



HEALTH CARE

# Hong Kong College of Health Service Executives

Newsletter Issue 1 2017/18

MEDICAL

## The Honorary Fellowship Conferment Ceremony

Hong Kong College of Health Service Executives  
Honorary Fellowship Conferment 2017  
Dr Ko Wing Man, GBS, BBS, JP  
Dr Lei Chin Ion, MMP



Hong Kong College of Health Service Executives conferred Honorary Fellowship on Dr KO Wing Man and Dr LEI Chin Ion in recognition of their illustrious contributions and achievements.

The Honorary Fellowship Conferment Ceremony took place on 22 July 2017.

Hong Kong College of Health Service Executives  
Honorary Fellowship Conferment 2017  
Dr Ko Wing Man, GBS, BBS, JP  
Dr Lei Chin Ion, MMP



## Our New Fellows

Congratulations to the following 16 members who passed the recent Fellowship examination and were conferred as Fellows of the HKCHSE on 22 July 2017.

- Dr AU Kai Ming Brian
- Ms CHAN Wai Kei Victoria
- Dr CHANG Yui
- Ms CHEUK Hor Yan Emily
- Ms LAW Sheung Lan Winnie
- Ms LEUNG Kam Man Kammy
- Ms MA Yuen Ting Julie
- Ms MAK Lai Yee Karen
- Dr PANG Heong Keong
- Ms POON Yee Hung Priscilla
- Mr TANG Siu Keung Eric
- Dr TONG Van Ieng
- Dr WONG Sio In
- Ms YU Sau Ling Eliza
- Dr YUEN Sze Kit
- Mr YUNG Kam Fai

### Advisors 顧問

Prof Geoffrey LIEU 廖錫堯  
Prof Peter YUEN 阮博文

### Honorary Fellows 榮譽院士

Prof YEOH Eng Kiong 楊永強  
Prof William HO 何兆煒  
Dr KO Wing Man 高永文  
Dr LEI Chin Ion 李展潤

