Hong Kong College of Health Service Executives

Newsletter Issue 4 2016/17

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	Dr. YUEN Eddie 袁卓斌

Upcoming Events

JUL

HKCHSE Annual Conference 2017

Theme : Invest in Health, Create Wealth
Date : 22 July 2017 (Saturday)
Time : 14:00 - 21:00
Venue : Cordis, Hong Kong 555 Shanghai Street, Mongkok

SEP

ACHSM/ACHS Joint Conference

Theme : The Winds of Change – Adjust Your Sails
Date : 27 - 29 September 2017
Time : 18:30 - 20:30
Venue : Hilton Sydney, Australia

Disclaimer
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Message from the President

"One Belt, One Road" initiative refers to the Silk Road Economic Belt and 21st Century Maritime Silk Road. This initiative aims to connect Asian, European and African markets with China along five routes. It is a significant development strategy launched by the Mainland China with the intention of promoting economic co-operation among countries along the proposed routes. The core strategy is to leverage on capital investment and infrastructure development such as tunnels, ports, railroads, and telecommunication. As such, it creates a regional economic co-operation framework of benefit to all. It also quickens the pace of urbanization and modernization in these regions and countries.

Urbanization is a common pathway for infrastructure development and brings along social and economic advantages such as better education, housing, sanitation, transportation, more business opportunities and employment, as well as equitable and quality health care services. Hong Kong, as one of the most advanced cities, runs on a dual-track health system encompassing the public and the private sectors. The city offers equitable access to medical & health services at highly subsidized rates and has been rated by Bloomberg as the most efficient healthcare system. However, Hong Kong faces compounding challenges of changing vulnerability groups due to ageing population, prevalence of chronic medical conditions, and impact of technology revolutions. Studies in health system reforms show that rising patient expectations and unsustainable health funding are the major drivers for changes. Therefore, Hong Kong's unique experience with healthcare models and its expertise on addressing ailments of cities could be a useful and practical reference by other fast growing and densely populated cities along the map of "Belt & Road".

At present, there is vast room for cooperation between Hong Kong and other countries in healthcare services delivery, e-Health application, pioneering public-private partnership (PPPs), better manpower planning and deployment as well as other approaches in health policies. There are also both challenges and opportunities on enhancing the values through mutual collaboration. It won't be long advances in gene based diagnostic technologies, AI assisted medical equipment, precision pharmaceuticals, and big data information systems and other globalized clinical solutions are invented, shared and engaged to ensure patient safety and improve service deliveries.

Hong Kong is an international hub with world class medical and health science education, and research & good partners in cutting-edge development projects. It can be an ideal enabler of Sino/Asian/European healthcare innovations and knowledge exchange in health service management. Our leaders in healthcare sector can cultivate an environment conducive for future investment and partnership, and can contribute to a communication linkage among the prospective entrepreneurs from the Mainland China and other parts of world. Our vision should be above the horizon.

Dr LIU Shao Haei

Let's have a look on Healthcare Manpower Planning and Professional Development Strategic Review Report

Strategic Review on Healthcare Manpower Planning and Professional Development Report released on 14 June, 2017 by Secretary for Hong Kong Special Administrative Region Food and Health Bureau. Lots of press editorials and Professional Associations and Societies made comments on it. In fact, following the conclusion of this Review Report, Government will soon embark on an updating exercise on manpower projections in consultation with the relevant stakeholders and invite each and every of the Boards and Councils for healthcare professions to submit detailed and concrete proposals for implementing the recommendations of the Review taking into account the unique circumstances of individual professions.

The main objective is to take all necessary steps to bring supply and demand of healthcare professionals into broad equilibrium over time. If you have time, it is worth to read thoroughly and provide our valuable view on healthcare manpower planning and professional development and regulation. Our participation is an integral component of building a sustainable healthcare system. This article is mostly the extraction made from HKSAR, Food and Health Bureau Report on Strategic Review on Healthcare Manpower Planning and Professional Development; and this one is solely have a look on doctor and nurses professions data instead of all 13 of them. Readers are recommended to download the full report and read thoroughly for the details, observation and recommendation made for each individual professional.

