

為醫改革終不悔 ——醫改會

The Taiwan Health Reform Foundation: Keeping a Ten-Year Promise

文·張瓊方 版面設計·蔡智本 layout by Tsai Chih-pen



一群學者發願投入10年的寶貴光陰，竭盡所能地來改善台灣的醫療環境。4年來，醫改會成員不改初衷地朝目標邁進，只是在當前多數民眾覺得「事不關己」、「得過且過」的心態下，醫改會走的辛苦，也走的寂寞。

曾經擔任衛生署「醫事審議委員會」及「醫療糾紛鑑定委員會」委員、現為中研院社會所研究員的張荳雲，一直認為自己應該要為醫療品質的增進和社會公義做些更有效果的事。2001年10月，張荳雲和幾位有心的朋友們終於化夢想為行動，募集資金成立了為民間發聲的「台灣醫療改革基金會」。

民間發聲的醫療改革

「推動台灣建立品質與正義的醫療環境」，這是醫改會的使命。

董事長張荳雲指出：「醫改會關注的焦點是醫療環境，讓每位醫師都有成為良醫的機會，讓醫界清流成為主流。」

如何從民眾需求的角度去思考、發聲，使得政府、醫界和民眾之間擁有平衡的三角關係，是醫改會一向秉持的立場。幾年下來，醫改會做出了不少成績。

民國89年底，為喚醒民眾的就醫權益，醫改會公布了第一次公私立醫院的醫療品質民調；民國91年公

布第二次民調，並開始推動藥袋標示；次年提出新版手術同意書、遏止浮濫手術現象；接著又破除民眾的病歷取得障礙、公開並檢視財團法人醫院的財務報表……。

尋找醫改之友

「為維持客觀中立，醫改會不接受政府補助計畫及利益團體指定贊助……」，在醫改會的網站上，明白揭示了以上的宣言。

然而巧婦難為無米之炊，雖然醫改會的核心幹部皆是不支薪的義工，5位專職人員的薪水也遠低於外面的行情，辦公室中的冰箱還是員工家屬友情贊助的，但屬「倡議」性質的醫改會，一路走來卻比一般「服務型」的NPO辛苦。

「如果基金會除了募集創會資金外，還要為日常的運作經費擔心，對基金會是很大的傷害，」張荳雲說：「我們希望這些願意『把知識轉換成行動』的教授級成員們，能夠把最珍貴的時間花在行動以及策略的擬定上，而不要花太多心力在籌措金錢上。」

然而，理想與現實總是有著很大的差距，特別是募款這件事。要民眾從「認識」、「認同」，到進一步捐款「支持」醫改會，似乎還有一段長路要走。

「知名度不足，加上政策倡導與民眾距離有點遠，又缺乏明星級公

益代言人或令大眾同情飆淚的個案故事，因此募款特別困難，」肩負醫改會募款工作的教育推廣組組長陳雅晶指出，醫改會一年會務所需經費大約為五百多萬元台幣，但醫改會收到的零星捐款少之又少，願意承諾固定捐款給醫改會的「醫改之友」更只有121人，平均一個月的捐款金額只有12萬元左右。

董事長張荳雲經常提醒成員們要將醫改會成立的宗旨視為最重要的目標，其餘一切都是次要的，她甚至要大家有「赤字預算」的心理準備，「NPO不要因為害怕錢不夠就存著捨不得花，反倒要去有效利用，做出具體的成績，」張荳雲表示，NPO不是為了募款而成立，更不該為了「養人」而去募款。

有多少錢，做多少事。去年醫改會幸運地收支打平，收入共約五百六十多萬元，其中71%來自捐贈，26.4%是來自「美國亞洲基金會」的專案計畫補助經費，2.7%是利息收入。陳雅晶指出，今年2月因為邱小妹人球事件，醫改會的知名度增加，捐款略微提升。再加上醫改會義賣年曆，獲得許多企業熱情認購，醫改會便將所得用作推動就醫安全的宣導基金。

NPO的無私、公益精神，在醫改會中發揮得淋漓盡致。我們的社會需要這樣的NPO，這樣的NPO需要大家的支持。 □

(左) 醫改會去年舉辦「寄藥袋大抽獎活動」，民眾寄來的八千多個藥袋中，有9成5不合格。NPO與民眾攜手，可以加大改革力道。(醫改會提供)

(facing page) The public sent in over 8,000 prescription medicine bags during last year's "Mail-in Prescription Medicine Bag Grand Prize Drawing" held by the THRF. 95% of the bags failed to meet standards. Non-profit organizations and the general public working hand-in-hand can multiply the strength and effectiveness of reform efforts.(courtesy of the THRF)

A group of scholars vowed to invest ten prime years of their lives in an all-out effort to improve Taiwan's medical environment.

