



# Hong Kong College of Health Service Executives

Newsletter Issue 4 2018/19

## 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

Ms TUNG Man Kei 董曼琪

### Honorary Treasurer 義務司庫

Ms LAM Oi Ching Cindy 林愛貞

### Academic Convener 學術召集人

Dr NG Sze Fung, Fowie 伍時豐

### Publication Convener 編務召集人

Dr SHAM See King Arthur 岑思勁

### Council Members 會董

Ms AU Wai Lin Joyce 區慧蓮  
Dr CHAN Chi Keung Steve 陳志強  
Dr KO Suk Lan Flora 高淑蘭  
Mr LEUNG Kwok Keung Stephen 梁國強  
Mr LUI Ka Ho Leo 呂家豪  
Dr MA Hok Cheung 馬學章  
Dr POON Wai Kwong 潘偉剛  
Mr YUEN Chi Man Anders 源志敏

### Co-opt Members 增選委員

Ms CHAN Lai Ching Pearl 陳麗貞  
Ms CHAN Yuk Sim 陳玉嫻  
Ms CHEUNG Ho Yee Ivy 張皓貽  
Mr CHEUNG Yip Sing Leo 張葉聲  
Ms CHEUNG Ngan Tai Liza 張銀弟  
Mr LEE Cheung Mei Benjamin 李祥美  
Mr LEE Heung Wing Herman 李向榮  
Ms MAN Bo Lin Manbo 文保蓮  
Ms SO Mun Yee Tammy 蘇敏兒  
Ms TANG Fung Ki Ivy 鄧鳳琪  
Ms WU Wing Sze Inez 伍穎詩  
Mr WU Yeung Key Jimmy 胡仰基  
Ms YU Sau Ling Eliza 余秀玲

### Chief Editor 總編輯

Dr Arthur SHAM 岑思勁

## Events Highlights

### 大灣區醫療領導力發展培訓班

日期：7月4日 2019年  
地點：廣東省番禺祈福醫院



粵港澳大灣區醫院管理  
實務研討會—澳門站  
日期：7月6日 2019年  
地點：澳門

JUL



### SHAPE International Symposium 2019

Date : 24 – 29 July 2019  
Venue : La Trobe University City Campus,  
Melbourne, Australia

## Upcoming Events

### HKCHSE Annual Conference cum Annual Dinner 2019: Opportunity and Innovation for Caring the Aged 關愛長者-機遇與創新

Date : 7 September 2019 (Sat) Time : 1:30-10:00 PM  
Venue : Cordis Hong Kong, Mongkok

### HKCHSE Technology Series: Visit to Sanwa BioTech

Date : 8 September 2019 (Sun)  
Venue : 5/F, Wah Lai Industrial Centre, 10-14 Kwei Tei Street,  
Fo Tan, Shatin

SEP

College's website:

<http://www.hkchse.org>



# A Rise to Highland, A Wider Vision

The Dual Fellowship Program of the Hong Kong College of Health Service Executives (HKCHSE) will complete its 14th cohort of candidates in August this year since its first viva examination held in 2006. This flagship program was established upon an MOU signed between the Australasian College of Health Service Management (ACHSM) and our College with the aim of advancing the professional standards of health service managers and administrators in Hong Kong. With the dedication of Dr H C Ma, Dr M Y Cheng, Mr Benjamin Lee, Mr Jimmy Wu and many other members as well as our advisors, Prof Peter Yuen and Prof Geoffrey Lieu, the Program has gained its reputation and popularity among health service executives. Throughout the years, we have reviewed and enhanced the study content and its applicability for the practitioners. Currently, the course curriculum is in alignment with the Master Health Services Management Competency Framework of the ACHSM (2016) and the International Hospital Federation leadership framework (2015).

The new arrangement for the 2019/20 intake has incorporated seven crucial principles in the planning and delivery of the Program as we as supporting the study journey of our candidates. They are:

- 1 **Active involvement of class.**
- 2 **Adoption of adult learning principles.**
- 3 **Exploration through real cases and scenarios.**
- 4 **Nominal reliance on lecture.**
- 5 **Optimal use of reference and resource materials.**
- 6 **Appropriate use of presentation media.**
- 7 **Effective mentor-mentee interactions.**

The Program is a ten months' course conducted within a year through an immersion training mode to optimize the outcome of interactive learning and to provide valuable exposure to diversified experiences in various aspects of management. The cohort of

each year is characterized by candidates from various professional backgrounds and organizations. Upon completion, successful candidates will be awarded both the Fellow (院士) of the HKCHSE and Fellow of the ACHSM in the respective conferment ceremony of the two Colleges. The post-nominals of FHKCHSE and FCHSM can then be used.

