



# Hong Kong College of Health Service Executives

Newsletter Issue 3 2018/19

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### Chief Editor 總編輯

Dr Arthur SHAM 岑思勁

## Events Highlights

DEC



### Visit to HK Integrated Oncology Centre

Date : 22 Dec 2018

Venue : Garden Road, Hong Kong

JAN

### CPCE Health Conference 2019

Date : 14 January 2019

Venue : PolyU Hung Hom Bay Campus, Kowloon, Hong Kong

### CPCE HEALTH CONFERENCE 2019

Towards a more humanistic, holistic and integrated model of care  
邁向更人性化、全面化及一體化的護理模式



MAR



### HKSTP Startup Ecosystem Presentation

Date : 16 March 2019

Venue : Hong Kong Science Park

## Upcoming Events

### SHAPE International Symposium 2019

"Health Service Managers: Shaping the Future"

Date : 24 – 26 July 2019

Venue : La Trobe University City Campus, 360 Collins St, Melbourne

JUL

College's website:

<http://www.hkchse.org>

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# Leading an Innovative Culture for Healthcare

It is recognized that healthcare managers are facing ever increasing complex difficult problems, irrespective of the type of health system. The recent Hong Kong public hospital crisis – temporary beds, long waiting time, influenza surge and angry doctors and nurses who were stretched to breaking points – clearly illustrates the complexity and chronicity of issue. The intricacy of the problem is due to increasing demand from aging and chronic diseases complicated with cost pressures (technology and staff recruitment costs). Healthcare executives often feel the challenges of the need to operate in an environment of minimal or no real growth, while also the compliance to ensure standards on quality and safety and to improve the patient experience (the patient journey).

It is thus tempting for leaders to respond to such pressure with focus on controlling expenses such as education and recruitment. While such “annual plans” appear to provide a quick fix, they do not create sustainable changes and may have impact on the overall service quality. Moreover, they create a mentality that tends to address scarcity of resource rather than leveraging on the abundance of asset among our healthcare colleagues. This further result in a demoralized team whenever conservatism and red tape dominate the scene.

Leaders, today, are expected to aspire a workforce full of confidence, commitments, wisdoms and experience in their professions. The call for an innovative approach to analyze and address complicated and complex system-wide issues has been pointed out by many scholars and written in many national policy documents. Such changes are seen in financial, economic and educational sectors but effort at real innovation in health care is at slow pace.

Leaders can have great impact on the culture of innovation if they are able to make simple but profound changes on people – their behavior and belief.

The seven dimensions of culture (Maher, Pisek, Price & Mugglestone, 2010) are indispensable, accompanying competencies that every manager should master. They consist of fostering risk taking climate, building knowledge capacity, communicating clear goals, enhancing relationships, using tools for creativity thinking, aligning rewards and resource to organizational values.

Whilst it is easy to say that there is no immediate short term solutions for manpower shortage, it is the morale on the other side of the equation which is perhaps the most difficult to achieve. Being innovative gives the notion of risk taking. That will create anxiety when a healthcare organization's role is to keep patient safe and avoid mishaps. Thus, the leaders must establish an organizational climate where people feel free to try out new ideas, where senior management views failure as an important learning process rather than something to fear. As such, the resources allocation is not about finance, it is widely considered in a sense to empower frontline with the authority and autonomy to act on their ideas. Any rewards should be those appealing to people's intrinsic and individualized motives. In the healthcare profession, encouragement for training and development as well as the recognition for being able to control within a boundary can encourage people to look for and implement practical solutions. Sharing experience and successful stories both within and outside organization or system (such as public and private sectors) provides opportunity for our professions to “scan beyond the horizon” and be inspired and creative. The multi-lateral interaction among stakeholders and the cross fertilization of ideas is the powerful force to enforce joint commitments. These leaders will have a clear directions. And with clearly specified goals, the team's creativity is enhanced. If we want to manage successfully both the imminent and future challenges, we should be able to lead an ever more innovative approach, generating new perspectives, new solutions and creating new values

Dr LIU Shao Haei  
President





# 醫療保健創新之文化引領

現今我們不得不承認，不論是哪個國家的醫療系統，醫療管理的領導者正面臨著同一樣複雜的問題。近年香港公立醫院遭遇的各種問題，如臨時病床的擠爆、過長的等候時間及排期、周期性的流感高峰期和醫護人員人手不足、壓力過大...等等。這些例子清楚說明了香港醫療保健系統產生問題的複雜糾纏性質和長期衍生之後果。問題的複雜性，根源於人口老化和慢性疾病的需求增加，及成本壓力（技術成本和招聘挽留人才）。醫療保健管理之主事者經常被要求在缺乏的資源或沒有實際改善的環境中面對工作，同時亦需要確保醫治服務質素和醫療安全標準，並且積極強化患者體驗及改善患者在住院歷程。

