將於8月引進新的自動化車輛進出管理系統。新系統採用無線射頻識別技術，泊車證持證人將獲電郵通知，於稍後公布的時段內親身或透過代表前往保安處控制室領取無線射頻識別標籤。系統更新後，將以新的二維碼泊車券取代現時的泊車認可券和預繳泊車券，持有現時預繳泊車券者，可於8月起前往保安處換取新券。

有關新系統的運作以及相關安排，請瀏覽保安處網頁 www.cuhk.edu.hk/security_unit/ 或致電3943 8639查詢。

In order to enhance the management system of vehicles accessing the campus, the University will launch a new Automated Vehicle Access Control System sometimes in August. The new system will employ the Radio Frequency Identification (RFID) technology. Eligible parking label holders will be notified by e-mail on a date to be announced to obtain their RFID tags in person or by an authorized representative at the Control Room of the Security Office during office hours. Under the new system, QR code coupons will replace the existing prepaid and complimentary parking coupons/passes. Users of the current prepaid coupons can exchange for QR code coupon from August.

For more information, please visit the website www.cuhk.edu.hk/security_unit/ of Security Office or contact the office at 3943 8639.

天灸療法保健運動

Natural Moxibustion Health Campaign

為促進市民健康，中醫學院將於7及8月推行冬病夏治「天灸療法」保健運動，為大家提供敷貼治療。詳情如下：

To promote health of the public, the School of Chinese Medicine will launch the Natural Moxibustion Health Campaign in coming July and August. Details are as follows:

日期 Date	18.7.2014 (初伏 1st treatment) 28.7.2014 (中伏 2nd treatment) 8.8.2014 (末伏 3rd treatment)
時間 Time	9:30 am-4:30 pm
地點 Venue	信和樓一樓中醫學院中醫教學診所 Teaching Clinic for Chinese Medicine, 1/F, Sino Building
費用 Fee	HK\$ 400 (中大職員、學生、校友、退休職員、職員或校友之直系親屬 CUHK staff, students, alumni, retired staff, staff/ alumni direct family members) HK\$ 600 (校外人士 Others) 包括三次療程；須於初伏當天全數以現金或信用卡繳付 For three doses; one-off payment by cash or credit card is required at the first treatment
名額 Quota	先到先得，額滿即止 First-come, first-served
報名日期 Registration Date	19.6.2014-10.7.2014
療法介紹及報名 Introduction of Natural Moxibustion and Registration	中醫學院中醫教學診所網頁 Website of School of Chinese Medicine Teaching Clinic (http://clinic.scm.cuhk.edu.hk)
查詢 Enquiries	3943 4328 /1346 /4024


大學游泳池延長開放時間

Extension of Opening Hours of University Swimming Pool

大學游泳池由6月9日起延長開放時間如下：

With effect from 9 June, the daily opening hours of the University swimming pool has been extended as follows:

	星期一至四、六、日及公眾假期 Mon.-Thur., Sat., Sun., and Public Holidays	星期五 Fri.
第一節 1st session	8:00 am-1:40 pm	8:00 am-noon
第二節 2nd session	2:30 pm-9:00 pm	



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Ins and Outs

人事動態



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四年制課程實施後，對大學的財政是否有影響？

實施四年制後，對於新增的那一年，大學只從大學教育資助委員會獲得相當於正常年度62.5%的經費。所以，整體撥款雖然多了，但攤分計算，學生的平均經費是有所減少。再者，教資會亦在研究撥款中引入更多競爭元素，大學如要競逐撥款，必須提升研究質素和實力。

去年接任財務長一職，眼前或中期有何新計劃？

教資會財務工作小組最近檢視了八大院校的財務狀況並完成報告，提出了九項建議。它最主要是擔心大學會用教資會的資源補助非教資會資助的項目，例如補貼自負盈虧課程。未來六年大學要一一落實它的建議。

中短期我有個心願，就是希望可以把財務系統下放給各部門。現在部門在自己帳戶的花費，須經過一定程序才能登錄財務系統，需時至少一個月。如果他們想馬上知道自己帳戶中最新的收支狀況，以決定怎樣用錢，那就很不方便。所以如能把財務系統下放，就可以取得實時資訊。

美國大學有很成功的投資模式，是否有值得我們參考之處？

我們有參考美國大學基金的投資模式。我們的投資分A、B、C三組，A組正是參照耶魯大學的投資模式，我們會把長期不會動用的資金放到這種高回報但風險也較高的基金。B組就交由投資經理放到全面和專項的投資基金，最大筆的是C組，放到存款、債券、固定利率的投資工具。未來若校董會批准，我們會增聘一個「避險基金」的基金經理，總體投資亦會增加。