### Council Members

#### President 院長

Dr LIU Shao Haei 劉少懷

#### Vice President 副院長

Ms CHIANG Sau Chu 蔣秀珠

#### Honorary Secretary 義務秘書

Mr Anders YUEN 源志敏

#### Honorary Treasurer 義務司庫

Mr Leo LUI 呂家豪

#### Academic Convener 學術召集人

Dr Fowie NG 伍時豐

#### Publication Convener 編務召集人

Dr Steve CHAN 陳志強

#### Council Members 會董

Ms Pearl CHAN 陳麗貞

Dr Flora KO 高淑蘭

Ms Cindy LAM 林愛貞

Mr Stephen LEUNG 梁國強

Dr MA Hok Cheung 馬學章

Dr Arthur SHAM 岑思勁

Ms Ivy TANG 鄧鳳琪

Ms Macky TUNG 董曼琪

#### Co-opt Members 增選委員

Ms Joyce AU 區慧蓮

Ms CHAN Yuk Sim 陳玉嬋

Mr Leo CHEUNG 張葉聲

Ms Liza CHEUNG 張銀弟

Dr Raymond CHEUNG 張偉文

Mr Benjamin LEE 李祥美

Mr Herman LEE 李向榮

Ms Manbo MAN 文保蓮

Dr POON Wai Kwong 潘偉剛

Ms Tammy SO 蘇敏兒

Ms Inez WU 伍穎詩

Mr Jimmy WU 胡仰基

Dr Eddie YUEN 袁卓斌

#### Chief Editor 總編輯

Dr Steve CHAN 陳志強

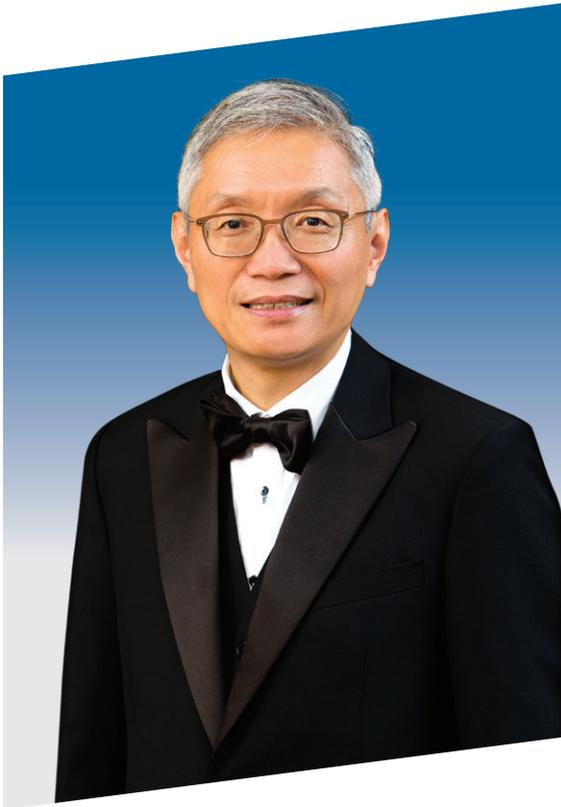
College's website:

<http://www.hkchse.org>

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# Message from the President

## Report for the Year 2016/17



Hong Kong College of Health Service Executives has continued to make significant strides in terms of connecting and equipping health care professionals to achieve excellence in health care service. The activities of the College for the year are reported as followings.

### Annual Scientific Conference 2016

The Conference and dinner banquet was held on 23 July 2016 at Hotel Cordis, Mongkok, Kowloon. The theme was "People, Technology and Innovation" with 5 renowned speakers. This occasion was attended by over 200 members and guests.

### Monthly Leadership Seminars and Visits

Series of activities were organized for our members, including 8 monthly talks and 4 visits to Xcelom and Sanomics Ltd, Hong Kong U-Shenzhen Hospital and Macau Health Bureau. In these events, senior health executives and healthcare leaders shared their valuable management experiences to our delegates. All these activities were well received by our members with participants ranging from 30 to 40 per event.

### Singapore Study Tour

Singapore Study Tour was organised from 19 to 22 November 2016. We met the CEOs from cluster hospitals and visited the Senkang regional health system, Alexandra Hospital, National University Hospital, Ng Teng Fong General Hospital, as well as the Agency for Integrated Care in Singapore and shared our ideas regarding health care financing and model of service delivery. We also discussed the future challenges in both Singapore and Hong Kong in order to foster future collaboration and interflow.

### CPCE Health Conference 2017 & Work Experience Scheme of Education Bureau

In January 2017, we co-organized with College of Professional and Continuing Education, Hong Kong Polytechnic University. This year, our President was invited as moderator for the session theme on 'Health Care Delivery, Financing Reform'. The Conference provided a great platform for members to share our views. Besides, we have participated in the 'Work Experience Scheme' with Education Bureau to promote health management career to the secondary school students.

### Fellowship Programme

The College had organized a series of study group meetings for the Fellowship Program. This year, we had recruited 16 candidates from various specialties for public and private health sectors. The participants had learned more about the health management skills through the interactive sessions such as case studies, institution visits and small group discussions. All candidates have passed their viva examination and will be conferred dual fellowship of our College as well as Australasian College of Health Service Management.

## Newsletters

The College issued 4 newsletters with circulation by both electronic and hard copies. These newsletters serve as the bridge between members and the Council for effective communication and rapid promotion of College's programs & activities. We provided our members with the skill & knowledge of public healthcare and management as well as enhancing their understanding of the latest development.

## Members' Night

The 7<sup>th</sup> Members' Night organised in March 2017 attracted around 100 ladies and gentlemen dressed in the sixties to the Ballroom, Royal Plaza Hotel, Kowloon. We had a great time and got a precious chance to socialize among new and old fellows.

## Membership

The 16/17 statistics reflect steady development. The College is exploring re-connection with past Fellows and initiative to encourage their involvement in College activities.

Year	Fellows	Associate Fellows	Associates
16/17	87	56	14
15/16	92	70	15

## Strategic Planning Workshop

The Council organised a half day retreat with the formulation of 5 strategic deliverables for further development in next 2-3 years. The first track is to refine our College's flagship program with timely review on how fellowship education could enhance executives' competence under various domains. Track 2 is the focus on engagement of stakeholders, adding value to connections among health sectors, establishment of collaborative programs and maintaining relationship.

