



交接
Succession



行政總裁的背後

醫管局新一任的行政總裁接任人選已於11月1日公布。《協力》訪問現任行政總裁梁栢賢醫生及繼任的高拔陞醫生，第一時間分享他們當下的感受，也在童年、興趣、家庭和工作四方面，大爆他們鮮為人知的小故事。細閱今期封面故事（頁2至7），你會愈讀愈知更多！

Stories behind the Chief Executives

The successor of the Hospital Authority Chief Executive has been announced on 1 November. *HASLink* interviewed Chief Executive Dr Leung Pak-yin and the designated Chief Executive Dr Tony Ko to share their feelings. They also recount their little-known stories about childhood, hobbies, family and work. Get to know more about our CEs. Go to the cover story (pages 2 to 7) now!



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順利交接 穩步向前

醫院管理局成立至今28年，與大家並肩作戰了11個寒暑的行政總裁梁栢賢醫生，將於明年展開人生新一頁。經過全球招聘和遴選委員會審慎評選後，決定由現任聯網服務總監高拔陞醫生於2019年8月1日起接棒。二人均稱會繼續肩負現職重任，同時緊密合作做好交接安排，帶領機構穩步向前。

醫管局主席梁智仁教授形容今次交接順利，彰顯了管理層過去幾年在繼任安排方面努力的成果。「醫管局有健全調任安排，不論是總辦事處、聯網或是醫院的行政管理人員，我們都積極鼓勵及安排他們調任不同崗位，增進他們的經驗及協助掌握不同工作範疇的知識。」

梁教授表示，「今次的招聘工作是透過人事顧問公司作全球招聘，考慮了本地與外國人選，再交由遴選委員會評選，成員包括我本人、食物及衛生局局長及醫管局行政委員會成員（行政總裁除外）組成。遴選委員會經過慎重研究，反覆討論之後，最後達到共識，決定推薦高醫生出任行政總裁一職。有關任命已獲醫管局大會通過，並得到香港特別行政區行政長官批准。」

梁教授大讚梁醫生在過往九年，卓越地帶領機構克服重重難關，保障市民健康，醫管局大會對他的評價極高。他深信繼任的高醫生亦可與員工同心一致，繼續為市民提供專業可靠的公立醫院服務。

梁醫生與高醫生相識於2008年，他大讚高醫生具領導才能又富親和力，並以「高拔陞」三字說出自己對高醫生的祝願：「希望他能『高瞻遠矚』、『提拔年輕醫護人員』和『長遠提升服務質素』。」未來他會與高醫生緊密合作，做好交接安排。

候任行政總裁高醫生非常感謝醫管局同事一直以來充滿熱忱緊守崗位，表現專業和關懷病者。「未來，我會虛心聆聽前線的聲音，理解他們的關注，與所有同事一齊克服未來挑戰，促進醫患關係和互相信任。」他承諾繼續盡心盡力處理好目前職務，同時為接任行政總裁作好準備。

梁栢賢醫生簡歷

年齡	59歲
中學	香港華仁書院
大學	澳洲新南威爾斯大學
專業資格	1991年：香港社會醫學學院院士 1993年：香港醫學專科學院院士（社會醫學） 2000年：香港社會醫學學院行政醫學院士 2001年：香港社會醫學學院公共衛生醫學院士 2002年：英國皇家內科醫學院公共衛生科院士 2006年：澳洲皇家醫務行政學院院士
曾任職位	1985年：加入醫務衛生署擔任醫生 1991年：衛生署首席醫生 1996年：衛生署助理署長 2000年：食物及環境衛生署副署長 2002年：衛生署副署長 2004年：衛生防護中心總監 2007年：醫院管理局質素及安全總監 2010年至現在：醫院管理局行政總裁