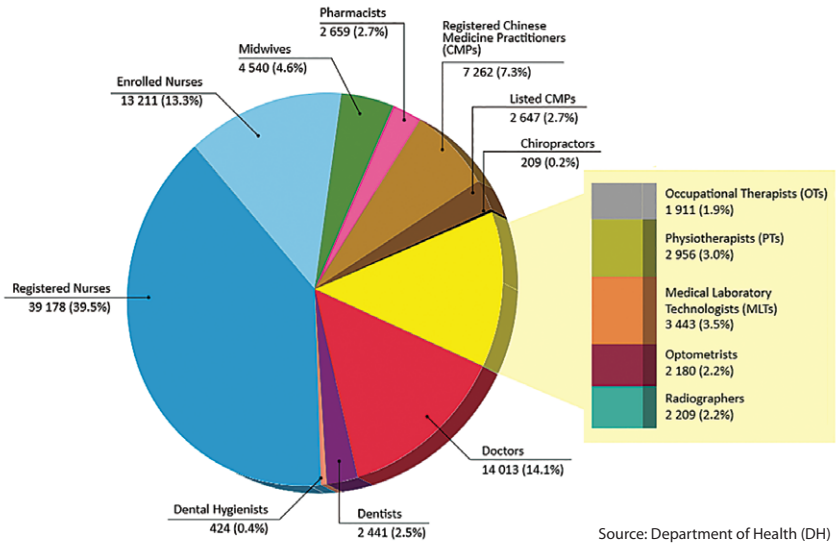
Over the years, Hong Kong has developed a highly efficient healthcare system and achieved impressive health outcome for its population. Hong Kong is among the best in the world in terms of many health indicators such as life expectancy and infant mortality rate. The standard and quality of our healthcare services enjoy renowned international standing, stay at the forefront of advances in medical technology, and compare favourably with other advanced economies.

Our healthcare system is supported by teams of dedicated healthcare professionals. As at end 2016, there are over 99,000 healthcare professionals from the 13 professions which are subject to statutory registration, growing from about 83,000 in 2011.

The majority of doctors, nurses, OTs, PTs, MLTs and radiographers work in the public sector. Healthcare professionals who are more commonly engaged in the private sector include dentists, dental hygienists, CMPs, pharmacists, optometrists and chiropractors.

As in the case of many advanced economies, the healthcare system of Hong Kong faces a number of major challenges, including an ageing population, increasing occurrence of lifestyle-related diseases and rising expectations for healthcare services.

Diagram to Show the Hong Kong Healthcare Workforce (as at end 2016)



Source: Department of Health (DH)

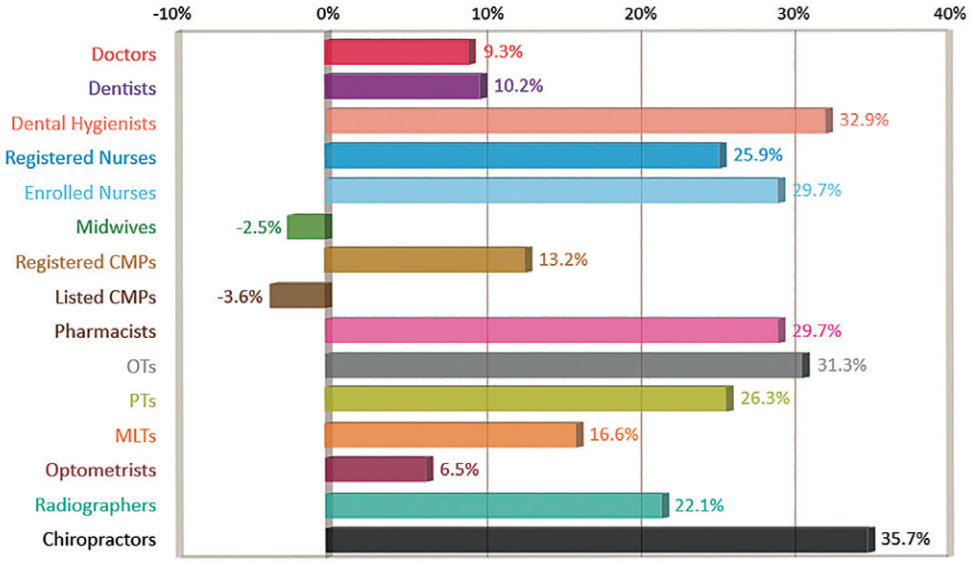
(extracted from HKSAR, Food and Health Bureau Report on Strategic Review on Healthcare Manpower Planning and Professional Development released on 14 June 2017)

Confronted by these challenges, the Government, together with the Hospital Authority (HA) and in partnership with the private healthcare sector, have over the past few years embarked on a major reform of the healthcare system to ensure its sustainability.