因此，醫院的高管想藉着，以控制培訓和招聘等支出，從而緩解這些系統上的財務缺口。雖然這些機構每年都打造「周年工作計劃」，表面上似乎可以提供快速緩解問題的方案，但可惜的是所帶動的改變未能保有持續的遠見，而且可能對整體服務質素產生了不好的影響。這種的管理模式甚至制造了一種心態，那就是管理人員只傾向於解決資源稀缺所引發的困難，而不是善用以前線醫護團隊之地方智慧。反而以保守及官僚的手段扼控豐富的人才資產，打擊許多熱心服務的士氣，垂頭喪氣地離去。所謂人手不足就是惡性流失之後果。

今天，高效的領導都專注啟發新舊職員在本身工作上的擁有信心、表現投入感、累積知識和傳承經驗。現今許多的國家政策文件中，亦有學者提出要求採用打破困局，孕育創意的方法來進行分析和解決系統上出現的問題。我們見到在金融、經濟和教育等領域都出現了類似此傾向的改變，但在醫療保健領域，創新的努力仍然進展緩慢。

領導者如果能夠坐言起行，強調創新文化，就算是帶來醫療界的行動和概念一點點簡單的改變，都可以對醫療系統有深刻長遠的改變。

創新文化的七個層面（Ref: Maher, Pisek, Price & Mugglestone, 2010）是現代管理秘笈必不可少的，而且是每位管理人都應該掌握的能力，並且熟練運用。這七個特點包括：培養風險承擔氣度、建立知識寶庫、傳達明確清楚的目標、加強各界彼此的關係、使用創新思維的工具、合理公允的獎勵、分配相對的資源到前線。

雖然說在人力短缺的問題上，沒有短期解決方案，但是改善員工士氣卻是最具挑戰性的，也是最緊迫的事情。面對所謂的創新，就是要提倡冒險的精神。而當我們醫療系統一成不變，以確保患者安全，並時時刻刻需要避免醫療事故時，正是與這種新概念產生了磨擦、排斥與焦慮。因此，領導者必須在醫療環境中孕育另一種心態，讓員工勇於嘗試、提出他們的初步想法，並以身作則，同樣地以面對管理上的失缺（失敗）為重要的學習過程而不是恐懼和避開的心態。

因此看來，要恢復士氣，資源（人才）分配當然不是關於錢夠不夠的因素（資金的配給），而是如何賦予前線醫護團隊應有的影響力和思想上的自主權。以激勵人心為主，吸引及啟發各級專業人員的獨立的思考。基於我們的醫療行業性質，上下一心鼓勵培訓（學習的機構）、促進各種發展以及互敬互愛的適量地「管控」，可以引領醫院員工智慧，主動地就運作上一開始的問題尋找解決方案和採取實用可靠的方式。

我們更加樂於見到醫療及醫院系統內外界別（公營部門和私營部門）分享經驗和交流各類成功故事，這樣可以擴闊各級醫護人員的視野。如此，這種多層面的溝通及互動，能孕育創新思維，及工作上團結力。

若香港醫療系統，想要成功地應對迫在眉睫的挑戰及未來新的挑戰，這是你們領袖應該採取的新方向 - 啟發創新、開發新視角、從新的解決方案建立新的價值觀念。

劉少懷醫生  
香港醫務行政學院院長



## Program of the CXH Hospital (陳星海醫院) in Hong Kong



30 healthcare managers from various departments of the CXH Hospital (陳星海醫院) have travelled all their way from Zhongshan to attend a session of their training program of the College in Hong Kong last month. Starting with a warm welcome dinner together with the members and guests of the College in the evening of their arrival, they have a fruitful morning training and an insightful visit to the Hong Kong Baptist Hospital in the afternoon of on 23 February 2019.

Dr Flora KO 



Welcome Dinner with Members and  
Guests of the College.





Training Session with Mrs Amy Chan.



Visit to Hong Kong Baptist Hospital.





