

Hospital Authority Convention 2013

Opening Speech by Chairman of Hospital Authority

Chief Executive, Minister Sun, Dr Ko, Distinguished Guests, Ladies and gentlemen,

Welcome, a very warm welcome to the HA Convention 2013. We are indeed most honoured to have the Chief Executive, the Honourable C Y Leung; the Deputy Chairman of the National Health and Family Planning Commission of the People's Republic of China, Minister Sun; and Secretary for Food and Health, Dr Ko to officiate at this morning's opening ceremony.

We are in the year 2013 and it was ten years ago in 2003 when SARS hit Hong Kong. We were faced with an unknown disease and our healthcare professionals did whatever they could to save the lives of thousands of patients. They worked selflessly, passionately and professionally round the clock giving their best to serve the people of Hong Kong. Some sacrificed their own lives, some came down with SARS and took them a rather long time to recover but deep in their heart, when they were fighting this horrible disease, they did not think of themselves, all they had in their mind were to save the SARS patients, they were upholding the highest core value of the medical profession. They have shown the HA spirit and the Hong Kong spirit. Whilst we were severely criticized during that time for the way we handled the SARS outbreak, subsequent literature by international renowned experts all sang to our praises. I remember reading an article which said. It was fortunate that the Hong Kong Government took some very decisive and hard decisions and had been able to combat SARS within three months. If Hong Kong had not fought and won that battle, the world would be very different today.

Ladies and Gentlemen, can I ask you all to join me in paying a tribute to all our colleagues at HA for their impeccable and selfless dedication in fighting SARS in 2003.

Ten years from the SARS outbreak, we have learnt a lot from our very sad experience. Today, we are a lot more equipped and prepared to fight infectious diseases. We have built an Infectious Disease Center at Princess Margaret Hospital; we have over 1400 isolation beds in our public hospitals which can be put into operation within days. We have sufficient supply of medicine, protective gears and medical equipment and we have various plans in place to fight infectious diseases and pandemics.

In the last ten years, we have implemented a very sophisticated system to respond to major incidents. The Major Incident Control Center, which co-ordinates the deployment of our resources in times of a major incident, once initiated, will work round the clock until the step down command. This will also trigger off the Central Command Committee chaired by our HA Chief Executive, Dr P Y Leung and the HA Board Emergency Executive Committee chaired by myself to deal with the situation. This has worked very well indeed in the last few years in handling major crisis, Swine Flu, Avian Flu, the Melamine tainted milk product, the Philippine hostage saga, the Lamma Island ferry collision just to name a few. But we must not be complacent. We must continue to be vigilant and constantly remind ourselves that lives are invaluable and we must do our best to safeguard them.

With an ageing population and an increase in chronic diseases, we are facing many challenges ahead of us. We need more hospitals, we need more beds and we need more medical professionals. I am cognizant that we all have very different views in increasing the supply of medical professionals in Hong Kong and I do appreciate and understand the positions and stance of different stakeholders. I respect their views and opinion but I plead and indeed beg you all that for the sake of the Hong Kong people, let's throw away our differences and embrace our common goal in serving our community to increase the supply of medical professionals in Hong Kong. This will help relieve the manpower shortage in public hospitals, and it will also help Hong Kong to be abreast of the latest global medical development.

There have been some criticisms on our resources allocation lately and I would like to emphasize resource allocation is a lot more complicated than just dividing resources based on the population in each cluster. For example, Kowloon Central Cluster has over 60% of its inpatient and specialist outpatient services used by patients outside the Cluster, including those from the Wong Tai Sin area which has a population of 420,000 and is geographically grouped under another cluster. Queen Mary Hospital takes on complicated cases from other hospitals and over 35 % of its total output in 2012 were used by patients of other clusters. We have been trying our very best to use very objective criterion to allocate resources amongst clusters on a fair, transparent and efficient basis. We will of course continue to improve our system in this regard. We have recently implemented pilots for cross cluster referrals and commenced disclosing waiting times amongst different clusters. HA is working diligently to optimize its output within the limited available resources.