Apart from efforts to enhance primary care, facilitate the development of hospital services through strengthening of infrastructure and regulation including regulation of private healthcare facilities, improve the public healthcare system, promote public-private partnership in the delivery of healthcare services and introduction of the Voluntary Health Insurance Scheme, the Government also seeks to formulate a healthcare manpower strategy to ensure an adequate supply of qualified professionals for meeting future needs and for supporting the sustainable development of our healthcare system.

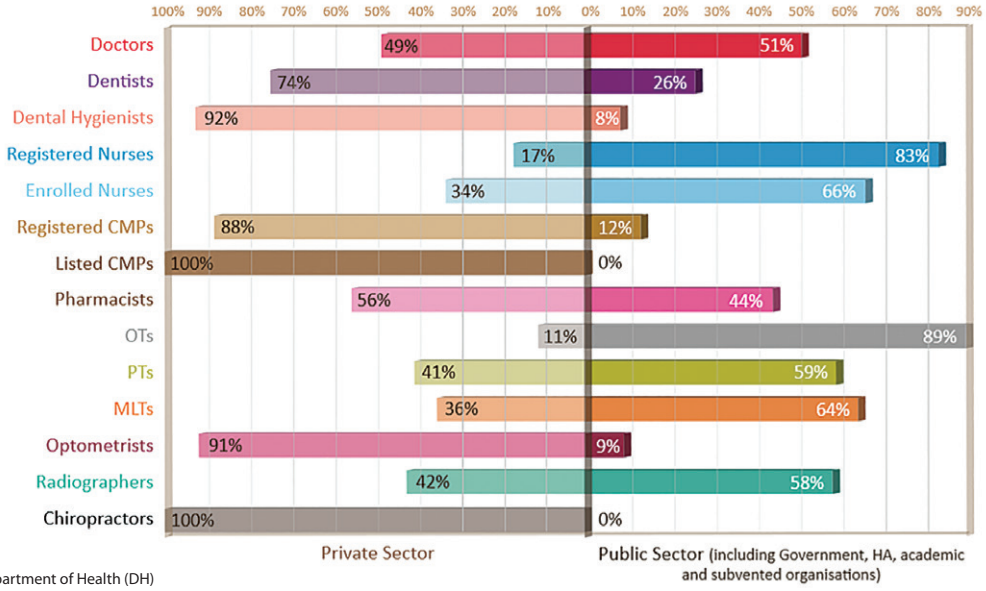
As our society ages, there is more demand for healthcare services. Technological advancement and higher expectation for healthcare services have added to the ever-increasing demand. There is a need for more healthcare professionals to cope with the challenges. However, healthcare training is costly and takes years to complete while demand, in particular those of the private sector, could fluctuate for reasons that could not have been fully and accurately captured by a projection model no matter how sophisticated it is.

Diagram to Show the Growth of Healthcare Professionals, 2011-2016



Source: Department of Health (DH)

Diagram to Show Healthcare Professionals by Type of Work Sector



Source: Department of Health (DH)

(extracted from HKSAR, Food and Health Bureau Report on Strategic Review on Healthcare Manpower Planning and Professional Development released on 14 June 2017)

Furthermore, for a dual-track healthcare system with a vibrant private sector, demand fluctuation in the short to medium term could be met, partly if not fully, through increased productivity among healthcare professionals in private practice. Innovation in healthcare practices would also have the effect of changing the demand on healthcare professionals in general or a particular type of healthcare professional.