## **Admission and the Admission Vetting Panel**

Applications for the new intake year will be vetted by an Admission Vetting Panel consisting of a chairman and 3 members. The admission criteria for the intake year of 2019/20 are:

- 1 Eligible for Associate Fellow Membership of the HKCHSE:
  - (a) Performing managerial roles in a healthcare-related field; and
  - (b) Having been in a health management position for at least 2 years or a full-time health management academic for at least 1 year
- 2 Higher academic achievement with a master's degree or equivalent post-graduate training.
- 3 Must have at least 5 years of clinical or healthcare-related work experience.
- 4 May be invited to attend an interview.

## **Governance and Teaching Arrangements**

The implementation of the Dual Fellowship Program is under the oversight of the College Academic Board which approves academic curriculum, assessment and outcomes, as well as endorses final assessment result of each candidate. The Board meets at least twice per cohort and is chaired by the College President. Its membership consists of all Program Directors, all Deputy Program Directors and the Secretary of the College, one examiner and a Program Advisor(s) upon invitation and when necessary..

## Class Structure

The 4-hour class session of the Program is planned and conducted by the Program Organizing Committee. The typical class components are as followings:

### *i. Walking-through (Duration: one hour)*

The Chair and the speaker will share the updated knowledge and essential elements on the theme of the session.

### *ii. Immersion (Duration: one hour)*

Immersing into the Competency Framework (ACHSM, 2016), program candidates will make a main theme presentation both individually and on a group basis.

### *iii. Interactive Exploration (Duration: two hours)*

Individual candidates will facilitate discussion and/or conduct activities on the journal articles and case studies

### *iv. Other Learning Activities (optional)*

To enrich learning and to extend the professional horizon of the program candidates, one or two visits will be arranged. A number of educational events, such as evening talks, seminars and study tours will also be offered as well.

### *v. 24-hour Learning Support*

An online learning environment may be made available using Blackboard Collaborate, Moodle or Canvas to facilitate learning.

Every session is led by a Chair who can be either be the Program Director, or a College Fellow.

## Assessment Arrangement

The Program will consist of both continuous and end-of-program assessments. A program candidate will have to score at least 50% of the points in each of the two assessment components in order to get an overall pass. **Continuous assessment** consists of Attendance (10 points) and Group Presentation (30 points). **End-of-program assessment** consists of Individual Project Report (25 points) and Viva Examination (35 points). A 45-minutes' end-of-program viva examination will be conducted for each candidate to defend his/her individual project report and to discuss his/her views on the managerial and administrative issues of various health care scenes.

## Program Fee

The program fee will cover:

- 16 sessions of Study Group Meetings of 4 hours each on Saturday mornings.
- Essential study materials and references.
- Guidance for project report and group presentation.
- Coaching from an assigned mentor for the year.
- Visit(s) to institutions/workshops.
- Viva examination fee.
- Subsidy (capped at HK\$6,000) for the registration fee of the Asia-Pacific Health Leadership Congress in Australia.
- Conferment proceedings and a personal photograph at the Annual General Meeting of both the HKCHSE and ACHSM.

## Appendix: Modules of the Dual Fellowship Program 2018/19

1. Competency Framework for Health Service Executives and Global Health
2. Health Systems, Health Care Financing Models and Healthcare Reforms
3. Health Economics, Services Prioritization, Policies and Roles of Government
4. Project Management in Healthcare
5. Strategic, Service and Annual Planning for Healthcare
6. Financial Management for Health Executives
7. Human Resources Management and Workforce Planning for Healthcare
8. Corporate and Clinical Governance
9. Presentation of Theme of Project
10. Deployment of ICT for Healthcare and Global e-health and m-health movement
11. Quality Management and Patient Safety
12. Public Health and Epidemiology for Healthcare Managers
13. Megatrends and Innovations in Care Delivery for Healthcare
14. Law and Ethics for Health Care
15. Healthcare Facility Management and Business Support Services
16. Leadership for Healthcare

