

港粵攜手 培訓專科護士 Training for Guangdong specialty nurses



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《協力》從十月開始換上新裝，字體大了，封面加上目錄，更方便閱讀，很多同事都表示欣賞。我們聽在心裡，益發激勵我們加倍努力，精益求精，為大家發掘更多有趣的消息。

今期「人物素描」是病人關係部。試想今天的公立醫院，若沒有同事在前線排難解紛會怎樣？通過幾位病人聯絡主任現身說法，讓我們一起分享他們工作的笑與淚。

另外，醫管局與廣東省衛生廳攜手，四年共為廣東省醫院13個專科培訓了615名專科護士。醫管局能為內地醫院培育醫護人才出一分力，全靠我們醫院前線同事的大力支持。

《協力》是屬於你和我的刊物，有賴大家繼續踴躍投稿，才能令她內容更豐富。

The *HASLink* has a facelift since last issue. With a shift to larger fonts and the addition of a table of contents on the cover, the revamped newsletter has been well received by colleagues. It is the most encouraging response to us. We will build on this to reciprocate your support with even more interesting stories.

In this issue, we pay tribute to patient relations departments who play a crucial role in resolving conflicts and ensuring smooth daily operations in our hospitals. Let's share some of the laughter and tears from their workplace.

HA has joined hands with the Department of Health of Guangdong Province to provide specialty training for nurses from hospitals in the province. A total of 615 nurses from 13 specialties have benefited over the past four years and the applause goes to our frontline staff who put in great efforts in supporting this meaningful initiative.

HASLink is a newsletter for you and me. Your contribution, whether it is in writing or photo, is imperative for its success.

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港粵攜手 培訓專科護士

Training for Guangdong specialty nurses



香港公立醫院的制度、服務質素和護理專業培訓，都達到國際水平，在專科護士培訓方面，香港同樣具備豐富經驗。為提升內地護士的專業水平，廣東省衛生廳與醫管局在2007年簽署「粵港專科護士培訓協議」。

在2007至2011年期間，醫管局為廣東護士共舉辦了四屆為期10個月的培訓課程，提供13個專科培訓和臨床實習，成功通過培訓的廣東護士合共615人。負責策劃培訓的醫管局首席護士長陳磊石博士表示：「培訓後，護士能勝任更專業的工作。」

Hong Kong public hospitals are reputed for their high standards in work systems and quality service. In specialty training for nurses, Hong Kong is equally experienced. To further enhance the standard of nursing in the Mainland, Hospital Authority and Department of Health of Guangdong Province signed an agreement in 2007 with an aim to provide clinical specialty training for nurses in the province.

From 2007 to 2011, HA has organised for Guangdong nurses four training programmes covering 13 specialties. Each programme lasted for 10 months. A total of 615 Guangdong nurses have successfully completed their training. Dr Eric Chan, Senior Manager (Nursing)/Principal Nursing Officer of HA, who planned and organised the programme, said "Graduated nurses are capable of handling more complicated medical caring."



協助治理地震傷患

2008年，四川發生大地震，骨折傷者眾多，部分情況較穩定的病人，被送到廣東省的醫院治理。陳博士表示：「香港在骨科治理的水平很高。我們的培訓計劃，正好幫助廣東省訓練這專科的護理人才，提升他們的專業水平，學以致用，讓病人得到更好的治療。」

積極學習香港醫療

這項計劃由各聯網醫院大力協助，學員到各醫院病房實習時，得到帶教的用心指導。負責骨科培訓的伊利沙伯醫院專科護士曾家傑先生對學員求知若渴的學習態度非常讚賞。他說：「她們的護理基本功與技能都良好，學習態度亦十分認真。」

另一位帶教、伊利沙伯醫院婦產科產房經理曾小玲姑娘表示：「他們初來時只擔當助理角色。但熟習後，已能在很多工作上幫助我們的同事。他們不但尊重師長，課餘也主動發問，態度積極進取。」

甄選過程認真嚴謹

培訓計劃深受廣東省護士歡迎，每年約有500人申請，爭奪約100多個名額。由於香港的醫護人員主要以英文專業名詞溝通，大部分病人及家屬則操廣東話，因此，申請人除要有相關的專科知識和經驗外，也必須具備相當的英語及廣東話溝通能力。獲取錄的護士來港後，均須參加廣東省及醫管局為她們籌辦的英語班，以便更容易熟習香港的醫療用語。

除了上課和受訓，導師也關心學員是否適應香港生活和學習。陳博士說：「在特別的節日，我們會為學員安排活動，好讓她們放鬆心情。在考試前，我們又會為她們安排補習班，增強她們的信心。」

粵港醫護合作無間

陳博士表示：「培訓計劃一直得到各方面的協助，主席胡定旭先生和聯網服務總監張偉麟醫生亦大力支持。學員也非常感謝香港醫護人員對她們的悉心教導和鼓勵。」

培訓計劃雖然暫告一段落，但粵港雙方已積極洽談下一步的合作形式。陳博士表示：「廣東省有望成為內地專科護理培訓的基地，並逐漸將有關經驗推廣至其他省份。香港醫療為內地醫護作出貢獻，我們都為能參與其中感到自豪。」

Support to Sichuan quake patients

In 2008, the Sichuan earthquake left quite a number of victims needing orthopedics caring. Some patients, whose conditions were relatively stable, were transferred to hospitals in Guangdong for treatment. "Hospitals in Hong Kong command a high standard in orthopedics caring. The programme offered a much-needed training opportunity to enhance their standards in this regard, so that they could render better caring for those in need."