If sufficient manpower is expected for a particular profession, this may not necessarily call for supply adjustment. It may instead enable us to plan for service enhancement and/or expansion. With a more accommodating manpower supply situation in various professions, the public healthcare system and social welfare sector would have greater room and flexibility to make service plans and implement new or improved delivery models to cope with the needs and challenge of our ageing society.

According to the report, we have 14,013 full registration doctors, with 6,797 registered specialists; with a doctor to population ratio at one to 526. The training cycle of a specialist is very long. It takes at least 13 years to become a specialist (six years of basic medical training, a year of internship training at HA and at least six years of specialist training).

With the ageing population and increasing demand for healthcare services, it is projected that there will be manpower shortage of doctors in the short to medium term. Local graduates are the predominant source of doctors serving in the public sector. The Government should consider further increases in medical training places having regard to the supply of and demand for doctors.

In considering ways to address the doctor shortage, the Report is mindful that the private sector is more flexible in adjusting productivity in response to market demand and it also notes the observations of some that there remains spare capacity in the private sector and thus considers that the Government's priority should be focused on filling the manpower gap in HA, which provides nearly 90% of all in-patient services and around 30% of primary care services in Hong Kong. However, 51% registered doctors are at public services and 40% are in Hospital Authority. In another words, 49% are in private sector for only 10% private sectors' in-patient services.

In retaining the doctor in HA services, HA has adopted a higher retirement age of 65 for all new recruits commencing employment on or after 1 June 2015. HA also has initiative to rehire retired healthcare professionals for two years up to 62 on a pilot basis. Through the re-hiring scheme in 2015/16 and 2016/17, HA has recruited 63 doctors, 48 nurses, nine allied health professionals and 884 healthcare support staff. Report does support that HA to continue her re-employment policy for suitable retirees through the Special Retired and Rehire Scheme.

With HA started recruiting non-locally trained doctors through limited registration Government introduced an amendment bill into the Legislative Council (LegCo) to amend the Medical Registration Ordinance (MRO) to extend the validity period and renewal period of limited registration from not exceeding one year to not exceeding three years. This will help HA recruit more non-locally trained doctors through limited registration to ease its doctor shortage problem in the short term.

Medical Council of Hong Kong also has initiatives to increase the frequency of its Licensing Examination, refine the exemption requirements for the examination as well as refine requirement of internship assessment.

Supply of healthcare manpower should more appropriately be planned in a cautious and incremental manner. In addressing the manpower shortage, it is important to ensure a steady supply of healthcare professionals to join and serve in the public sector in the short and medium term, while waiting for the long-term measures to take effect; however, we still have to plan on service enhancement and expansion with the society and technology changes.

On nurses sector, it is comprising of 24 hours services, of registered nurses and enrolled nurses, constitute more than half of the total healthcare workforce in Hong Kong. According the Review report and latest figure, there are 36,555 Registered nurses (General) and 2,612 Registered nurses (Psychiatric) and Enrolled nurses (General) with 11,719 Enrolled nurses (Psychiatric) with 1,492. According to the report, our present nurse to population ratio is 1 to 141; with 83% RN and 66% EN are serving in Public sector.

Recent years, there is a strong and vibrant self-finacing sector dedicated to nurse training, in addition to nurse programmes offered by UGC-funded institutions. CUHK, HKU and the Hong Kong Polytechnic University (PolyU) provide a total of 630 UGC-funded first-year-first-degree places and 125 senior-year intake places each year. HA, private hospitals and other tertiary institutions also operate in parallel a variety of self-financed nursing programmes, which add up to about 2,200 places annually. All in all, it is estimated that there are around 3,000 nursing training places offered each year.

This paper is mostly extracted from HKSAR, Food and Health Bureau Report on Strategic Review on Healthcare Manpower Planning and Professional Development released on 14 June 2017; writer would like to draw reader's attention; and as report suggested that reader are recommended to download the full report and read thoroughly for the details, observation and recommendation made for each individual professional.

For full report, we can surf up to ***www.hpdo.gov.hk/doc/c_sr_final_report.pdf*** for downloading. No matter you agreed or not, read and do comment for it.