Ladies and Gentlemen, it has been 22 years since the birth of HA and I can stand here today and proudly say, we have come a long way and have indeed done a lot for Hong Kong. Before HA came into being, medical services in Hong Kong were something like what you saw in the award winning film " Echoes of the Rainbow" (歲月神偷) which was rather appalling. We can

certainly be proud of what we have achieved in the last 22 years and I'd like to take this opportunity to thank all my colleagues at HA for their dedication, passion and hard work: you have healed patients, not only with drugs, medical equipment and modern technologies, but also with your love, compassion and care. THANK YOU. I would also like to thank my Board Members, Regional Advisory Committee members and Hospital Governing Committee members for your invaluable counsel and advice. I also want to thank the Government for its unwavering support and guidance to which we are most grateful. Of course, we welcome more funding from the Administration in the years ahead and I am sure our CE will continue to do so. Thank you CE.

President Xi says, "there is no best, only better". We will continue to improve and enhance ourselves amidst the changing environment. Whilst we are proud of our achievement, we have never been complacent and in the last few years, we have engaged external consultants to conduct reviews on HA to pursue continuous enhancements on an various areas, including Corporate Governance, structure, clinical procedures, risk management etc., just to name a few. We will of course continue to look for ways to improve our organization and our services.

To best describe how we feel in difficult situations, I would like to quote from a song from the famous Paula Tsui's With the tide, against the tide (徐小鳳 順流逆流).

We don't know whether there is any limit
But we do know there is no return with the passage of time
Our dreams and our tears
They dry away swiftly and subtly

Many years since we have been here
There are times we are with the tide and there are we are against
Every smile, every tear, every complaint, every compliment
We stand up and we face them all

We take it upon our shoulders no matter how tough it is
We do not relinquish no matter how unbearable it is
We do not mind when the going is rough
As we simply follow our heart

We do not believe one can succeed without putting in your best
We believe we'll find what we want with our hands and our heart
Every achievement of ours, is built on our sweat
Praises and grievances, we have been through them all.

Finally, I would like to close with three of my favourite verses...

Have the determination to succeed and excel....
Have the courage to change
And have passion for everything you do.

THANK YOU

行政長官、孫部長、高局長、各位來賓、女士們、先生們：

大家好！

歡迎大家蒞臨參加 2013 年度醫院管理局（醫管局）研討大會。我們今年很榮幸邀請到行政長官梁振英先生、中國國家衛生和計劃生育委員會副主任孫志剛部長，以及食物及衛生局局長高永文醫生，為我們主持這次大會的揭幕儀式。

今年是 2013 年，距離沙士（嚴重急性呼吸系統綜合症）在港爆發的 2003 年整整十年。當年，面對這種不明疾病的侵襲，我們的專業醫護人員都奮不顧身地救死扶傷，為港人作出無私奉獻。他們有的捨身成仁，有的受到感染而需長時間復元。在對抗疫症之時，他們心裏想的不是自己，而是如何拯救更多沙士患者。他們彰顯了醫療專業的最高核心價值，是醫管局精神和香港精神的典範。儘管我們在沙士期間的一些做法曾經受到質疑，但其後的國際專家文獻卻有截然不同的結論。猶記得讀過的一篇文章指出：幸好香港政府迅速採取果斷行動，成功在三個月內消滅沙士。如果不是香港打勝這一仗，今天的世界將會不一樣。

各位嘉賓，我謹在此邀請各位，為全體醫管局同事在 2003 年對抗沙士疫症的出色表現和無私奉獻致敬。

走過沙士十年，我們汲取了深刻的教訓。今天，我們在控制傳染病，的準備和設施，已更為完善。我們在瑪嘉烈醫院設立了傳染病中心，並隨時可於公立醫院調動超過 1,400 張隔離病床候命，亦備有充足的藥物、保護裝備和醫療器材，並訂立了多套傳染病控制計劃。