Keen pursuit of expertise

Thanks to the generous support of all clusters, the programme became a great success with frontline colleagues passing on valuable medical knowledge and giving wise guidance to trainees. "The trainees had good fundamental skills of medical caring. They took learning seriously and absorbed knowledge like a sponge," said Mr Tsang Ka-kit, Queen Elizabeth Hospital (QEH) Nurse Specialist (Orthopedics & Traumatology) and head of orthopedics training.

Another trainer Ms Tsang Siu-ling, QEH Labour Room Ward Manager said, "They have improved by leaps and bounds and were able to share our workloads in many ways. They were respectful and were keen to make great strides."

Stringent selection process

The training programme was well received by nurses in Guangdong. Every year, there was an average of 500 applicants competing for about 100 places. As English is the medium of instruction in Hong Kong hospitals, and most patients and their family members speak Cantonese, successful candidates were required to have good command of both English and Cantonese, in addition to relevant experiences in their specialties. Selected candidates were required to enrol in an intensive class to brush up their English, especially medical terms.

Apart from classes and clinics, teachers also helped trainees familiarise with the new environment in Hong Kong. "We organised activities for them to relax during festivals. To enhance their confidence for examination, we also held tutorial classes for them," said Dr Chan.

Seamless collaboration

"The programme has received generous support from different parties, particularly from HA Chairman Mr Anthony Wu and Cluster Services Director Dr Cheung Wai-lun. All trainees have expressed gratitude to our medical staff concerned".

Though the programme has drawn to a close, relevant parties are actively exploring further collaboration opportunities. Dr Chan noted: "Guangdong province has huge potential to develop into a specialty training centre for nurses in the Mainland. We feel proud being part of the team contributing to improvement of its medical service."

小資料 Fast facts

年份 Years	畢業人數 No. of graduates
2007-2008	122
2008-2009	194
2009-2010	157
2010-2011	142

廣東護士接受的專科培訓 Training for Guangdong nurses

專科 Specialties	
	深切治療、骨科、手術室、新生兒及小兒深切治療、助產護理、老年及中風內科、腎科、急症科、心臟科、高級外科、腫瘤科、社區護理、成人精神科
	ICU, O&T, Operating theatre, Infant and neonatal intensive care, Midwifery, Elderly stroke, Renal, A&E, Cardiology, Advanced surgery, Oncology, Community care, Adult psychiatry

網上對談新平台

Innovative dialogue online

醫管局在9月27日首播即時網上節目。
HA's first live online show was aired on 27 September.



醫管局史上首個網上直播訪問節目，已於9月27日在醫管局頻道跟各位同事見面。打響頭炮的，是中大醫學院腫瘤學系莫樹錦教授與醫院管理局主席胡定旭。節目以「80前·80後」為題，主席暢談了對八十後年青人的感想。

同事除可即時在內聯網收看直播外，還可在答問環節，提出問題及表達意見。同事的提問林林總總，其中包括年青一代同事的事業發展機會，飯堂食物質素及醫管局的形象等。

第二集由行政總裁梁栢賢醫生與三位年輕同事一同主持，於10月27日播出。30分鐘直播期間，醫管局同事利用內聯網、手機短訊及Whatsapp踴躍發問。

有了這個創新的溝通平台，同事表達意見將更方便直接。💡

The first live webcast in HA marked a ground-breaking debut on HA Channel with positive responses from colleagues. On 27 September, Dr Tony Mok, professor of Department of Clinical Oncology at The Chinese University of Hong Kong, has a cross-over with HA Chairman Mr Anthony Wu who shared his thoughts on “post-80’s” youngsters.

The programme includes chitchat and a Q&A session. Questions raised by our colleagues were manifold such as career development opportunities for young employees in HA, canteen food and the image of the organisation.

The second episode was hosted by HA Chief Executive Dr Leung Pak-yin and three young colleagues on 27 October. HA staff raised their questions or expressed views enthusiastically via telephone, intranet, SMS and Whatsapp during the 30 minutes talk show.

The online programme aims at strengthening communication in HA, especially with the younger generation in a more interactive manner on the new media. 💡

繼續提升病人滿意度

Continue to improve patient satisfaction

為進一步改善公共醫療服務，醫院管理局於八月成立了專責工作小組，跟進各聯網進行的病人服務滿意度調查報告。

小組由七個聯網的代表組成，專責分析2010年病人服務滿意度調查的結果與建議，同時針對相關範疇，制定改善計劃。

醫管局公眾投訴委員會成員梁明娟醫生指出：「調查有助我們了解公立醫院服務的普遍情況，並可與其他國家的公共醫療服務互相參考。」💡

To further improve public healthcare service, a task force was formed in August following the announcement of the HA-wide Patient Satisfaction Survey (PSS) results.

Comprising representatives from seven hospital clusters, the task force will study and analyse the 2010 PSS findings and recommendations, as well as identify areas and plan for improvement.

“The survey can help us understand the general situation of the service in public hospitals. It also enables us to benchmark our public health service with other countries,” said Dr Pamela Leung, member of HA’s Public Complaints Committee. 💡

醫管局公眾投訴委員會成員梁明娟醫生。
HA Public Complaints Committee member
Dr Pamela Leung.



有待改善的範疇

Areas requiring further improvements

	評分較低 Low score	評分差異較大 Great variation	有待改善 Max score desired	結果矛盾 Counter-intuitive
非常重要 More Important	與醫生面談的機會 Opportunity to talk to doctors	傳染病控制 Infection control	藥物資料 Information on medication	參與診治 / 出院等臨床決定 Involvement in clinical decision making for treatment or discharge
	藥物副作用的資料 Information on medication side effect	出院資料 (病徵、院方聯絡人) Discharge information (danger sign, contact person)	診治資料 Information on treatment	
重要 Important	食物種類 Choice of food			

改善前線同事工作條件

Improvement measures for frontline staff

由今期開始，《協力》會定期就醫管局為前線醫生、護士和專職醫療人員推行的政策方案報道最新動態。

From this issue on, *HASLink* will regularly update you on HA's measures for doctors, nurses and allied health colleagues.