Profile: Dr Leung Pak-yin

Age	59
Secondary school	Wah Yan College, Hong Kong
University	The University of New South Wales
Professional qualifications	1991: Fellow of Hong Kong College of Community Medicine 1993: Fellow of the Hong Kong Academy of Medicine (Community Medicine) 2000: Fellow of Hong Kong College of Community Medicine in Administrative Medicine 2001: Fellow of Hong Kong College of Community Medicine in Public Health Medicine 2002: Fellow of Faculty of Public Health, Royal Colleges of Physicians of London and Edinburgh and Royal College of Physicians and Surgeons of Glasgow 2006: Fellow of the Royal Australasian College of Medical Administrators
Career history	1985: Medical and Health Officer, Medical and Health Department 1991: Principal Medical and Health Officer, Department of Health 1996: Assistant Director, Department of Health 2000: Deputy Director, Food and Environmental Hygiene, Food and Environmental Hygiene Department 2002: Deputy Director of Health, Department of Health 2004: Controller, Centre for Health Protection 2007: Director (Quality and Safety), Hospital Authority 2010-present: Chief Executive, Hospital Authority

Hand in hand towards a smooth succession

Hospital Authority (HA) has been established for 28 years. Chief Executive Dr Leung Pak-yin will be turning a new page in life next July after a successful 11 years at HA. After a global search of candidates, and with thorough deliberation of the Selection Board, Dr Tony Ko, Director of Cluster Services is recommended to be the next Chief Executive of HA on 1 August 2019. The outgoing and designated Chief Executives will work closely together in the coming months to ensure a seamless transition.

Chairman Professor **John Leong Chi-yan** says that smooth transition is a testament to the effective succession planning of HA. “There is a detailed plan for the designation of executives in Head Office, clusters, and hospitals on a rotation basis. They are encouraged to work in different positions to gain experience and skills in different disciplines,” he explains.

Prof Leong explains that a Selection Board consisted of HA Chairman, Secretary for Food and Health, and members of HA Executive Committee (except the Chief Executive) was set up for the recruitment of new Chief Executive. After several rounds of global search of candidates and thorough deliberation, the Selection Board reached consensus and recommended Dr Ko to be the next Chief Executive of HA. Dr Ko’s appointment has been endorsed by the HA Board and approved by the Chief Executive of the Hong Kong Special Administrative Region.

Prof Leong extends his appreciation to Dr Leung for his leadership in overcoming difficulties to safeguard the health of Hong Kong citizens. Dr Leung’s effort is highly regarded by the HA Board. He is confident that Dr Ko, with the stalwart support of HA colleagues, will continue to provide high quality public healthcare services for Hong Kong.

Dr Leung and Dr Ko have worked closely together since they first met in HA Head Office in 2008. Dr Leung praises Dr Ko for his outstanding leadership and amiable rapport with colleagues. Dr Leung says with a smile that Dr Ko’s Chinese name Ko Pat-sing expresses his wishes for his successor – ‘Ko’ for great vision and foresight, ‘Pat’ to promote young healthcare workers, and ‘Sing’ to enhance HA’s service quality in the long run. He adds that he will work closely with Dr Ko to ensure a smooth transition.

Dr Ko says he is thankful to HA staff for their professionalism and commitment to delivery of quality patient services. “I will listen to views of frontline staff with an open mind and understand their concerns,” he says. “We will take up new challenges and continue to build trust between patients and doctors.” Dr Ko adds that he will continue to dedicate himself to his current duties while he is prepared to take up his new challenge next August.

高拔陞醫生簡歷

年齡	52歲
中學	九龍華仁書院
大學	香港大學
專業資格	1994年：英國皇家內科醫學院院士 1999年：香港醫學專科學院院士（內科） 2017年：香港醫學專科學院院士（社會醫學）
曾任職位	1991年：瑪麗醫院骨科 1992年：瑪嘉烈醫院內科及老人科 2000年：雅麗氏何妙齡那打素醫院內科 2008年：醫院管理局總行政經理（策略、服務規劃及知識管理） 2011年：醫院管理局總行政經理（病人安全及風險管理） 2012年：博愛醫院行政總監 2014年：新界西醫院聯網總監及屯門醫院行政總監 2018年至現在：醫院管理局聯網服務總監