POON Wai Kwong

Seminar on "Leveraging Internal Communication at Good or Bad Times"

It was our great honour to have Ms Anita Fung, the former CEO of HSBC, to share her views of communication with us. With her over 30 years' experience in the banking sector, Ms Fung advocates that there are distinct similarities, in terms of operational approaches, between the healthcare industry and banking. Any large corporations or conglomerates have different departments, sectors, divisions, branches, and teams. In order to establish an effective communication across the board, all those involved must be proactive and passionate. Ms Fung had visited different divisions, talked to the frontline staff, and got to know the diverse roles they play within the organisation. Good communication can help prepare every member of staff for any eventuality, not just in times of crisis. "It's like 'Saving money"! You could use it when you need it or for emergencies" said Ms Fung.

Healthcare system is even more complex and dynamic. Good communication would certainly help identify the risk and prepare for the unexpected, and it is also important to cultivate trust amongst team members by organising and taking part in certain outside work activities. The HSBC bike team and the choir are a couple of good examples in this regard.

Ms Fung also encourages us to see complaint positively and take the feedback and comments as a guide not just to devise solution, but to provide better service in the future.

Gladys KWAN

Hong Kong College of Health Service Executives
Honorary Fellowship Conferment Ceremony cum Annual Conference 2017

Date: 22 July 2017 (Sat) Time: 2pm – 9pm
Venue: The Ballroom, Level 7, Cordis Hong Kong
555 shanghai Street, Mongkok Kowloon

Panel speakers & topics

How can Insurance add value to the healthcare system?
Ms Elaine CHAN
Chief Health Officer, Zurich Insurance Company Limited

What does private enterprise sees in anti-aging business? For health or for wealth?
Ms Eleanor KAM
Head of Ageing Innovation, New World Development Company Limited

Is the current dual tract healthcare system appropriate and effective?
Dr Walton LI
Medical Superintendent, Hong Kong Sanatorium & Hospital

More investment opportunities on new biotechnology in Hong Kong?
Mr George TEE
Chief Technology Officer, Hong Kong Science and Technology Parks Corporation

Global perspectives in healthcare innovations. Is HK lagging behind the global trend?
Mr John WONG
Chairman, Boston Consulting Group Greater China

投資健康 創造財富

Invest in Health Create Wealth

Hong Kong College of Health Service Executives
Honorary Fellowship Conferment Ceremony cum HKCHSE Annual Conference 2017

Date : 22 July 2017 (Saturday) **Time :** 2pm – 9pm
Venue : The Ballroom, Level 7, Cordis Hong Kong, 555 Shanghai Street, Mongkok, Kowloon (Mongkok station exit C3 or E1)

Officiating Guests:

- **Dr KO Wing Man, GBS, BBS, JP**
  Dr LEI Chin Ion, MMP

Speakers: (in alphabetical order)

- **Ms Elaine CHAN**
  Chief Health Officer, Zurich Insurance Company Limited
- **Ms Eleanor KAM**
  Head of Ageing Innovation, New World Development Company Limited
- **Dr Walton LI**
  Medical Superintendent, Hong Kong Sanatorium & Hospital
- **Mr George TEE**
  Chief Technology Officer, Hong Kong Science and Technology Parks Corporation
- **Mr John WONG**
  Chairman, Boston Consulting Group Greater China

Moderator

- **Mr Stephen LEUNG**
  Country Manager, Pfizer Corporation Hong Kong Limited

Programme Rundown

1:30pm	Registration
2:00pm	Honorary Fellowship Conferment Ceremony
2:30pm	Annual Conference
5:15pm	AGM & Fellowship Conferment
6:00pm	Dinner Reception
7:00pm	Annual Dinner

Registration fee (including dinner)

Paid-up member	HK$500
Non-member	HK$1,000

Language

Cantonese (Supplement with English)

Please send the registration form and a cheque payable to
"**Hong Kong College of Health Service Executives Ltd**" to
FMSHK, 4/F Duke of Windsor Social Service Building, 15 Hennessy Road, Wanchai
Enquiry: (Tel) 2527 8898 (Fax) 2865 0345 (Email) eva.tsang@fmshk.org
Conference Secretariat: The Federation of Medical Societies of Hong Kong
Please visit www.hkchse.org for update