醫生

為紓緩醫生的工作壓力，醫管局已開始招聘本地全職及兼職醫生，同時也按照有限度執業註冊機制招聘非本地醫生。

醫管局有限度執業註冊計劃專責小組已在160位申請人中挑選了29位進行面試，並按照服務需求程度，優先為急症科、麻醉科及內科招聘人手。醫管局會繼續為其他人手不足的部門，物色合資格醫生。

Doctors

To reduce the workload of our doctors, HA has already started recruitment exercises for full-time and part-time local doctors. In parallel, it has also advertised for non-local doctors under the Limited Registration Scheme.

Out of the 160 applicants were selected for interview by the Task Force of Limited Registration Scheme. To meet strong and urgent service needs, priority will be given to specialties such as Accident & Emergency, Anaesthesia, and Medicine & Geriatrics. HA will keep on scouting suitable doctors for other understaffed departments.

護士

醫管局已制定2011-12財政年度解決前線護士人手問題的新方案，部分內容如下：

- 招聘1,700名護士，人手最短缺的範疇額外增聘300位護士
- 增加50個顧問護師及150個資深護師職位，以提升專業護理水平、加強管理級及資深級別的人手
- 全數資助登記護士於工作期間修讀註冊護士晉升課程
- 減少值夜的頻度，增加連續值夜補助，引入更優質的病人護理器材及減輕非護士職責的工作量

Nurses

HA has formulated strategies to address the shortage of frontline nurses in the Annual Plan 2011-12. Here are some key points:

- Employ 1,700 nurses, with an extra 300 nurses for high pressure areas
- Enhance professional practices, supervisory level and senior coverage by creating an additional 50 nurse consultants and 150 advanced practice nurse posts
- Full-pay study allowance during clinical practice for EN to encourage upgrading to RN through studies
- Improve work-life balance through minimising frequent night duties. Increase continuous night shift allowance and bring in better patient-care equipment in a bid to cut down on non-nursing duties

專職醫療人員

各聯網前線專職醫護人員近期於論壇表達的建議，已轉交管理層進一步商議。

- 已成立專責小組跟進專職醫護及支援人員的人手及晉升問題。有關建議已納入2012/13財政年度預算議程。小組正配合未來工作量，檢視人力資源
- 護理專業發展模式將進一步擴展至專職醫護級別/專科
- 獲撥款3,400萬港元更換527項老化的醫護器材

Allied health staff

Opinions collected from cluster staff forums have been forwarded to senior management for deliberation.

- A task force is formed to follow up on the manpower and career advancement of allied health professionals. Initiatives were included in the 2012/13 annual planning exercise. The task force is reviewing the manpower and workload ratio to facilitate future service
- The Career Progression Model will be further rolled out to other allied health grades/specialties
- A special funding of HK\$34 million has been allocated for replacement of 527 aged equipment items

下一階段醫院認證計劃新動向

Update on extension phase of hospital accreditation scheme

得到政府支持及「醫院認證督導委員會」的指導，醫管局汲取五間先導醫院的經驗，並考慮員工的意見後，釐定下一階段醫院認證計劃的方向。

醫管局將以務實態度，推動醫院認證以達致持續質素改善。下一階段醫院認證計劃的最新動向如下：

- 聘任國際認證機構為合作夥伴的招標程序，已於2011年10月完成
- 自今年10月開始，醫管局總部質素及安全部聯同先導醫院的質素管理代表到訪15間參與醫院，與管理層及員工直接溝通，交待計劃的最新進展
- 由認證機構與本地代表組成的團隊，將於11月開始舉辦連串工作坊，協助醫院了解認證標準的要求，提供本地經驗和例子以供參考

With the support of the government and the guidance of the Steering Committee on Hospital Accreditation, HA recently confirmed the direction of the next phase of the hospital accreditation scheme, based on experiences of the five pilot hospitals and comments by colleagues.

A pragmatic approach will be taken to achieve continuous improvements. The following are updates of the extended phase of the scheme:

- The tender process of appointing a partner international accrediting agent was completed in October 2011
- Starting from October 2011, HA Quality and Safety Division will join hands with quality managers from pilot hospitals to visit 15 participating hospitals for direct communication and introduction of the scheme
- Starting from November this year, workshops will be organised by consultants from accrediting agent and local trainers, to help hospitals understand the requirements for achieving accreditation. Local experiences and case studies will be provided for reference

小創意 大得益 Think small, leap big

聯合醫院工程部研發的「彈弓污衣收集車」、「水龍頭限溫設備」和「插蘇膠蓋」，在職業安全健康局舉辦的安全改善項目比賽中勇奪銅獎。

「彈弓污衣收集車」的設計別具心思。為了防止洗衣房同事重覆彎腰，避免造成肌肉勞損或工傷，工程部同事在收集車底部加上彈弓及鐵板，令收集車的底部可隨著衣物重量減少而自動將污衣升高，洗衣房同事不用彎腰，便可以輕鬆將污衣放進洗衣機。❤️

With its innovative gadgets --- “slingshot trolley”, “constant water temperature controller” and “plastic plug cover”, the maintenance department of the United Christian Hospital clinched a bronze award in the Occupational Safety and Health Council Safety Enhancement Programme .