Profile: Dr Tony Ko

Age	52
Secondary school	Wah Yan College, Kowloon
University	The University of Hong Kong
Professional qualifications	1994: Member of the Royal Colleges of Physicians of London and Edinburgh and Royal College of Physicians and Surgeons of Glasgow 1999: Fellow of the Hong Kong Academy of Medicine (Medicine) 2017: Fellow of the Hong Kong Academy of Medicine (Community Medicine)
Career history	1991: Department of Orthopaedics and Traumatology, Queen Mary Hospital 1992: Department of Medicine and Geriatrics, Princess Margaret Hospital 2000: Department of Medicine, Alice Ho Miu Ling Nethersole Hospital 2008: Chief Manager (Strategy, Service Planning and Knowledge Management Department), Hospital Authority 2011: Chief Manager (Patient Safety and Risk Management Department), Hospital Authority 2012: Hospital Chief Executive, Pok Oi Hospital 2014: Cluster Chief Executive, New Territories West Cluster and Hospital Chief Executive, Tuen Mun Hospital 2018-present: Director (Cluster Services), Hospital Authority

主席梁智仁教授
Chairman
Professor John Leong Chi-yan

我們的二三事

Pen portraits

姓名：梁栢賢

中學：香港華仁書院

Name: Leung Pak-yin

Secondary school: Wah Yan College, Hong Kong

重讀小一 焉知非福

年紀小小就試過「杯班」滋味的梁醫生笑說：「小一時，老師依名次派發成績表，班裡有30多人，到第30名還沒叫到我的名字。」後來，他所就讀的呂祺官立小學遭殺校，新學年需轉至聖公會聖雅各小學，但直至開學日才知道要重讀小一。不過重讀也有好處，「我可以重溫鞏固已學知識，中期試竟躍升至全班第三名，頓時讀書信心大增！之後小學成績一直不俗。」

升上中學後他又遇上另一難關——英語教學。徬徨之際遇上良師，班主任林老師自掏腰包給他買了30本二手簡易英文故事圖書。經過一個學期閱畢30本名著後，他的英語基礎慢慢鞏固起來，其後整體成績亦突飛猛進。梁醫生還「自爆」：「中一那年的開學日，因尚未認識到新同學，當同學都在課室門外放下書包到操場玩耍，我只能站在門外等上課和幫同學看管書包。老師見狀，以為我乖巧，便選我當班長，一做便做了好幾年，更得了個花名叫『班長』。」

他還憶述小時候生於基層，是一個「街童」；後來在學校得到宗教和一些好老師好同學的薰陶，逐漸學習改變自己，希望成為一個有修養的人，建立良好的價值觀。

Benefits of an early setback

A defining moment in the childhood of Dr Leung Pak-yin came when he was held back a year in primary school. "In Primary One, the teacher distributed academic reports according to our rankings in class. There were more than 30 people in the class, but my name was not among the top 30," he recalls. Lui Kee Government Primary School was later closed and Dr Leung was transferred to S.K.H. St. James' Primary School where he did not know he had to repeat Primary One until the first school day. It turned out, however, to be a blessing in disguise, because he could consolidate what he learned in the previous year. By the time he took his mid-term test, he ranked third in his class. This rebuilt his confidence and inspired him to work harder and continue to perform with flying colours in primary school.

When he moved up to high school, Dr Leung found himself facing a new challenge: learning all subjects in English. His anxieties were eased when his class teacher Ms Lam bought him a collection of second-hand English storybooks. Both his English and his academic performance flourished after reading for a term. The transition to secondary school was a difficult one and he found himself with no friends at the start of the school year. "While my classmates put down their bags outside the classroom and played in the playground, I stood outside the classroom and kept an eye on their bags. The teacher saw this and decided I was well-behaved and assigned me as the class monitor." It was a position he held for the next few years, and he even earned the nickname 'Monitor'.

Dr Leung grew up in a grassroots family and he saw himself a 'street child'. At school, he met good teachers and friends and was inspired by religion. He was determined to further his education, learn solid life values, and be a good man.

