



幸福・價值・榮耀： 附醫院長的 三個關鍵詞 MORE THAN A WORKPLACE

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Image courtesy of Dr. William J. Huang, NYCU Hospital, and the Secretariat

新的任務

那天是個晴朗的早晨，我們在校園咖啡館見到剛上任不久的陽明交大附設醫院黃志賢院長，他親切地與我們打招呼。坐下後，話題很自然地從他的新職位開始。

黃志賢是一位在臺北榮民總醫院泌尿部服務三十多年的醫師，去年八月接下附設醫院院長職位，其實在這之前，他並沒有想到還會有任務在等著他。但當林奇宏校長徵詢他接任院長的意願時，他沒有

New mission

It was a bright morning when we met Dr. William J. Huang, the new superintendent of National Yang Ming Chiao Tung University (NYCU) Hospital. When we arrived at the campus café, he greeted us warmly and invited us to sit down with him. After a few moments, the conversation naturally turned to his new position.

For over thirty years, Dr. Huang had served as a physician in the Department of Urology at Taipei Veterans General Hospital, and he assumed the role of hospital superintendent last August. Prior to accepting this new appointment, he had not expected to take on another mission. But he didn't refuse when President Chi-

拒絕。要理解這個決定，得先知道他與這間醫院橫跨三代的淵源。

對黃院長來說，陽明交大附設醫院承載著一段橫跨三代的家族記憶。附設醫院早期名為宜蘭醫院，他的曾祖父早在日本統治時期就在這裡當藥科助手，相當於現在的藥劑師，曾與臺灣民主運動先驅蔣渭水共事。祖父後來也在醫院擔任主任秘書，服務到退休。小時候寒暑假在宜蘭時，他常跑去醫院找祖父，那些童年時光如今回想起來仍然清晰。

Hung Lin approached him about the superintendent position. To understand his decision, it helps to know about his close ties to this hospital.

For Dr. Huang, NYCU Hospital carries a wealth of family memories spanning three generations before himself. When the hospital had its original name, Yilan Hospital, his great-grandfather worked there as a pharmaceutical assistant (equivalent to a pharmacist today). He was there during the Japanese colonial period and even worked alongside Chiang Wei-shui, a prominent social activist and reformer at the time. Later, Dr. Huang's grandfather served as the hospital's Secretary General until his retirement. As Dr. Huang was growing up, he would often visit his grandfather at work during summer and winter vacations in Yilan. Those memories remain vivid to this day.

多年後，這間醫院一度沒落，後由臺北榮總受委託經營而重振，並改制為陽明大學附設醫院。隨著陽明大學與交通大學合校，醫院也改為現名。黃院長在陽明大學取得博士學位，也在這裡教了二十幾年書，參與問題導向學習 (PBL) 教改、負責醫學系招生。這份家族淵源加上自己與學校的深厚連結，讓他決定接下這個任務。

選科時看到的風景

黃院長當年選擇泌尿科的考量也值得一提。他觀察到泌尿科呈現出的面貌是老師們在臨床和研究都表現出色，家庭生活也都經營得很好，這讓他覺得，這個科別的工作節奏較能兼顧家庭與生活。

Over the years, the hospital underwent a significant decline before it was eventually revitalized by the Taipei Veterans General Hospital system. In this new administrative context, the hospital was restructured as National Yang-Ming University's affiliated hospital. Then, when Yang-Ming University merged with National Chiao Tung University, the hospital adopted its current name. Dr. Huang earned his doctorate from Yang-Ming University and taught at the school for over twenty years, overseeing medical school admissions and helping to reform the curriculum to highlight problem-based learning (PBL). This family legacy, combined with his own deep connection to the university, led him to accept the role as superintendent.

Perspective that shaped his choice

When explaining why he chose urology as a specialty, Dr. Huang mentioned he observed that in urology, attending physicians

Dr. William J. Huang, Superintendent of
NYCU Hospital
陽明交大附設醫院黃志賢院長



Dr. Huang studied microsurgery in the United States and shared treasured photos from his time there, including ones with his mentors Larry Lipshultz and Dorrie Lamb.