A further track is the financial sustainability through membership development and liaising potential contributors. Fourthly, the College shall take step out of comfort zone to embrace stakeholders who shared our mutual destination. Last but not least, succession and capacity building should be the key planning objectives for passing on the remembrance of strive for excellence in management.

With the support of our fellow members, the College would be continuing to grow and structure a competency framework in collaboration with partners in Australasian region. I am confident that our College will be a force to be reckoned with for the foreseeable future!

Dr LIU Shao Hai 





## Hong Kong College of Health Service Executives Annual Conference 2017



# Hong Kong College of Health Service Executives Annual Conference held on 22 July 2017

The theme of the annual conference this year is “Invest in Health, Create Wealth” (投資健康 創造財富). One can easily associate it with the saying in Chinese, 健康就是財富 (“health is wealth”). In other words, the stage of the 2017 conference was set to inspire us about investing wisely in our health as well as our health care services by our own efforts together with the resources and opportunities with different sectors, so as to create attainable wealth, i.e., healthy well-beings and city.

We had the honor and pleasure to enjoy the sharing of renowned speakers from different professions in the panel for this year’s annual conference. The speakers came from both the public and private sectors, with extensive experience in clinical practice and hospital management, social care, insurance, consulting in biopharma, as well as business technology and operations. The panel included Dr Walton Li, Ms Eleanor Kam, Ms Elaine Chan, Mr John Wong and Mr George Tee. They were accompanied by Mr Stephen Leung as panel moderator.

won’t be repeated here, but I would like to share with you a key take-home message comprising three simple letters from him: T-O-P. Reflecting upon his 30-plus years of experience, Stephen highlighted the importance of T-O-P in healthcare --- “T” for Teamwork, “O” as to be Optimistic, and “P” for Prevention. What these three synonyms meant resonated very much with members of the audience, especially in this modern era faced with an aging population, pressing needs of medical and social services and increasing burden of emerging/re-emerging diseases in this metropolitan city where many are living a high stressed lifestyle and may not see health as wealth that they have already owned.

**Topic:**  
How can insurance add value to the healthcare system?

Ms Elaine Chan, Chief Health Officer of Zurich Insurance Company Limited, was the first panelist to share her views. Her rich experience in developing medical insurance packages for people with cancer or other diseases/conditions have led her to turn challenges/problems into opportunities. Ms Chan echoed with Stephen that prevention is better than cure, and shared that she supported the separation of prescribing from dispensing of drugs (i.e., 「醫藥分家」 in Chinese). Moreover, she shared an idea about patients’ insurance coverage that had been brewing in her mind, that is, about **extending the insurance coverage**



Mr Stephen Leung, a HKCHSE Council member and Country Manager of Pfizer Corporation Hong Kong Limited, with his humor as always, opened the panel discussion by delighting us all with stories. For those of you who were not present at the Conference, you have again missed Stephen’s engaging stories! They



for seeing private doctors as second opinion assessors for stage 1 cancer patients who were seeking medical service in the public healthcare system for this diagnosis. In her opinion, this would **allow patients to be “diverted” to the private sector** and relieve pressure in the public sector.

At the end of the panel session, Ms Chan happily shared that she was inspired to provide a new (insurance) product for patients newly diagnosed with an illness or condition at Hospital Authority (HA). If such patients select this insurance plan after the diagnosis, they would be covered for (the cost of) computed tomography (CT) or magnetic resonance imaging (MRI) done in private practice within six months. Considering that the waiting times for new case bookings for CT or MRI appointments in HA remained relatively long for patients in general, it would be interesting to know more details about this new insurance plan and, if implemented, whether it would be associated with any decline in the waiting times for new case booking for these two imaging modalities in HA.

**Topic:**  
**What does private enterprise see in anti-aging business? For health or for wealth?**



Ms Eleanor Kam, now Head of Ageing Innovation at New World Development Company Limited, was a veteran social worker with ample experience in a diverse range of social services, especially elderly services and self-financing services. Suitable facilities and gerontechnical products are being developed in the private market for addressing the needs and problems arising from the ageing process of mature adults.