姓名：高拔陞

中學：九龍華仁書院

Name: Tony Ko

Secondary school: Wah Yan College, Kowloon

神父言傳身教 上班貼地乘公車

在教會學校長大的高醫生，因受神父言傳身教影響，養成搭乘公共交通工具和走路上班的習慣。「神父經常教我們生活要樸素、節儉和環保。我尤其記得中學時，神父每天都會在學校外的斜路截停私家車，要求學生走路回校，建立健康的生活習慣。他經常說：『多行路對身體好。』」

自言欠缺藝術細胞的高醫生笑說，眾多科目中，美術科經常被老師狠批：「老師常在我的西洋畫作寫上『兒童畫，重畫』的評語。」他唯有聽話重做功課！

讀書時期的高醫生也曾因嚮往自由、青春和型格，而鬧出笑話。話說當年中四的學校旅行日，他與兩位同學提早一天到達旅行地點露營，為的是拍攝一張在帳幕外望著晨光喝咖啡的「型仔照」。豈料，小伙子不單去錯地方，營帳更少了一邊支撐架。禍不單行是，營燈竟燒著了燈紗，再慘被野狗追擊，最後那張夢想的「型仔照」變成「落難照」。這幕情景，成為他與一班舊同學的珍貴回憶。

Live a simple life

Dr Tony Ko went to a Catholic school. He was deeply influenced by the words and deeds of a priest at school, who insisted on going to work on foot and by public transport. "Father taught us life should be simple, frugal and also to love the environment," he recalls. "To help students live a healthy lifestyle, he would even stand on the slope outside the school, stop students in private cars, and ask them to walk to school every day."

As a student, Dr Ko says he lacked artistic talent and remembers his paintings being criticised as 'children's paintings' by his teacher and had to redraw.

As he grew older, he yearned for freedom and excitement, and his zest for adventure sometimes landed him in hot water. In Secondary Four, he went camping with two classmates at the school field trip site one day in advance, aiming to take a photo at dawn with a cup of coffee outside the school. The tent collapsed and the lamp caught fire and, even worse, the boys were chased by wild dogs. That group photo is now a precious memento of a youthful adventure that ended up in comical failure.

讀書時代

Childhood



興趣

Pastimes



「波牛」變鄧肇堅急症室常客

梁醫生熱愛足球，曾擔任中學足球隊隊長，主踢中鋒位。他憶述經常踢波弄得頭破血流，是鄧肇堅醫院急症室的常客，「我記得有次在醫院，竟重遇當年為我療傷的護士呢！」

他亦特別鍾愛看印度電影和閱讀管理學書籍，學習別人的智慧。電影方面，他推介《3 Idiots》（作死不離三兄弟）和《Billu Barber》（好運理髮師），「印度電影常將一些敏感社會話題和個人奮鬥的故事，搬上大銀幕，具教育意義和啟發性，你會從中參透人生智慧。」觀賞劇集亦可刺激工作靈感，原來香港兒童醫院病房服加入卡通圖案的「童康服」計劃，靈感源自韓劇《Good Doctor》（好醫生）。

Sporting passion provides an early taste of hospital life

Dr Leung had some of his earliest experiences of hospitals from his love of football. He was centre-forward and captain of his school team. Yet he ended up injured a number of times and rushed to the Accident and Emergency Department of Tang Shiu Kin Hospital. "I once met the nurse at the hospital who treated me when I was a young football player," he says.

Apart from sport, Dr Leung's passions include watching Indian movies and reading management books. Among his favourite films are *3 Idiots* and *Billu Barber*. "Indian movies bring sensitive social topics and motivating stories to the big screen," he says. "They are educational and inspirational." Dr Leung says TV dramas bring new ideas to him at work too. For instance, the Hong Kong Children's Hospital project 'Dress Well' had patients' clothes printed with cartoon characters after getting the idea from the Korean drama *Good Doctor*.

梁栢賢醫生認為，個人才能不應被誇大，努力才是成功之道。他推介《Happy People》、《The Heart of a Leader》及《Our Iceberg is Melting》，學習待人之道。Dr Leung says books have taught him how individual talent should not be overrated and that hard work is the secret to success. He recommends the books *Happy People*, *The Heart of a Leader*, and *Our Iceberg is Melting* which all teach readers how to get along with others.