# CPCE Health Conference 2019

## "Towards a More Humanistic, Holistic and Integrated Model of Care"

HK College of Health Service Executives is one of the co-organisers for CPCE Health Conference 2019. We also chaired a parallel session on "Accreditation and Safe Practices"

- (1) Building a Safe Medication Management Service for the Elderly in Elderly Homes and in the Community by Dr S. H. LIU, S. C. CHIANG, K. H. SO.
- (2) Health Service Planning in Greater Bay Area: Case Study of Running Health Clinics in Shenzhen (從運營深圳醫療機構的個案分析看大灣區醫療服務規劃) by Dr Hubert C. H. WONG.



Dr Arthur SHAM



# Interview with Healthcare Leaders

Every clinical and non-clinical leader in a health care organization must understand the burning platform, know that it is a top priority from leadership, and take responsibilities for implementing it. Senior leadership visibility is especially critical to improving the patient experience. Improving the patient experience requires resources, management of data, and specific tactics.

The Health Leaders Interviews are the great platform to share their visions, good health service practice and experiences among senior health executives. Their leaders visibility to both caregivers and patients, and their interactions help us to better understand how the decision making affects the organization.

Through our conversations, we saw their efforts and tactics to set the strategy, improved the patient-centered care, led and managed the change, the last but not least, handled challenges in epidemic crises with insufficient hospital beds and manpower.

Dr Arthur SHAM 



▲ Interviewed Dr C C Luk by Dr S H Liu.



▼ Interviewed Dr Fung Hong by Cindy Lam.

▲ Interviewed Dr S V Lo by Dr Arthur Sham.





# HKSTP STARTUP ECOSYSTEM

## HKSTP Startup Ecosystem Presentation on Mar 16, 2019



### We attended two presentations:

1) A medical-grade wearable device "Belun™ Ring", developed by Belun Technology Company Ltd., an incubatee of Hong Kong Science and Technology Parks Corporation (HKSTP), can collect various health data while the user is sleeping to assess the risk level of "sleep apnoea", so that patients can seek medical treatment as soon as possible, and avoid impairing their quality of life or even putting their life at risk. The hi-tech ring that might finally banish patients with snores.

2) Robot-assisted movement (RAM) training improves arm movement ability following acute and chronic stroke presented by HandyRehab. HandyRehab (Zunosaki) is a Hong Kong-based robotic technology venture founded in 2015. This startup designs and develops affordable robotic products for physical rehabilitation to empower community healthcare service providers and to improve the quality of life of the disabled.

Such RAM training involves two interacting processes: the patient trying to move and the robot applying forces to the patient's arm. A fundamental principle of motor learning is that movement practice improves motor function. The principle of using robotic forces is expected to optimize patient's effort to be significant in the future development of robot-assisted therapy.



Dr Arthur SHAM 





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*"Promoting Excellence in Health Service Management Education and Research"*

ABN 74 793 022 315

Website: [www.shape.org.au](http://www.shape.org.au)

## **SHAPE INTERNATIONAL SYMPOSIUM 2019**

*"Health Service Managers: Shaping the Future"*

**Venue: La Trobe University City Campus, 360 Collins St, Melbourne**

**Dates: 24 – 26, July 2019**

### ***Aims:***

*In an environment of collegiality and openness to provide an opportunity for:*

- *Health management academics, research students and professionals with an interest in education and workforce development to explore issues and establish networks of academics with similar research interests*
- *SHAPE members to discuss State and program issues and developments*
- *Academics and higher degree students to discuss their research ideas, plans and methodologies and explore current and new research and curriculum directions in a supportive environment*
- *The development of future strategies relating to SHAPE's objectives*

Wednesday 24th July	SHAPE members and higher degree student day	Time
	Coffee and Registration	1000 - 1025
	Welcome by Zhanming Liang, President, SHAPE	1025 - 1030
	Guest presentation and facilitating discussion on challenges for education of health service management – Facilitator: Prof Sandra Leggat, La Trobe University	1030 – 1200
	Two 20min oral presentations	1200 - 1240
	Lunch	1240 - 1330
	Two 20min oral presentations	1330 - 1410
	Country, State and Program reports: Open discussion (together with afternoon tea)	1410 - 1540