長遠而言，未來大學的財政將面臨甚麼挑戰？

最大的挑戰是如何運用財政資源來增加大學的競爭力。我們不應只顧累積盈餘卻不加運用，而應用得其所，令大學能厚積實力，即羅致教授、多做研究和策略發展。

管理像中文大學這樣的高等教育機構的財政，有何獨特的地方？

商業機構只有一個目標，就是賺取最大利潤，其他不用管太多。但在院校管理財政，就牽涉多方，由政府、立法會、教資會甚至傳媒，我們都受他們監察。有那麼多利益相關的人士，做每件事都要從多方、多角度的考量。比方說，單是加學費這個議題，學生、公眾或傳媒的意見，我們都不能忽視。

遇到某些服務的成本上漲，須增加收費時會怎樣處理？

會和與事各方多協商，多溝通，希望大家明白大學資源始終有限，增加某項服務的補貼，另一些服務的資源就相對地減少。

由1990年在大學財務處任職至今，誰令你印象最深刻？

有三個人我的印象最深刻。第一位是中大第二任財務長招大維先生。他是很和藹可親、待人和善的紳士。我剛加入中大時不過是個會計主任，但他對我很有信心，還讓我去英國唸碩士。

唸完書回來後，正值教資會改變大學撥款模式，中大設立專責小組研究對策，招大維先生就派我去負責新撥款模式事宜。當時廖柏偉教授是專責小組主席，我擔任秘書，與廖教授共事機會很多，他對大學的運作非常熟悉，也有豐富行政經驗，令我獲益良多，他可說是我的恩師。

第三位是前任財務長陳鎮榮先生，他是個很有智慧、活力、從容不迫的人，人緣也很好，是很值得學習的楷模。我是得到他的鼓勵和支持，才有勇氣接任財務長的職位。



陳林月萍
Salome Chan
大學財務長
University Bursar

Has the implementation of the four-year undergraduate curriculum had any impact on the University's finances?

The University Grants Committee (UGC) only provides 62.5% of a year's normal funding for the additional year of the new curriculum. So, although we get more money on the whole, we have less money on a per student basis. Furthermore, the UGC has introduced greater competitiveness in allocating research funding. CUHK must improve the quality of its research and enhance its research capacity if it wants to get competitive research grants.

Can you talk about some immediate or medium-term plans?

The Financial Affairs Working Group of the UGC has reviewed the financial status of eight UGC-funded universities and finished a report, making nine recommendations. Their major objective is to ensure that there is no cross-subsidization of UGC resources to non-UGC-funded activities, such as self-financed programmes. We'll implement their recommendations in the next two triennia.

In the immediate or medium term, I want to push for the decentralization of financial systems. Now when a unit of the University spends money, it has to go through a procedure before the outlay can be recorded in its financial system. That takes at least a month. It would be quite annoying not to be able to know your latest balance when making decisions on using your resources. If financial systems can be decentralized, you'll get real-time information.

The investment returns of the endowment funds of top universities in the US are enviable. Is there something we can learn from them?

We've learned from the endowment funds of American universities. We divide our investment into three pools: Pool A, Pool B and Pool C. The investment model of Pool A mirrors those of Yale University. But we only put the money that will be idle for a long time in such high-risk, high-return funds. For Pool B, we let our investment managers invest it in balanced and special investment funds. Pool C is the biggest share. We put it in fixed deposits, bonds, and other fixed rate investment products. If we can get the green light from the University Council, we'll hire an investment manager to take care of hedge funds and our investment will also be increased.

What do you see would be a long-term challenge?

It would be making the best use of our financial resources to

make the University more competitive. Accumulating money is not our end, but spending it wisely and helping the University to build capacity. This involves recruiting professors, funding quality research, and facilitating strategic developments.

What is the unique feature of managing the finances of a higher education institution like CUHK?

Businesses have only one goal—the maximization of profits. They don't have many other concerns. But as a tertiary institution, we have a variety of stakeholders, including the government, the Legislative Council, the UGC, and the media. Our finances come under their scrutiny. So whenever we want to make a financial decision, we have to consider it from different angles and put ourselves in different people's shoes. For example, if we want to increase tuition fee, the opinions of students, the public and the media are something to which we must pay heed.

What will you do when you're forced to increase the fee for a service because of rising costs?

We'll try to improve communication with stakeholders. We hope that they would understand that our resources are limited. When one service gets more subsidies, others get fewer.

Can you recall any professor/colleague who impressed you the most?

There are three persons who impressed me most. The first one is Mr. David Gilkes, the second Bursar of the University. He's a kind and amiable gentleman. I was just a small accountant when I first joined CUHK. But he had confidence in me and allowed me to study for my master's degree in the UK.

When I returned after finishing my studies, Mr. Gilkes asked me to join the task force in charge of elaborating a new funding model in response to UGC's change in its funding model. Prof. Liu Pak-wai was the chairman of the task force and I was the secretary. Professor Liu was an experienced administrator who had intimate knowledge of the operation of the University. I benefited a lot from his guidance. So, it can be said that he is my mentor.

The third one is Mr. Terence C.W. Chan, the former Bursar. He is a wise, energetic and unruffled person. He's also very popular and my role model. Without his encouragement and support, I might not have been confident enough to take up the position of Bursar. 📷