以高度震懾對手的中鋒

高醫生同樣熱愛足球，但自嘲球技水皮，笑言自己經常被安排踢中鋒，因為可以靠接近六尺一吋身高震懾對手，牽制一兩個對方後衛。另外，他又喜歡打籃球，志在參與，「因為中學時長得高，故被老師邀請加入學校籃球隊，主打中前鋒及後衛位置。」

高醫生愛閱讀歷史書和名人傳記，尤其鍾愛閱讀關於第二次世界大戰時期的歷史和人物，特別是有關艾森豪威爾將軍的事跡。因為這段時期展現了人性醜陋和美好兩極，「歷史是一面鏡子，可以正衣冠和知興替，也是一部活教材，可以鑑古知今和形塑管理哲學。閱讀可令人從多角度剖析事情，如我們接觸到的二戰時期書籍大多從英美角度撰寫，但《The Other Side of the Hill》這書則是訪問了當年服役的德國軍人後撰寫的，敘事角度相當不同，可讓人了解事件另一面。」

The advantages of standing tall in sport

Dr Ko is also passionate about football despite his mediocre skills, he mocks. But at 6 ft 1, Dr Ko who played centre-forward clearly has an advantage over opponents at football. He skips past defenders with an unusual combination of his height and agility. "Also, I joined the school basketball team and played centre-forward and in defence because I am tall," he explains.



Dr Ko loves reading histories and biographies, in particular books about former US general and president Dwight Eisenhower and the Second World War, a period he says demonstrated both the brutality and beauty of human nature. "History is a mirror which reflects the reasons for the rise and fall of an authority," he says. "History is also a textbook which shows us many management philosophies. Reading allows us to analyse a situation from different angles. For example, people usually study the Second World War from the Anglo-American perspective, but the book *The Other Side of the Hill* was written after the author visited German soldiers. The perspective is quite different and helps people understand the other side of the story."

高拔陞醫生說，閱讀可令人從多角度剖析事情，故推介《The Other Side of the Hill》。Dr Ko says reading history books such as *The Other Side of the Hill* helps us understand situations from different perspectives.



交更給上帝 共度難關

梁醫生說，工作至今遇過最大的難關是處理2003年沙士襲港，因當時病毒來源未明，外在環境轉變因素太多，故壓力非常大。他說幸而自己有宗教信仰，夜晚睡覺便暫時「交更」給主，待翌日醒來再辦。

任內最難忘事件包括處理馬尼拉槍擊事件、南丫島海難和豬流感等。他慶幸自己有一群時刻為病人著想、對自己有要求的好同事，一同面對，「即使病人情況已至末期，醫護團隊也會盡力做好晚期護理工作。我們不能保證病人長命百歲，但同事都盡心盡力為病人和家屬提供專業的醫療服務，讓他們得到心靈安慰。」他說做人不要與別人比較，要惜福；做事不要求捷徑，要穩步向目標前行。

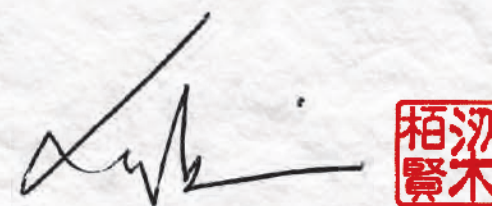


梁醫生在醫管局工作多年，遇過不少深刻難忘的個案。Dr Leung encountered some unforgettable cases during his years at the helm.

Hand over to God in hard times

The darkest days of Dr Leung's career came in the SAR crisis in 2003. Went through great stress and anxiety as experts struggled to get to grips with the unknown virus in the outbreak, he says his Christian faith gave him strength and confidence to put matters in God's hands before he went to sleep each night, and rose early the next morning to continue the struggle.

He also had to deal with the fallout from the Manila hostage crisis, the Lamma Island ferry collision, and the outbreak of swine flu during his years at the helm. In every case, he says he felt blessed to work with a team of dedicated colleagues who were highly professional and always put patients first. "Even if a patient is in the terminal stage of a disease, the medical teams still provide excellent end-of-life care," he says. "Although we cannot guarantee long life for everyone, we do all we can to provide patients and their families with the best possible medical care." Dr Leung's life motto is simple. "Treasure what you have and avoid comparing with others. Don't seek shortcuts but work towards your targets step by step," he says.