This is the story behind the establishment of the Taiwan Health Reform Foundation (THRF). Four years have passed since then and the THRF's members have not wavered in their original ideals as they continue to strive towards their goal. However, faced with apathy among government officials and the general public, the THRF has had a tough row to hoe.

Formerly a member of the Department of Health's Medical Affairs Review Committee and Medical Dispute Review Committee, and now a researcher at Academia Sinica's Institute of Sociology, Chang Ly-yun has always felt that she should be doing something that would get more results in upgrading the quality of medical treatment and pursuing social justice.

In October 2001, Chang, along with a few like-minded friends, finally turned ideas into action and raised funds to establish the Taiwan Health Reform Foundation, an organization that would speak out on behalf of the public.

Voice of the people

The THRF's mission is "to promote the establishment of a quality and just medical environment in Taiwan." Chairwoman Chang Ly-yun states, "The Taiwan Health Reform Foundation aims to bring about an environment in which every physician has an opportunity to become a good doctor, and in which doctors with a social conscience are the rule, not the exception."

The THRF has always sought to consider matters and speak out from the point of view of people's needs, and to maintain a balance in the triangular relationship between the government, medical commu-

nity, and general public. In the span of a few years, the THRF has achieved much.

Near the end of 2000, seeking to awaken the public to their medical treatment rights, the THRF published for the first time the results of a public survey of the quality of medical treatment provided by public and private hospitals. In 2002, the second public survey of treatment quality was published. The THRF also began to promote the labeling of prescription drug packets. The following year a new version of a surgery consent form was proposed which curbed the number of unnecessary operations that were taking place. After that, the group broke down barriers that kept people from obtaining their medical histories, and began to publicize and scrutinize the financial reports of hospitals.

Looking for friends

The THRF's website displays the following declaration: "To maintain impartiality, the THRF does not accept subsidies from government programs or sponsorship from interest groups."

All of the THRF's directors and administrators are non-salaried volunteers. The pay for its five full-time staff is far lower than what they could receive elsewhere. The office fridge was even graciously donated by a relative of one of the employees. Yet, in spite of all this, without rice the cleverest housewife cannot prepare a meal. Without financial support from the government, the "advocacy-oriented" THRF's path is a lot tougher than typical "service-oriented" non-profit organizations.

"Constant worry about daily operating funds can greatly harm an organization such as ours," says Chang Ly-yun. "Our aim is that our expert members who want to 'turn knowledge into action' can spend their precious time on action and strategic planning rather than figuring out how to raise money to cover their daily expenses."

However, there is always a large gap between ideals and reality, especially in the area of fundraising. It seems like there is still a long way to go in leading the public from "awareness" and "agreement" to the next step of "support" of THRF through monetary donations.

"We do not have enough public recog-

nition, and on top of that there is a bit of a gap between our policy advocacy efforts and the general public. We also lack a famous spokesperson or a well-known case with public sympathy. Consequently, fundraising efforts are especially difficult," states Chen Ya-jing, chief of the THRF's Division of Education and Advocacy, who shoulders the fundraising work. The THRF requires over NT\$5 million a year, but it is tough to raise that much from individual donations. The "Friends of Health Reform" group, which makes periodic donations to the THRF, has only 121 people and comes up with an average monthly total of only around NT\$120,000.

Chairwoman Chang Ly-yun often reminds members to fix on the THRF's mission as the most important goal, with everything else being secondary. She has even told people to be ready for "red-ink budgets." "Non-profit organizations shouldn't be afraid of not having enough money and so disburse funds sparingly. Instead, they need to use funds effectively and produce tangible results." Chang states that non-profit organizations are not established for the purpose of raising funds, and they certainly should not raise funds solely to give people salaries.

However much money is available, that's how much work will be done. Last year the THRF was fortunately able to cover their costs with an income of over NT\$5.6 million. Of that, 71% came from donations, 26.4% from the Asia Foundation, and 2.7% from interest income. Chen Ya-jing points out that due to the Little Girl Chiu incident that occurred in February, the THRF has gained wider recognition and donations have slightly increased. In addition, the THRF's charity sale of a health-themed calendar raised a lot from businesses; the THRF will allocate the resulting funds towards promoting medical treatment safety.

The THRF perfectly embodies a non-profit organization's spirit of selflessness and desire to benefit the public. Our society needs these kinds of NPOS, just as they need our support in return. □

**(Chang Chiung-fang/
tr. by James Chen)**