In particular, she elaborated about the seven concepts in the “WELL Building Standard” (WELL), a building standard for advancing human health and well-being in buildings, interior spaces and communities that was launched in the USA in 2014, and how her current company has adopted them.

The seven concepts in WELL were: 1) Air quality, 2) Water quality, 3) Nourishment, 4) Light, 5) Fitness, 6) Comfort, and 7) Mind. For example, for the concept on “Mind”, her company included a home care manager for each elderly person in its home care service, so that the person could have an ease of mind of having a key contact person when encountering a problem or question with its home care service.

*(For more details about WELL, which is maintained by the International WELL Building Institute (IWBI), a post has been shared on the HKCHSE Facebook Page at <http://goo.gl/ZM5FoQ>. Join the Page for updates!)*

**Topic:**  
**Is the current dual tract healthcare system appropriate and effective?**



Our third speaker was Dr Walton Li, Medical Superintendent of Hong Kong Sanatorium and Hospital (HKSH). Dr Li was a prominent figure in the medical field, with substantial experience locally and overseas. He was appointed Honorary Professor at the Li Ka Shing Faculty of Medicine and was conferred Doctor of Social Sciences honoris causa by the University of Hong Kong (HKU) in 2014. He was also conferred the title of Honorary Fellow by the Chinese University of Hong Kong (CUHK) and appointed a Member of the Court of HKU in 2015. Most recently, Dr Li was appointed a Member of the 2<sup>nd</sup> Board of Directors of The University of Hong Kong-Shenzhen Hospital in 2017.

Dr Li shared his views on delivering excellent patient care at HKSH, emphasizing the focus on safety, as well as delivering the best outcomes and the best patient experience. Dr Li’s take-home message for the audience was simple and clear, “**How you take care of yourself at 50 determines your health at 70.**” In other words, investing in our own health could truly create “wealth” for ourselves in the years down the road.





**Topic:**  
**More investment opportunities on new biotechnology in Hong Kong?**

Mr George Tee, Chief Technology Officer of Hong Kong Science and Technology Parks Corporation (HKSTP), had over 20 years of experience in private equity, business technology and operations. As a leader in the field for driving transformation and enhancing corporate agility and efficiency, he and his team were responsible in bringing in reputable companies and technology to HKSTP. Mr Tee revealed that over 50% of visitors to HKSTP wanted to visit biotechnology companies in the parks. Such strong attraction to biotech by both visitors and companies drawn to HKSTP may be due to the provision of a \$50 million matching fund for entrepreneurs and innovators. Advancement in biotechnology had been developed and matured to such a state to facilitate the realization of having a "green channel" (i.e., an expedited channel such as those for diplomats in the airport) for biologic samples to speedily cross the Hong Kong-Shenzhen border, raising Hong Kong's competitiveness and strengthening our capability in supply chain and logistics.

However, Mr Tee expressed that for him, the advancement in science and technology for healthcare should be on having a "high touch", not "high tech". Patients and carers would welcome services, products and aids that could "touch" on their needs and improve their well-being and health, instead of simply technological support no matter how advanced it is. This very well applied to different aspects of healthcare, be it home care, community care, or in clinics or hospitals, that other panelists and the audience are working on.

It was a wonderful panel sharing with further exchanges of experience afterwards. It raised the bar to what would be opportune and what could be done for improving the healthcare system in Hong Kong.

As our President, Dr Liu Shao Haei, said in his remark, we health service executives strive to achieve excellence in healthcare in our city through the advancement of professional and ethical standards in healthcare management. The perspectives of eminent speakers and meeting with good minds at the conference were certainly welcoming for collective wisdom toward a healthier Hong Kong. And to this, we look forward to the next annual conference in 2018.