十年來，我們建立了非常先進的重大事故應變系統。有需要時，即會啟動重大事故控制中心，24 小時協調資源調配，直至接到終止戒備的指令為止。遇上重大事故時，我們亦會啟動醫管局行政總裁梁栢賢醫生領導的中央指揮委員會，以及我本人領導的醫管局大會緊急應變策導委員會，統籌應變工作。這個機制運作良好，在過去數年成功處理了多宗重大事故，包括人類豬型流感、禽流感、菲律賓人質事件、南丫島撞船事故等。然而，我們不可自滿，必須時刻緊記生命寶貴，需要我們全力以赴盡心保護。

隨著人口不斷老化、慢性疾病日增，我們在未來將面對更多挑戰。我們需要更多醫院、更多病床、更多醫療人員。我明白各方人士對於增加本港的醫療專業人員有不同立場和看法，也尊重大家的觀點和意見。但我想懇請大家，為港人的福祉放下歧見，為整體社會利益設想，支持增加香港的醫療人手供應。這將有助解決公立醫院的人手短缺問題，讓香港追上國際醫療發展的最新趨勢。

最近，醫管局在資源分引起一些關注。我想強調一點，配置資源遠遠絕對不只是按照聯網人口除以資源的簡單數字。實際上，九龍中聯網超過 60% 的住院及專科門診服務的用家均來自其他聯網，當中包括人口達 42 萬而地理上卻歸入另一個聯網的黃大仙區。同樣，瑪麗醫院亦會接收其他醫院轉介的複雜病症，在 2012 年，其總服務量當中超過 35% 是為其他聯網病人提供的。醫管局一向致力公平公開地按照十分客觀的準則，有效分配聯網資源。我們會持續改進這個制度，像最近就試行了跨聯網轉介計劃和開始公布各聯網的輪候時間。醫管局一直努力在有限的資源下，盡力提高服務量。

各位，醫管局成立至今已有 22 年。我可以在此自豪地宣布，我們已盡心竭力，為香港的公立醫療服務，取得了長足的進步。在醫管局未成立前，香港的醫療服務就像大家在金像獎電影《歲月神偷》中看到的那樣嚇人。這 22 年來的進步足以讓我們引以為傲。我謹藉此機會，感謝醫管局全體同事的敬業樂業和辛

勤工作。你們不但以藥物、儀器和先進科技治理病人，更獻出你們的愛心、熱誠和關懷。謝謝你們！我還要多謝醫管局大會、區域諮詢委員會及醫院管治委員會各成員的英明指導和寶貴意見。此外，我要感謝政府對醫管局的不懈支持和領導。當然，我們非常歡迎政府日後繼續增加對我們的撥款。我相信行政長官會繼續支持我們，謝謝你！

習近平主席說過：「沒有最好，只有更好」。我們會在不斷轉變的環境中持續求進。儘管我們這些年來成績驕人，但未敢自滿。近幾年，我們延聘外界顧問進行了多項檢討，範圍包括機構管治、行政架構、臨床程序、風險管理等。我們仍會不斷改進我們的機構和服務，以求百尺竿頭，更進一步。

我覺得徐小鳳《順流逆流》這首著名歌曲的歌詞，最能反映我們如何面對困難：

「不知道在那天邊可會有盡頭
只知道逝去光陰不會再回頭
每一串淚水 伴每一個夢想
不知不覺全溜走

不經意在這圈中轉到這年頭
只感到在這圈中經過順逆流
每顆冷酷眼光 共每聲友善笑聲
默然一一嚐透

幾多艱苦當天我默默接受
幾多辛酸也未放手
故意挑剔今天我不在乎
只跟心中意願去走

不相信未作犧牲竟先可擁有
只相信是靠雙手找到我慾求
每一串汗水換每一個成就
從來得失我睇透」

最後，讓我最喜歡的三句警語作結：

有追求非凡成就的決心
有創新求變的勇氣
有凡事全情投入的激情。

多謝各位！