The design of “slingshot trolley” is very thoughtful. Spring coils and steel board are installed at the base of the trolley so that the level of the clothes rises with decreasing weight. Laundry workmen can now do their job easier without bending over repeatedly. ❤️



專職醫療員工貢獻備受肯定 Applause to allied health staff

專職醫療員工為出院病人提供多方面的照顧和復康支援，幫助他們痊癒，貢獻良多。為表揚同事的付出與貢獻，新界東聯網特別以「專職同心，關顧全人」為主題，於9月23日舉行香港首個「專職醫療日」。

300位來自18個不同專職醫療專業的同事聚首一堂，分享難忘的醫療個案、創新的工作方案和不同專業的角色。當日更頒發34個「全面服務承諾」大獎，整個活動充滿一片愉快和親切的氣氛。❤️

Allied health professionals are instrumental in providing rehabilitation services to patients. To recognise their work and dedication, the New Territories East Cluster launched the first “Allied Health Day” in Hong Kong on 23 September.

Themed “united in holistic care”, the event attracted 300 colleagues from 18 allied health professions to share their role experiences, remarkable cases and creative work methods. 34 “Total Commitment Awards” were also presented on the occasion, an event filled with joy and warmth. ❤️




人力資源主管區結成醫生、新界東聯網總監馮康醫生及聯網臨床服務統籌(專職醫療服務)劉敏昌博士，向一眾勞苦功高的專職醫療人員致謝。
Dr Derrick Au, Head of HR, Dr Fung Hong, NTEC CCE and Dr Herman Lau, CSC (Allied Health Service), extend gratitude to allied health staff.

多項創新計劃榮膺亞洲獎項

Passion for excellence gains recognition in Asia

醫管局屬下四間醫院，以創新思維推行優秀的管理方案，在2011年度亞洲醫院管理大獎中獲頒多個獎項。《協力》謹此向他們致以衷心祝賀，並感謝同事的不懈努力！

1. 瑪嘉烈醫院「應用藥物也環保」計劃：內科及老人科與藥房緊密合作，妥善管理藥物，成功減省處方藥物的成本，獲得**資源效益組**大獎。
2. 瑪嘉烈醫院「SPRING計劃」：中央護理部特別為新畢業註冊護士度身訂做為期十個月的訓練課程，協助他們融入工作環境，贏得**人力資源發展組**傑出獎。
3. 廣華醫院「全面關懷員工一呼吸防護計劃優化工程」：護理部推行的良策，幫助同事取得適當的呼吸器，加強控制感染，獲頒發**內部顧客服務改善組**傑出獎。有關瑪嘉烈及廣華醫院的三個得獎計劃內容，可瀏覽：
http://kwc.home/Pages/redirect_AHMA2011.aspx
4. 博愛醫院「綠色博愛—能源效益臻善計劃」：這個管理方案成功減少能源浪費，得到**生物醫學設備改善**和**成本減省**兩個組別的傑出獎。
5. 瑪麗醫院「病人跌倒個案檢討：病人及護理人員協作的預防跌倒計劃」，通過評估，有效避免病人跌倒，憑著創意，奪得**病人安全組**傑出獎。計劃詳情，可瀏覽：http://hkwc.home/Cluster_Info/Patient_Safety_Corner/patient_safety_corner.aspx 



瑪嘉烈醫院成功減省處方藥物成本。
PMH cuts prescription costs.



瑪嘉烈醫院助新畢業護士融入新工作。
PMH helps new graduate nurses adapt to new workplace.



廣華醫院助同事取得適當的呼吸器。
KWH chooses the right respirator for staff.




博愛醫院減少能源浪費。
POH promotes green spirit.



瑪麗醫院避免病人跌倒。
QMH reduces patient fall rate.

Four HA hospitals win accolades in the Asian Hospital Management Awards 2011 for their outstanding projects and best practices. Congratulations to all winning hospitals and colleagues for your great efforts!

1. Princess Margaret Hospital (PMH) “The Green Project- Savings in medicine and manpower” programme is winner of the **cost reduction project**. Its pharmacy and clinical departments successfully reduce medication error and cut down prescription costs.
2. PMH’s “Social and professional reality integration for new graduates (SPRING)” programme wins excellence award for **human resource development project**. This 10-month long programme by central nursing department helps integrate fresh recruits better into the clinical teams.
3. Kwong Wah Hospital (KWH) “Seamless care for staff wellness - enhancement of respiratory protection” programme wins excellence award for **service improvement for internal customers project**. Innovation of the central nursing division enables staff to easily get a suitable respirator.
Click the link below to find more about the three projects of PMH and KWH:
http://kwc.home/Pages/redirect_AHMA2011.aspx
4. Pok Oi Hospital (POH) “Achieving green hospital through lean” scoops the excellence awards in both **biomedical equipment/facilities improvement project**, and **cost reduction project** through their dedication to eliminate energy waste.
5. Queen Mary Hospital (QMH) “Post fall incident review (PFIR): a patient-nurse partnership for falls prevention” wins excellence award of **patient safety project**. The project effectively reduces patient fall rate and prevents fall recurrences. To learn more about the project, please click: http://hkwc.home/Cluster_Info/Patient_Safety_Corner/patient_safety_corner.aspx 

伊院首推新心臟手術

QEH gives cardiac patients new hope

伊利沙伯醫院自2009年開始籌備，至今成功為五名有嚴重主動脈瓣狹窄徵狀，但不宜接受開胸手術的心臟病人，進行嶄新的導管主動脈瓣植入手術（TAVI）。此技術為高齡、高手術風險和患有其他疾病的病人帶來新希望。全球至今已進行逾三萬宗TAVI，手術成功率逾90%，併發率低於10%。作為全港首間進行TAVI的醫院，伊院的目標是發展成為國際認可的導管主動脈瓣植入術中心。❤️