黃院長赴美學習顯微手術，並與我們分享他與在美的兩位導師 Larry Lipshultz 與 Dorrie Lamb 的珍貴合照

這些觀察反映了黃院長對醫师生涯的想像，也就是專業可以持續精進，生活也該有品質。進入泌尿科後，他發現這個領域不斷引進新技術，需要終生學習。黃院長後來專攻男性不孕症，赴美學習顯微手術後回臺建立訓練制度。去年七月從北榮泌尿部主任職位卸任後，新任務隨即到來。他開始思考，如何讓在附醫工作的每個人在專業上有成長、在生活中有餘裕。

excelled in both clinical work and research while also maintaining healthy family lives. This made him feel that urology offered a more sustainable pace of life, which could leave room for family.

This type of balanced life aligned with Dr. Huang's vision for a medical career. He wanted one where he could keep growing professionally while maintaining a high quality of life. After entering urology, he discovered that there were continual technological innovations in the field, allowing him to become a lifelong learner. Furthermore, Dr. Huang decided to specialize

幸福、價值、榮耀

這個想法後來凝聚成三個關鍵詞：幸福、價值、榮耀。首先是幸福感，醫護工作的特殊性，常讓人在照顧別人的同時，無力照顧自己的家。附醫在新民院區已有托嬰中心，收托零到三歲的孩子，讓不少

in male infertility. In this role, he had the opportunity to study microsurgery in the United States, then return to Taiwan to establish a training system. Last July, he stepped down from his position as director of the Department of Urology at Taipei Veterans General Hospital, but his next challenge as superintendent quickly came calling. He immediately began thinking about ways to help everyone working at NYCU Hospital grow professionally while also maintaining some breathing room in their personal lives.



Dr. Huang believes that everyone starts from a different place and has different needs; only tailored support can unlock their full potential.

黃院長認為，醫院內每個人的起點和需求都不同，唯有給予適當支持，才可能激發潛力



同仁能提早結束育嬰假返回工作崗位。但這個服務在孩子滿三歲後即中斷，家長得另尋幼兒園。黃院長正著手規劃建立醫院自己的幼兒園，把托育服務延伸下去。眷舍也在改建中，這些安排的用意在於讓同仁感受到醫院對他們家庭的重視，使工作成為可以安心投入的所在，而非僅是一份職業。

價值則來自成長的可能，「你在這邊工作，我一定要讓你學到東西」，黃院長說。員工貢獻所學的同時，個人也該有成長空間，他觀察各部門同仁的狀態，有些人已在學術研究上走得很快，他會詢問還需要哪些支持，看能否提供更多資源。有些人手上有好的研究題目和初步成果，但因忙碌而停滯，他會協助串連資源，將這些半成品推進到可發表的程度。也有些同仁還在摸索方向，或被臨床工作佔據全部時間，他會逐一了解狀況，提供適切協助。他認為每個人的起點和需求都不同，唯有給予適當支持，才可能激發潛力。

Well-being, value, and pride

This vision eventually crystallized into three elements: well-being, value, and pride. The sense of well-being should encompass everyday life since the demanding nature of healthcare work often causes medical staff to be busy caring for others rather than their own families. NYCU Hospital already has a daycare center at the Xinmin campus for children ages zero to three, which allows many staff members to return from parental leave earlier.

However, this service ends when children turn three, so parents must find other preschools. Dr. Huang is now working to establish the hospital's own preschool, further extending the childcare support for staff. Staff housing is also being renovated to improve the living environment for employees. The intent behind these initiatives is to show employees that the hospital values them and their families, creating a work place that they can commit to with peace of mind, rather than just thinking of it as a job.

For Dr. Huang, value comes from opportunities for growth. "If you work here, I have to make sure you learn something," he says. While employees contribute their expertise, they should also have room to grow personally. He pays attention to how staff across different departments are doing.