Dr LIU Shao Haei  
President 



▲ 大堂登記處採用天然光，光線充足

## 粵港澳大灣區醫院管理實務研討會 —澳門站

在今年的7月6日，粵港澳大灣區醫院管理實務研討會在澳門仁伯爵綜合醫院（俗稱山頂醫院）及皇都酒店會議廳舉辦，與粵港澳大灣區的醫療管理者一起共同探討灣區醫院的管理和發展。本次活動由香港醫務行政學院、澳門醫務行政學會和廣州·艾力彼醫院管理研究中心聯合舉辦。參加本次大會的嘉賓有，澳門醫務行政學會會長戴華浩醫生、香港醫務行政學院院長劉少懷醫生、香港醫務行政學院院士及委員及學術召集人伍時豐、廣州·艾力彼醫院管理研究中心主任莊一強博士、黃碧枚副院士、趙碧琴藥師、曾潭飛醫生等。除此之外還有來自粵港澳大灣區的醫療護理管理者，參與人數約有50多人。



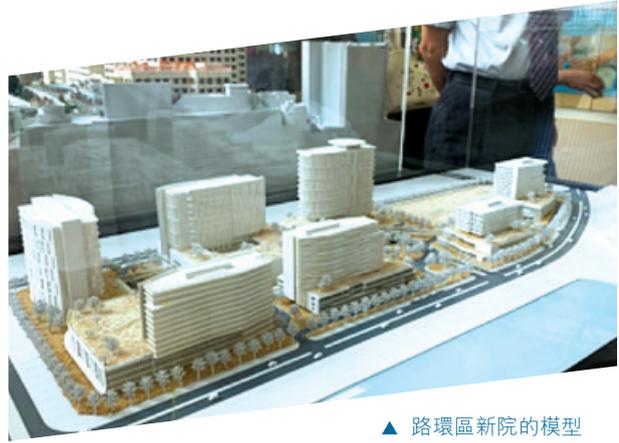
▲ 山頂醫院已取得ACHS認證



▲ 病房已採用免洗的納米防菌纖維拉簾

研討會當日上午，首先參觀山頂醫院，該院是澳門現時唯一的公立地區綜合醫院，現有471張病床。於1874年1月6日建成，原是一間軍人醫院，發展至今已經歷了140多年。初期只為少數軍人提供服務，其後，服務對象則主要為政府官員和在澳的葡籍人士，駐院醫生大部分來自葡國。隨著時代的轉變，澳門回歸中國，政府醫院的角色逐漸變得重要，服務對象擴展至全澳市民。同時由於近年澳門人口急速增長，對醫療服務需求殷切，因此自八十年代中期，醫院開始吸納合資格的澳門華人醫生專才，配合外地聘用的醫護人員，為市民提供更全面的服務。

多謝幾位曾修讀香港醫務行政學院院士的醫生為參加者介紹泌尿外科及急症科的專科服務。原來澳門的急診是逐項收費的，與香港的\$180全包套餐服務有些分別，但是13歲以下或65歲以上的澳門居民，就可以得到政府全費補貼，而有一些較複雜的病例就可以安排到香港就醫。急症部的主管曾潭飛醫生說，現時的急症觀察病房經常爆滿，還需要引入加護病室 (High Dependence Cubicle) 以照顧較嚴重但未能安排上深切治療部的病人，希望新院在路環區可以盡快興建完畢，到時病人就不用擠迫在急症觀察病房。最後很高興得到山頂醫院的院長郭昌宇醫生在百忙之中來到急症室和我們見面及拍照留念！



▲ 路環區新院的模型

午餐後，嘉賓回到皇都酒店會議廳參加粵港澳大灣區醫院管理實務研討會。本次研討會主要研討兩個議題。議題一為「如何推動病人安全文化」。在議題一的會議中，廣州·艾力彼醫院管理研究中心主任莊一強博士發表名為「大數據與粵港澳大灣區醫院評價」的演講，他在演講中詳細比較粵港澳大灣區9+2城市的醫療數據並對大灣區醫療的合作模式進行探討。黃碧枚副院士和曾潭飛醫生分別發表「如果成功推行病人安全巡查，以提升病人安全文化」和「院內心肺復蘇的管理機制和實施策略」的演講。議題二主題為「如何優化臨床風險管理機制及流程」。在議題二的會議中，伍時豐博士和趙碧琴藥師分別發表「醫院服務設計與病人經驗」和「藥業界就臨床風險管理的支持」的演講。在最後圓桌討論中，各位嘉賓積極交流醫療管理的觀點，尤其是如何優化數據收集使醫院的評價更加準確及能夠反映到醫院的醫療成效，共同促進粵港澳三地醫院的發展。