Inez WU 

**Topic:**  
**Global perspectives in healthcare innovations. Is Hong Kong lagging behind the global trend?**

Last but not least, we heard from Mr John Wong, Chairman of Boston Consulting Group Greater China (BCG). Mr Wong was an expert in biopharma and medtech sectors and was named a Top 25 Consultant by Consulting Magazine in 2004. He was familiar with the healthcare systems in the Asia Pacific region and globally, and had lived in several cities across the world. He felt that Hong Kong was "a tough place to be old," since the public healthcare system in Hong Kong was set to take care of the sick, not for preventive care. In addition, getting access to the public healthcare system would easily mean a very long wait.



To improve the situation in Hong Kong, Mr Wong suggested the HA to provide **public insurance that would be transportable**, that one could take around to pay for expenses in any hospital/clinic in Hong Kong. Moreover, there should be **primary healthcare centers** in the community (i.e., in each district or residential area), and that **all primary care should be publicly funded**. However, he remarked that HA, which spent funding, was unlike Kaiser Permanente in the USA, which had a bottom line in spending. In his opinion, the underlying problem was that Hong Kong was a series of oligopoly, and the government had little interest in changing any of that. The decision makers did not personally suffer from the current healthcare system, thus had no motivation to change it.





▲ Harp Performance by Dr Susanna TSANG and Dr Janice CHEUNG

## Official visit by HKCHSE and Prof John Rasa to Macau Health Bureau

16 July 2017

A group of 15 HKCHSE representatives and Prof John Rasa visited Macau Health Bureau on 16 July 2017. We visited the operation and facilities of Posto de Saúde de Coloane (路環衛生站) and Hospital Conde S. Januário (仁伯爵綜合醫院) which is an acute care hospital run by the public sector in Macau. This hospital is accredited by The Australian Council on Healthcare Standards (ACHS) from 2012.

Dr Lei Chin Ion, the Health Bureau Director, and his senior colleagues presented the current healthcare system and future development in Macau.

Prof Rasa presented The ACHSM Master Competency Framework which captures the core competencies that are considered important for health service managers and leaders.

It is adopted by the Global Consortium and the International Hospital Federation (IHF). This Framework illustrates the relationship between the five Domains (Leadership, Health and healthcare environment, Business skills, Communication and relationships, Professional and social responsibility) and highlights that the domain of Leadership was associated with all the other domains.

We had a Knowledge Exchange discussion after the presentation. We look forward to building a strong tie in terms of professional training and development in Health Services Management among HKCHSE, ACHSM and the Health Bureau of Macau in the near future.

Arthur SHAM 



Co-organized with HKCNHCM  
專業人才發展研討會

Date : 12 Oct, 2017 (THU)  
Time : 6:30 - 8:30 pm  
Venue : Lecture Theatre, CHP, Argyle Street, Kowloon  
CNE : 2 points



**Dr Susie Lum**  
DNurs MBA, FRCNA, FHKAN, RN  
- Founding President, HK Academy of Nursing  
***The Essential Elements for Professional Management***  
**行政管理專業化之要素**  
林崇綬博士 - 香港護理專科學院 創院 院長



**Dr Alice Tso**  
DBA, MHA, FACHSE, FHKAN, FHKIoD, RN, RM  
- Founding President, HKCNHCM  
***The Role of Managers in Highly Complex Healthcare***  
**管理者在複雜醫療照護環境中的角色**  
曹聖玉博士 - 香港護理及衛生管理學院 創院 院長



**Miss Winsome Hai**  
BPharm, MSc(Chin Med), EMBA  
- Founder and CEO, Bamboos Health Care Holdings Ltd  
***Optimization of Manpower Deployment***  
**優化人力資源之調配**  
奚曉珠小姐 - 百本醫護控股有限公司 創辦人兼行政總裁



**Moderator : Dr S H Liu**  
MBBS, MRCP, MHA, FHKCHSE, FACHSE, FCHSM  
- President, HKCHSE  
***Panel Discussion on Professional Manpower Planning***  
**研討會 專業人才發展規劃模式**  
劉少懷醫生 - 香港醫務行政學院 院長

Members of HKCHSE/ HKCNHCM: Free of charge  
Non-member : \$50

Please email to [hkchse@gmail.com](mailto:hkchse@gmail.com) before 6/10/2017 for enrolment.  
Any enquiry, please contact Ms Wu at 9496 6448.