榮耀感則建立在前兩者的基礎上，當附醫因為員工的努力而變得更強，它就會在社區裡發揮更強的影響力，成為一個讓人信賴的品牌。在這裡工作的人自然會感到驕傲，就像有些機構的名字本身就帶著力量，院長希望附醫也能成為這樣的地方。

這三者環環相扣。有幸福感的員工能安心工作，創造價值的員工會持續進步，醫院因此變得更強，更能吸引優秀人才，形成良性循環。另一方面，幼兒園、眷舍、輔導機制，這些是醫院能提供的，但現實是附醫的同仁每天都很忙碌。急診來了需立刻處理，門診、手術排得滿滿的，查房、會議、行政工作一件接一件，時間不會因為有了制度就變多。

Some are already moving quickly in academic research, and he asks what additional support they need, seeing whether more resources can be provided. Others have promising research projects and preliminary results but have stalled because of heavy workloads. He helps these individuals connect with resources to move their works-in-progress toward publication. Still others are still searching for a direction or are fully absorbed by clinical work. He looks into the situation of each individual and offers appropriate support. He believes that everyone starts from a different place and has different needs; only tailored support can unlock their full potential.

The first two elements contribute to a sense of pride in NYCU Hospital. When the hospital grows stronger through employees' efforts, it gains greater influence in the community and becomes a trusted brand. People who work here feel proud to be part of it. With continued cultivation, Dr. Huang expects that NYCU Hospital can become an institution with a name that carries its own weight.

These three elements are interconnected. Employees who feel a sense of well-being can work with peace of mind, and those

黃院長的門診量在泌尿部一直是名列前茅，病人從各地來，有些甚至等了很久才掛到號。時間永遠不夠，醫院工作也難免有突發狀況，但他盡可能讓自己在每個時刻專心做好眼前的那件事。在什麼場合做什麼事，他形容這是自己找到的節奏。在醫院處理醫院的事，回到家就專心陪伴家人。

他希望附醫的每個人都能找到這樣的節奏，好好工作、好好生活、好好成長，這是他當年在泌尿科看到的樣子，也是他現在想在附醫延續的文化。而這一切，並非從零開始。附醫能有今天的樣貌，是前幾任院長一路奔走努力打下的基礎。黃院長說：「我是站在巨人肩膀上。」而他要在這個基礎上，繼續培養人才、支持研究、照顧員工的家庭，陪伴附醫走向更好的未來。■

Dr. Huang hopes everyone at NYCU Hospital can find this kind of rhythm. They should be able to work well, live well, and grow.

黃院長希望附醫的每個人都能找到這樣的節奏，好好工作、好好生活、好好成長

who create value will continue to grow. As the hospital becomes stronger, it attracts more talented professionals, creating a virtuous cycle. While the preschool, staff housing, and mentoring systems are support that the hospital can provide, the reality is that the hospital's staff is busy every day. Emergency cases require immediate attention. Outpatient clinics and surgeries are often scheduled back-to-back. Patient rounds, meetings, and administrative tasks come one after another. Simply putting support systems in place doesn't create more hours in the day.

Dr. Huang consistently sees one of the highest patient volumes in the Department of Urology. Patients come from all over, some waiting a long time just to get an appointment. There's never enough time, and hospital work inevitably brings unexpected situations. But he does his best to stay focused on the task at hand in each moment. He describes his rhythm as 'being present in each setting.' He handles hospital matters at the hospital, and when he gets home, he focuses on being with his family.

Dr. Huang hopes everyone at NYCU Hospital can find this kind of rhythm. They should be able to work well, live well, and grow. This is the culture he saw in urology over the years, and it's the way he wants the hospital to operate now. None of this starts from scratch. NYCU Hospital has reached its current state thanks to the tireless efforts of previous superintendents to lay a strong foundation. As Dr. Huang puts it, "I'm standing on the shoulders of giants." Building on this foundation, he will continue developing talent, supporting research, caring for the families of staff, and guiding the hospital toward a better future.