黃碧枚副院士撰文 ◆

▼ 郭院長 (中間穿著醫生工作服) 接受莊博士頒贈紀念品



# 大灣區醫療領導力發展培訓班 在祈福醫院舉行

2019年7月4日，由廣東省粵港澳合作促進會醫藥衛生大健康委員會、廣東省護理學會、香港醫務行政學院、香港護理及衛生管理學院主辦，廣東省番禺祈福醫院承辦的“大灣區醫療領導力培訓班”在番禺祈福醫院舉行。我會執行會長林迪夫出席開幕式並致辭。全國政協委員、前香港食物及衛生局局長高永文，廣東省衛生健康委員會原巡視員廖新波，祈福集團董事長、祈福醫院院長彭磷基，祈福集團副董事長孟麗紅及港澳醫學專家等嘉賓出席開幕式。

執行會長林迪夫在致辭中說，今年2月中共中央、國務院頒布《粵港澳大灣區發展規劃綱要》，指出要以“塑造健康灣區”為目標，密切醫療衛生領域的合作，建設宜居宜業宜游的優質生活圈，提出要大力推動醫療領域合作。他認為，粵港澳大灣區醫療人才的培養在大灣區建設的背景下，有良好的發展機遇，醫療服務領域的合作有望率先在大灣區推進。



全國政協委員、前香港食物及衛生局局長高永文和祈福集團董事長、祈福醫院院長彭磷基圍繞大會主題作主旨演講。高永文醫生提出，粵港澳大灣區11個城市在生活方式、語言習慣、教育方式、醫療保障等方面雖有差異，但多年來已開展很多合作，進行了有益的探索。但醫療的融合不僅是政策層面，建議借鑒香港經驗，在大灣區設立醫療人才培訓標準和專業一致的診治標準，以便大灣區乃至內地早日與世界級灣區的國際標準接軌。

彭磷基教授作了《大灣區的人才發展、挑戰與機遇》的發言，分享了他在醫療發展、人才培養和流動等方面積累的經驗和觀點。彭磷基認為，要想實現《粵港澳大灣區發展規劃綱要》中“塑造健康灣區”的規劃目標，必須要在灣區內營造面向全球、融合共享的人才發展環境，搭建人才自由流動之橋。

轉載自廣東省粵港澳合作促進會報導





## 新界西醫院聯網總監、 屯門醫院醫院行政總監 — 鄧耀鏗醫生專訪

翻查資料發現，鄧耀鏗醫生曾擔任屯門及博愛醫院急症科部門主管，以及香港急症醫學院專科的試考官，曾經推行多項主要工作，包括制定聯網臨床服務計劃，其中有多項工程甚為艱鉅，當中可有任何感受和管理經驗可與我們分享？而為了加強急症科專科醫生臨床培訓，他曾率先在新界西醫院聯網屯門及博愛醫院，安排正接受急症專科培訓的「新丁」互換，體驗不同規模的急症室運作，作為醫院管理層，為何有此構思？整體效果如何？事實上，醫院運作很複雜，他對於醫務行政管理培訓又有甚麼心得呢？

新界西的居民已逾一百一十萬，每年冬季流感高峰期入院病人大增及病床需求很大，作為新界西醫院聯網總監，他會如何協調三間急症醫院服務的需求呢？面對新界西市民的需求不斷



增加，在整體聯網服務上，又有哪些長遠方向和計劃呢？

如有興趣知道以上問題的答案，請登上以下的網頁觀看鄧耀鏗醫生的專訪：

<http://www.hkchse.org>

林愛貞院士 ◆



# Society for Health Administration Programs in Education (SHAPE)

The Hong Kong College of Health Service Executives is now a member of the Society for Health Administration Programs in Education (SHAPE). Their current members are from tertiary education and professional organizations from Australia, New Zealand and Hong Kong and Thailand. SHAPE began in 1985 with the mission to promote the excellence in health service management education and research in Australia, New Zealand, Asia and the Pacific. SHAPE organized an annual symposium and four of our College representatives have joined the SHAPE Symposium 2019 from 24 July to 29 July 2019 at La Trobe University City Campus, Melbourne, Australia. Drs. Simon Cheung, Fowie Ng and Arthur Sham have presented two presentations at the symposium. Apart from joining the symposium, they have also witnessed

the signing ceremony of SHAPE and the Australasian College of Health Service Management (ACHSM) about the collaboration of the Asia Pacific Journal of Health Management (APJHM). It is a peer reviewed journal for managers of organizations offering health and aged care services. The journal was launched as the official journal of the Australasian College of Health Service Management in 2006 and now is fully accessible online. The target audience is professionals with an interest in health and aged care services, research, management and policy development in the Asia Pacific region and beyond. Dr. Fowie Ng is now serving as the member of the journal working group. Our College will expect more activities with SHAPE to benefit our members.