Since 2009, Queen Elizabeth Hospital (QEH) has been preparing for the Transcatheter Aortic Valve Implantation (TAVI) operation. Until now, the new surgery has been successfully performed for five patients who suffered from symptomatic severe aortic stenosis and were not suitable for open surgery. The improved surgical procedure brings new hope to old-aged patients, and those with high surgical risks and other co-existing diseases. 30,000 TAVI cases were performed worldwide with a success rate of over 90% and the complication rate is less than 10%. As the first hospital in Hong Kong using this surgical technology, QEH aims to become an internationally certified TAVI centre. ❤️



元朗捐血站投入服務

Yuen Long blood donation centre opens



以後去元朗，除了買老婆餅，也可去捐血。今年八月，元朗捐血中心開幕，並由食物及衛生局局長周一嶽醫生主禮。周醫生身體力行，即場捐血，同時也呼籲區內市民踴躍支持。捐血站啓用後，平均每天收集70包血液。❤️

The opening ceremony of Yuen Long blood donor centre in August was officiated by the Secretary for Food and Health, Dr York Chow. Encouraging the local community to give blood, Dr Chow took the lead to donate blood at the centre. The centre collects an average of 70 units of blood a day. ❤️

食物及衛生局局長周一嶽醫生主持中心開幕典禮，更身體力行，即場捐血。
After officiating at the opening ceremony, Secretary for Food and Health Dr York Chow sets an example and donates blood at the new centre.

仁濟醫院重建大樓 New building for YCH

為配合服務範圍擴展，仁濟醫院C、D、E及F四座大樓的拆卸工程現正進行中，整項工程預計於2016年第二季完成。新大樓樓高11層，總建築面積為25,114平方米，將同時提供日間醫療及保健服務。重建後，門診部的診症室將由現時的36個增加至54個，令醫院的服務能力提升50%。

The demolition of four old buildings in Yan Chai Hospital is in the pipeline to make way for a new building to be completed in the summer of 2016. To cope with hospital expansion, the new building which occupies 25,114 sq.m. over 11 storeys, will house ambulatory and community health services. After re-construction, the out-patient consultation rooms will also increase from 36 to 54, giving the hospital 50% more service capacity.

新大樓的外牆引入溫暖的自然光，也採用節能裝置及再生能源技術。
The new building emphasises natural light and highlights eco-friendly energy saving features.

為癌症病人獻新猷——營養食譜 First cook book for cancer patients

九龍中醫院聯網在八月舉行新書發布會，推出本港首本由醫護人員、營養師、癌症病人和家屬合力為癌症病患者調製的食譜《**煮出幸福的味道**》，幫助患者重拾進食的樂趣。另外，聯網也發布了《**拆走醫院的炸彈**》的修訂版。該書記錄了40個關於醫生、病人、護士及家屬的真實個案，反映醫患因言語、心理、行為上的誤會和衝突關係。《**拆走醫院的炸彈**》在2009年推出第一版。

The Kowloon Central Cluster launched a recipe book for cancer patients in August. Entitled *The Taste of Happiness*, the book is a collective effort by medical staff, dietitians, cancer patients and their families. Another recent title published by the cluster is *Defuse Bombs in the Hospital* (new edition) which features 40 case studies on miscommunication and conflicts between medical staff and patients. The first edition of the book was published in 2009.





同心推動服務新文化

Driving service culture together



為讓新同事更快融入醫管局的服務文化，「醫院管理局網上學習中心」全新製作「醫管局迎新及入職指導課程」易學網。新同事只需點擊瀏覽，便可獲取多種實用資料，有助適應新的工作。中心亦特別為主管製作「迎新及入職指導—主管指南」，方便主管有系統地策劃和推行迎新及入職指導計劃。要了解醫管局服務新文化，現在就與新同事瀏覽 <http://elc/eOnl>

To help newcomers integrate into the HA service culture, HA e-Learning Centre introduced a brand-new “e-Portal of Orientation and Induction Programme” and a “Supervisor’s Guide to Orientation & Induction Programme” for new colleagues and their supervisors. New staff can find useful information and resources about HA from the e-Portal while supervisors of the new colleagues can find practical guidelines for organising the orientation and induction programme. To drive the HA service culture together, join your new teammate to check out more at <http://elc/eOnl>



十一至十二月 精選課程

November/December: picks of the months

醫院管理局進修學院是你持續專業進修的良好伴，想知道最新和全面的課程資料、專職醫療深造學院及護理深造學院的其他活動，歡迎瀏覽進修學院的網站 www.ha.org.hk/ihc



The Hospital Authority Institute of Health Care (IHC) is your partner for continuing professional development. For the most up-to-date programme information and details of the work of the IHC and its member institutes (**Institute of Advanced Allied Health Studies** and **Institute of Advanced Nursing Studies**), please visit its website: www.ha.org.hk/ihc

Title : Fundamentals in Intensive Care Nursing
Target : Nurses of all rank
CNE/CPD : CNE - Pending

Title : Commissioned Enhancing Communication Skill Workshop Series for Enrolled Nurses: 2-Day Workshop on Resilience and Skills in Dealing with Angry and Difficult Clients
Target : Enrolled Nurses
CNE/CPD : CNE - Pending

Title : Management of Violence Training Program Level II - One-day Workshop on Breakaway Techniques
Target : Nurses of all rank
CNE/CPD : CNE - 6.5

Title : Evidence-based Practice Series 2011
Target : HA Allied Health Professional
CNE/CPD : CPD - MLT:12 PT:5 OT:6 DR: Pending RT: Pending DIET: Pending

Title : Evidence-based Practice Series 2011
Target : HA Allied Health Professionals
CNE/CPD : CPD - MLT:8 PT:2.5 OT:3 DR: Pending RT: Pending DIET: Pending

Title : Commissioned Training Program for Prosthetists & Orthotists 2011/12 Functional Enhancement of Post-Stroke Rehabilitation
Target : Prosthetists and Orthotists
CNE/CPD : CPD - Pending