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SHAPE membership, partnerships, project updates		1540 - 1630
SHAPE General meeting and AGM		1700 - 1800
Welcome Reception for all delegates		1830 - 2000
<b>Thursday 25 July</b>	<b>Main Symposium program</b>	<b>Time</b>
Welcome by Zhanming Liang, President, SHAPE		0900 - 0905
Official Opening by Representative from La Trobe University		0905 - 0910
<u>Chris Selby-Smith Oration</u> A/Prof Mary Harris AM		0910 - 1010
Morning Tea		1010 - 1025
Panel presentation and discussion on challenges facing the health system and implications for health service management education, training and development. Panel members: <ul style="list-style-type: none"> <li>• Mr Tom Symondson, CEO, Victorian Healthcare Association;</li> <li>• Prof Cathy Balding, Qualityworks</li> <li>• Ms Kylie Ward, CEO, Australian College of Nursing (to be confirmed)</li> <li>• Prof Alan Lilly CEO Blue Cross (To be confirmed)</li> </ul>		1025 - 1140
Mary Harris Student Bursary winner announcement Three 20min oral presentations		1140 - 1245
Lunch		1245- 1330
Presentation from the Hong Kong College of Health Service Executives – the changing landscape of Hong Kong Health System		1330 - 1400
Six 20min oral presentations		1400 - 1600
Afternoon tea and Poster Presentation		1600 – 1640
SHAPE update and book launch		1640 - 1700
Conference dinner		1830 for 1900
<b>Friday 26 July</b>	<b>Main Symposium program</b>	<b>Time</b>
Guest presentation on topic around how economic considerations improve health program design and the implications for program design and delivery		0930- 1030
Morning tea and poster presentation		1030 - 1110
Five 20min oral presentation		1110 - 1240
Lunch		1240 – 1330
PhD and Postgraduate Student session: five oral presentations and discussions together with afternoon tea		1330 - 1545
SHAPE Symposium Wrap up		1545 – 1600

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# Application Form



Hong Kong College of Health Service Executives

香港醫務行政學院

## Year 2018-2019 New Membership Application / Renewal Form

Title : Prof / Dr / Mr / Ms / Mrs

Name:

(Surname)

(Other name)

❖ please ✓ in the appropriate box

☐ Please RENEW my membership (please fill up area of any changes that apply ONLY)

☐ Please consider my NEW membership application (please fill up all the below items)

HKID No.:    –    X X X (X) Sex : M / F

Professional Qualification : \_\_\_\_\_

Qualification in Health Care Management : \_\_\_\_\_

Work Position Held : \_\_\_\_\_

Place of Work : \_\_\_\_\_

(Department / Division)

(Organization / Institution)

Nature of Organization : ☐ HA ☐ Government Department ☐ Private Hospital

☐ Academic Institute ☐ Other Public Organization

☐ Commercial Organization

Correspondence Address : \_\_\_\_\_

Contact No. : (Off) \_\_\_\_\_ (Mobile) \_\_\_\_\_

Email : \_\_\_\_\_

Membership Type	Annual Membership Fee			
	HK Membership (HKCHSE)		Dual Membership (HKCHSE and ACHSM)	
Fellow *	HK\$500	<input type="checkbox"/>	HK\$2,200	<input type="checkbox"/>
Associate Fellow **	HK\$300	<input type="checkbox"/>	HK\$2,000	<input type="checkbox"/>
Associate	HK\$200	<input type="checkbox"/>	N/A	<input type="checkbox"/>

\* Fellow membership only applied to those who have been conferred Fellowship by HKCHSE.

\*\* Qualification for Associate Fellowship: holding a degree in management or a full time managerial position.

Please send this application with cheque payable to "Hong Kong College of Health Service Executives Ltd." to P.O. Box No. 70875, Kowloon Central Post Office, Hong Kong

For Enquiry: <http://www.hkchse.org>



## Meeting with Hong Kong Medical Association

Upon the invitation from Hong Kong Medical Association, representatives of our College Council met with HKMA Council on 5 March, 2019 and exchange views on current challenges of Hong Kong health system.

At the meeting, our president, Dr S H Liu shared the following viewpoints.

1. It is important to note that management and provision of health care manpower (especially doctors) requires long term multi-sectorial cooperation and embracement within the profession for unity in order to address the current needs and relieve pressures on Hong Kong health system.
2. Community care and primary care can be the effectively triage different risk levels to relieve the burden of hospitalisation at the public sector. An innovative approach to enhance seamless interface between private and public sector is supported.
3. We advocate for a system to mobilise resources from private sector to support seasonal and ad hoc surge capacity in public hospital system. This includes flexible HR policy for recruiting health care professionals, pre-planned logistics on sharing of spare capacity, implementation of collaborative care programs with adequate funding.
4. As healthcare executives, we shall endeavour for optimal services to our patients through continuing open communication with all stakeholders.
5. For proactive planning to maintain Hong Kong as one of the best system in the world, there should be a committal and forward looking health policy which is bundled with sustainable financing options as well as user empowerment.