Dr Fowie NG 



# Research Seminar: The Creation of a Dementia-friendly Community in Singapore

The Centre for Ageing and Healthcare Management Research (CAHMR) has successfully held its second seminar at PolyU Hung Hom Bay Campus on 4 March 2019. Dr Sabrina Luk from Nanyang Technological University, Singapore was invited as the speaker to share with participants her views and insights into the topic "The creation of a dementia-friendly community in Singapore".

For details please refer to:  
[www.speed-polyu.edu.hk/latestnews\\_id\\_8955.php](http://www.speed-polyu.edu.hk/latestnews_id_8955.php)

Dr Simon CHEUNG 



# Visit to Clifford Hospital

We had the honour to have Dr. KO Wing Man leading the HKCHSE delegates to have a study visit to Clifford Hospital in Panyu, Guangzhou in June 2019. The Hospital was founded by a Hong Kong merchant in 2001. It is an integrated general hospital with outpatient and inpatient departments and emergency unit. Besides, there are more than 40 clinical and technical departments. The setting and facilities of the Hospital present a hotel-like environment. Other than providing health care for domestic patients in mainland China, it also serves clients from Hong Kong and foreign countries. It was the first hospital in China to be accredited by Joint Commission International (JCI).

During the visit, our delegates participated in the discussion of the "Similarity and Difference of mainland and Hong Kong hospitals services". Our discussion would facilitate their understanding of the needs of Hong Kong people who may seek healthcare in Guangzhou during their stay or travelling in Mainland. We have discussed on the issues of accreditation in Hong Kong, quality and safety, incident management, clinical governance, regulation of private healthcare facilities, registration of healthcare professionals, drug management,

information technology, how to overcome the taxation and regulatory barrier...etc.

During the discussion, we got a further understanding of the regulation of hospitals in mainland, insurance system, and in what ways the hospital can provide services to Hong Kong people. We also brought up the topic on the use of Elderly Medical Vouchers. Now that medical vouchers in Hong Kong are not available to the elderly living in the Mainland, the Clifford Hospital is opened by the people of Hong Kong, and as long as the HKSAR Government is willing to promote it, it can make a package so that the elderly in Hong Kong can use. In addition, the scope of application of medical vouchers can be expanded. The medical voucher should not pay for the designated outpatient medical care but also in the hospital. Although medical voucher is attractive, there are other concerns such as privacy, law, medical responsibility, etc., we have been thinking about.

With the ongoing efforts of the medical industry, the Government's assistance will play a key role in helping Hong Kong people to enjoy the medical benefits and living in the Greater Bay Area.

Ms Eliza YU ◆



# Visit to The Royal Children's Hospital and Peter Maccallum Cancer Centre, Melbourne

In July 2019, Drs Fowie Ng, Simon Cheung, Arthur Sham and Mr KK Tong had the great opportunity to visit the Royal Children's Hospital and Peter Maccallum Cancer Centre in Melbourne to observe the multidisciplinary team management of their patients and gain a further understanding of how the teams have achieved such great results with patient satisfaction, clinical outcomes, and length of stay with the best practice guidelines. Both hospitals have additional shops, cafes and other amenities for patients, their families and staff.

The Royal Children's Hospital (RCH) has been providing outstanding care for Victoria's children and their families for over 140 years. They are the major specialist paediatric hospital in Victoria and patient care extends to children from Tasmania, southern New South Wales and other states around Australia and overseas. They provide a full range of clinical services, tertiary care and health promotion and prevention programs for children and young people.

We enjoyed the tour when seeing a comfortable, fun, child-friendly hospital environment for sick children, their families and carers, and staff. This hospital is family-centred including improved accommodation and facilities for parents. Direction to the clinics is easy for families and visitors to find their way around. There are also lots of interactive indoor and outdoor play areas.

Peter Maccallum Melbourne (Peter Mac) is Australia's only public hospital solely dedicated to cancer treatment, research and education. It is also Victoria's first specialised cancer hospital, the Peter MacCallum Clinic, officially opened in 1950 in one room at Melbourne's Queen Victoria Hospital on Lonsdale Street. We were shown the most advanced imaging technology and radiation therapy. Moreover, it makes Melbourne a global hub for immunotherapy.

Dr Arthur SHAM 



# Application Form



## Hong Kong College of Health Service Executives 香港醫務行政學院 Year 2019-2020 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