Title : Commissioned Training Program for MSWs: Workshop on Positive Psychology
Target : Medical Social Workers
CNE/CPD : To be confirmed

Title : Personal Effectiveness Enhancement Programme for Pharmacists
Target : Pharmacists and Resident Pharmacists
CNE/CPD : CPD(Pharm) - 4 per module

Title : Personal Effectiveness Enhancement Programme for Dispensers
Target : Senior Dispensers and Dispensers
CNE/CPD : CPD(Disp) - 1

Title : CE Lecture on “Pharmacological Treatment of Depression”
Target : Dispensers of all ranks
CNE/CPD : CPD(Disp) - 1

Title : Resident Pharmacist Presentation Forum and Certificate Award Ceremony
Target : Pharmacists of all ranks
CNE/CPD : CPD(Pharm) - 2

活到老 玩到老 Getting old, getting fun

你是否已經愛上玩體感遊戲呢？原來長者也開始對Wii這玩意產生興趣。馮堯敬醫院老人科日間醫院自2010年夏天起，為長者在院內安裝了體感電視遊戲，在學生義工協助下，長者可於午飯休息時間玩樂一番。

東華三院馮堯敬醫院的內科部門主管陳漢威醫生表示：「除了物理治療和職業治療外，我們鼓勵長者多做有益身心的運動。體感遊戲既有趣又簡單，更可幫助長者多活動身體，促進健康。」長者對這新玩意的反應非常理想，院方正計劃添置更多電視遊戲設備。不過陳醫生提醒大家，高血壓和心臟病等病患者，不适宜玩體感遊戲。⚠



You may enjoy playing motion-sensing games but you may not be aware that they are also getting popular among the elderly. The Geriatric Day Hospital of Fung Yiu King Hospital (FYKH) has installed the game consoles Wii for senior patients since the summer of 2010. With the support from student volunteers, seniors in the hospital can play the games during lunch hour.

“Apart from doing physiotherapy and occupational therapy, we would like to encourage seniors to exercise and have fun at the same time,” said Dr Felix Chan, Chief of Service (Medicine) at FYKH. “Motion-sensing games are simple but full of fun. Playing games can help the elderly stay active and healthy.” Feedback from the participating elderly is very positive. The hospital is planning to purchase more television sets and game consoles in order to expand this service. However, Dr Chan reminded that people suffering from high blood pressure and cardiac ailments are not suitable to play this type of game. ⚠

威院與社區對抗中風 PWH raises stroke awareness

要避免病人因對中風病徵缺乏認識而延遲救治，社區教育尤其重要。威爾斯親王醫院自8月起推出基層健康教育，提醒有病徵者盡快求醫。此計劃是配合威院明年初開展的24小時溶栓治療服務。

活動包括講座和展覽，威院更為個別合作單位提供血脂和血糖檢查服務。得到該院家庭醫學部的醫生、護士和醫護義工隊大力支持，至今已有500多位市民受惠。未來，威院會將活動擴展到長者中心、商場和大型機構。⚠



如突然出現口齒不清和面部麻痺等徵狀，可能是中風，盡快求醫。
Get help at once if you have trouble speaking or feel numb in face.
They could be signs of stroke.

Better awareness of the symptoms of stroke may help boost the chance for recovery. In a bid to enhance the public's knowledge of stroke warning signs and actions to take, Prince of Wales Hospital (PWH) has initiated in August a community education programme. The programme also complements the hospital's 24-hour acute stroke thrombolysis service scheduled to be launched in early 2012.

The programme includes exhibitions and health talks. PWH also provides blood tests for collaborative partners. With the staunch support of the hospital's doctors and nurses from the family medicine department and its volunteer team, more than 500 people have benefited from this initiative. The hospital is planning to extend its community service to elderly homes, shopping malls and large corporations. ⚠

排難解紛 締造和諧

Resolve conflicts and create harmony



如果你有願意聆聽的耳朵、高度的耐性和情緒智商、優秀的危機處理技巧，你很有潛質擔任病人關係的工作。

公立醫院每天服務的病人及家屬多不勝數，收到的讚賞、感謝、投訴，以至查詢和求助同樣不計其數。醫管局各聯網的病人關係部作為院方、病人和家屬之間的橋樑，肩負促進雙方關係的重任。

處理投訴有完善機制

醫院管理局有完善的機制處理投訴。瑪嘉烈醫院病人聯絡主任蕭錦綉姑娘說：「接獲投訴後，我們會先了解情況，盡可能即日回覆投訴人，並將個案轉介有關部門調查。收到調查報告和醫院管理層作出的建議後，再請醫生向投訴人解釋整件事情。」

If you have a listening ear, great patience, high EQ and excellent crisis management skills, this could be the job for you - to serve at patient relations department.

Like the huge number of patients and their families HA hospitals serve everyday, the amount of appreciations, complaints, enquiries and requests our colleagues received is overwhelming. Entrusted with the responsibility of facilitating communications among the hospitals, patients and their families, the patient relations departments in various clusters have a crucial role to play.

System for managing complaints

HA has a well-established and effective system in managing complaints. Ms Kitty Siu, Patient Relations Officer of Princess Margaret Hospital explains, "When a case is received, we need to find out what the problem is first before responding to the complainant on the same day. We then refer the case to relevant hospital department for follow-up. When we receive the investigation report and advice from the hospital management, we will ask the doctor concerned to explain to the complainant."

醫管局公眾投訴處理機制 HA complaint management system

第二級：公眾投訴委員會 投訴人若不滿意投訴報告，可要求醫管局公眾投訴委員會覆核
Second level : HA Public Complaints Committee (PCC) Complainants dissatisfied with the outcome of their complaints can appeal to the PCC for a review of their cases.

第一級：醫院/診所 所有首次提出的投訴會由相關的醫院或診所處理
First level : Hospitals/Clinics All first-time complaints are handled by respective hospitals or clinics.

排難解困緩和衝突

病人關係部的同事也要走到現場，務求從第三者角度協調解決。聯合醫院高級經理（病人關係組）蘇婉珍姑娘認為，聆聽非常重要。她說：「病人與醫護人員立場不同，我們的責任是確保雙方有良好的溝通，也要讓前線同事明白，我們不偏袒任何一方。」她表示，為減少投訴，平日他們會留意有可能釀成不快的爭執，及早「拆彈」。

處理病人關係絕對是一項挑戰。醫管局總辦事處高級經理（病人關係）陳婉瑩憶述一個棘手個案：「投訴人是病人的兒子，他每天從早到晚留在病房，監視醫護人員對其母親是否照顧周到，稍有不順意，便大吵大嚷。幾年來，病房同事都在這無形壓力和不安中工作。後來我們安排兩位曾受專門訓練的同事主動與這位投訴人溝通。漸漸，病房內的緊張氣氛緩和了，對方也減少投訴。」

遇上情緒激動的病人家屬，負責病人關係的同事更要靈活應變。蕭姑娘曾於新年的首個工作天遇上病人過世，傷心的病人家屬「圍攻」主診醫生。蕭姑娘第一時間將他們與醫生分開。詳細了解之下，得知去世病人是家庭經濟支柱。「於是我立刻找醫務社工，為他們成功申請應急基金，待他們的情緒稍為平伏後，我再請醫生向他們解釋。」蕭姑娘說。

集思廣益減壓有方

工作壓力龐大，病人關係部的同事尤其需要保持心境平和及樂觀積極的心態。東區尤德夫人那打素醫院病人聯絡組主管魏嘉穎說：「我們每天都在例會上分享個案和交換意見，希望集思廣益找出解難的方案。我們很珍惜每個個案帶來的學習機會。成功平衡各方利益並解決困難固然最好，即使未能圓滿解決，病人知道我們已盡力幫忙，也會對我們表示感謝。」

Iron differences and facilitate consensus

Patient relations officers needs to mediate from a third-party perspective. Ms So Yuen-chun, Senior Manager (Patient Relations) at United Christian Hospital stresses the importance of active listening. "Patients and our staff see things from different angles. Our responsibility is to facilitate consensus. We also have to make colleagues understand that we'll handle the case without taking any sides." To minimise complaints, Ms So would nip any hiccups in the bud before it develops into big troubles.

Maintaining good relationship with patients is certainly a great challenge. Mrs Ivy Chan, Senior Manager (Patient Relations & Engagement) of HA Head Office, recalls a thorny case: "The complainant was a patient's son who stayed at the ward day and night to make sure that his mother was being well taken care of. But he grumbled about everything. The ward staff had been working under this intangible pressure for years. To address the problem, we arranged two trained colleagues to deal with him. Gradually, the tension subsided and fewer complaints were received."

Patient relations personnel have to be flexible and tactful when confronted with emotional complainants. On one New Year day, Ms Kitty Siu met families of a patient who just passed away. Angry family members pointed their fingers at the doctor-in-charge. Ms Siu immediately settled the family members to a separate room. After talking with them, she learnt that the deceased patient was the family's breadwinner. "That explained their reaction. I then liaised with a medical social worker and helped them successfully apply for the contingency fund. When they have calmed down, I arranged them to meet with the doctor again," says Ms Siu.

Think positive and keep sharing

Challenged by great work pressure, it is essential for patient relations officers to have a positive mindset. "We share and exchange our case handling experiences in the daily meeting. We brainstorm and work out the best solution together. We treasure the opportunity of learning from each case," says Ms Katherine Ngai, Patient Relations Office In-charge of Pamela Youde Nethersole Eastern Hospital remarks. "It is nice to settle a case and have everyone feel happy. But our hard work would not go unnoticed, even if the problem cannot be solved, as we still gain gratitude and trust from patients," she says.



強力支援 Strong backup

若遇上較為複雜、涉及法律文件與訴訟、當事人不接受解釋的投訴，個案會交由病人事務辦事處的同事處理。

伊利沙伯醫院高級病人事務經理曹寶燕說，他們的工作主要分三方面。「如果當事人對病人關係組的解釋依然不滿意，我們會建議其他的處理方法。若是上訴個案，我們會轉介至醫管局公眾投訴委員會。負責處理投訴或前線的同事遇到困難，我們亦會協助分析，鼓勵他們保持正面思考，因為投訴人的激烈行為並非針對他們。」她深信，「有專人處理投訴的機構才是文明的機構，因為有讓人發聲的途徑，大家才不會用極端的行為應對。」

When encountered with complicated cases – such as those involving legal issues and documentations, or complainant reject explanations – patients relations office will provide further supports.

Ms Alice Tso, Senior Patients Services Manager at Queen Elizabeth Hospital says their work encompasses three aspects. "Firstly, if the complainant doesn't accept the explanation from the patient relations department, we will suggest alternative methods. Secondly, we will refer unsettled cases for appeal to the Public Complaints Committee of HA. Finally, if patient relations staff and frontline colleagues at the wards have difficulties in handling complaints, we can help them analyse the whole issue and encourage them to think positively as they are not the cause for any radical behaviour by the complainant" Ms Alice Tso believes that, "Only well-managed organisation will have a sound complaint system in place. With this channel, there is no need for anyone to resort to extreme actions."

水中作樂 Water fun

醫管局同事在今年9月10日舉行的水運會暨水上同樂日玩得十分盡興。超過400位同事和他們的子女在摩士公園泳池參與多個比賽，非常投入。活動在一片愉快氣氛下畫上圓滿句號。❤

HA colleagues had a splashing time at the HA Swimming Gala & Aquatic Fun Day on 10 September. More than 400 staff members and their family played water games at the Morse Park Swimming Pool. The gala ended on a happy note. ❤



港島西聯網贏得聯網總冠軍。
Hong Kong West Cluster scooped the Clusters Overall Champion.

女子組全場總冠軍，由伊利沙伯醫院二級物理治療師黃學穎小姐奪得。
Ms Wong Hock-wing, physiotherapist II at QEH, acquired women's overall champion.

瑪嘉烈醫院方皓輝醫生獲得男子組總冠軍。
Dr Fong Ho-fai, Resident of PMH, won men's overall champion.



醫管局公積金計劃你要知 Well manage your provident fund

關心自己的退休保障，同事應定期登入<http://hr.home/site/pfund.html> 查閱公積金計劃的最新詳情。如有任何疑問，同事亦可致電3191-8088向公積金經理查詢。

醫管局公積金計劃的2010/11年報，已上載於人力資源內聯網及景順投資網頁。在本財政年度，醫管局公積金計劃資產為420.84億港元，為歷年新高。此外，此計劃早前參加第二十五屆國際年報比賽，奪得「非牟利機構金融服務業界別」銅獎。❤



To build a secure retirement, you need to check your provident fund status on a regular basis. The reports can be found online at <http://hr.home/site/pfund.html>. You can also contact your fund manager by telephone (3191-8088) if you have any enquiries.

The 2010/11 HAPFS Annual Report is now available on the HR Intranet and Invesco website. During this financial year, HAPFS' Scheme Assets stood at the record high of HK\$42.84 billion. Meanwhile, the scheme won the bronze award under the category of "Financial Services (Non-Profit)" in the 25th anniversary International Annual Report Competition. ❤

新春長跑有新意

New Year Run with new twists



醫院管理局舉辦新春長跑，一直深得同事支持。今年跑進第十一年，同時亦帶來新創意，除了同事和家屬可參加長跑外，其他同事與親友也可以參加同場舉行的攝影比賽，或組成啦啦隊，為他們支持的選手吶喊打氣。大會還在頒獎禮後設有大抽獎，獎品豐富。為鼓勵更多家屬參與，每位成功完成賽事的員工和其家屬，不論成人或小孩，將會獲得紀念獎狀一張。今年的長跑同時為醫管局慈善基金籌募善款，同事出力之餘，更可隨心捐獻。

截至10月14日為止，已有559人報名參加長跑。2012年1月29日，年初七，約定你！

Celebrating its 11th year, HA Happy New Year Run introduces new elements to make the event more exciting. This year, colleagues and their families are invited to join the cheer group and take part in the photography competition. A lucky draw will also be held after the award presentation ceremony. What's more, participants of the Run, young or young at heart, will be awarded a certificate. The event will also be a charitable cause as the fund raised will benefit the HA Charitable Foundation.

The number of participants has already reached 559 on 14 October. See you on 29 January 2011!

上 一次像小孩一樣在沙灘嬉戲玩樂.....何時？

(圖文由陳嘉麟提供)

Remember the last time you played with the sand?
(Photo/text by JJ Chan)



眼 所能看見的，不一定是現實真像。
(圖文由嘉琦提供)

The world you see is not true reality.
(Photo/text by Kaki)



歡迎你與《協力》分享你的小故事和照片。一經刊載，將獲贈總部醫管局職員合作社100港元現金券。
You are welcome to share your photos or stories with HASLink. Each published submission will be awarded HK\$100 HA Staff Co-op Shop cash coupon.

郊遊遠足小提示

Tips for happy hiking

秋 高氣爽最適宜行山，助你舒展筋骨，又可享受大自然，令人心身舒暢。這裏為你提供一些實用行山提示，讓你旅程更愉快。

Autumn brings the perfect weather for hiking. It is a very good exercise, and it gives you a relaxing time in nature. Here are some safe hiking tips for you.



1 預早準備 Plan ahead

出發前先做足準備，充分掌握目的地、路線、需時及當日天氣的資料。妥備指示詳細的地圖、指南針或衛星導航器、電池充足的手提電話和簡單急救用具。

Plan your hike well. Research the area, route, duration of the journey, and the weather. Carry a detailed map, a compass or a GPS unit, a fully-charged mobile phone and a simple first aid kit.



2 按部就班 Start short

按照個人體能選擇合適的行山路徑，最好從較容易的短程開始，熟習後才挑戰更高難度的路線。

Choose a hiking trip that matches your fitness level. It is better to start with a short and easy track. As you become more experienced you can try the harder ones.



3 進度一致 Stay with the group

走在最前的人別走得太遠太快，要不時停下來，確保大家進度一致。

Walk together with your teammates. Make sure no one in the group is left behind.



4 保護皮膚 Protect your skin

戴寬邊帽、塗上防曬露和穿長袖衣服，都可避免猛烈太陽曬傷皮膚。有需要可塗驅蚊劑。

Wear broad-brim hat and sunscreen to prevent sunburn. Put on long-sleeved clothes for extra protection. Apply insect repellent if necessary.



5 補充能量 Energy booster

帶備麥稞條之類的健康小食，可在旅程中補充消耗的體力，也要緊記補充大量水份。

Bring healthy snacks such as granola bars to keep up your energy level throughout the journey. Make sure you drink enough water.



6 行得輕鬆 Walk at ease

選擇有足夠保護又輕身的行山鞋。行山杖不但能保持身體平衡，也可讓手臂分擔部份體重，走起來比較輕鬆。

Wear flexible hiking shoes that are sturdy but lightweight. Use trekking poles to add stability and efficiency to the body by transferring some of the load to your arms.