梁醫生每次到醫院視察，都會留心聆聽前線同事的意見，想辦法與大家一起解決難題。In every hospital visit, Dr Leung carefully listens to opinions from frontline staff and works out solutions together.

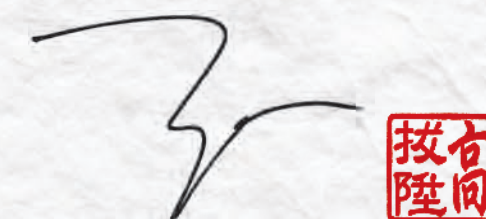


去年，高醫生在周日視察博愛醫院急症室服務收費調整後首日運作的情況，並為同事打氣。Dr Ko visited the Accident & Emergency Department at Pok Hoi Hospital on a Sunday, the first day of hospital fee and charges adjustment last year, to support his colleagues.

Encounters during attachment affirm a clinician's commitment

Dr Ko recalls a conversation with a priest on being unhappy at work and in life. Father advised him: "This is because you have not 'opened your heart'. We have to live happily. To be happy in Chinese is to open your heart and enjoy what life gives you." That is why you often see a smile on Dr Ko's face. "How can you make patients happy if you look sad?" he asks. "How can you engage with your colleagues if you are sad in your work? And how can you bring happiness to family after work?"

Two encounters during Dr Ko's clinical attachment early in his career affirm his commitment as a clinician in which he learned the importance of dedication to duty. He was working on attachment at Tsan Yuk Hospital. A doctor was called back at midnight to see a pregnant woman who was about to give birth. After stabilising the patient, the nurse suggested the doctor writing pre-order instead of calling him back later. Despite being exhausted, the doctor insisted that the nurse called him at once if there was an emergency. The nurse told Dr Ko, "You see? A good doctor should be like this – responsible and committed." On another occasion at the Queen Mary Hospital, a senior medical officer told him, "Even if it is not an urgent case, if you can treat a patient today, why leave it till tomorrow? If you were the patient, would you want to be treated today or tomorrow?" Those two lessons in dedication have stayed with Dr Ko throughout his career, constantly reminding him that the lives of patients are in the hands of medical staff. As a doctor, he feels the weight of responsibility and is committed to ensuring every patient gets the best possible care and treatment.



高醫生極具親和力，與屯門醫院同事在聖誕聯歡會中齊齊 selfie！Dr Ko is an affable person and he took selfies with colleagues at Tuen Mun Hospital during a Christmas party!

戀愛情聖 為愛人辭職

年輕的梁醫生留學澳洲時認識梁太太。梁醫生形容太太性格單純、孝順和愛整潔。他倆的愛情故事亦非常浪漫。當年，梁醫生在澳洲醫科畢業後，隨女友返港工作，並在基督教聯合醫院當骨科醫生。某日，女友其中一隻眼睛突然視網膜脫落，需盡快做手術。梁醫生知道手術有一定風險，於是向醫院請假相伴。可是上司指醫院工作繁忙，未能批准請長假。年輕的梁醫生只好辭職陪伴女友至完成手術。最終他贏得美人心，與女友共諧連理。

梁醫生育有兩女，均已投身社會工作。他笑言自己是「虎爸」，以前每天會督導女兒學業，他負責教數理學科，太太則負責語文。「讀數學需要動腦筋，我會要求女兒別犯不小心的錯誤，因為只要學懂、理解和做對基本題目，考試便可穩奪九成數，放棄小部分高難度題目也不要緊。」

A young doctor quit for love

Dr Leung met his wife-to-be as a student in Australia. Their love story was romantic. He followed her back to Hong Kong after graduation and worked in the Orthopaedics and Traumatology Department at United Christian Hospital when she suffered a detached retina and needed urgent surgery. Love-struck Dr Leung wanted to be by her side until the surgery was completed but his supervisor refused to grant him leave. So the young doctor resigned to be with her. Eventually, he won the heart of his girlfriend and the couple tied the knot.

Today, Dr Leung and his wife have two daughters who are grown up and working. He jokingly describes himself as a 'tiger dad' who closely supervised his children's studies, taught them maths and science while Mrs Leung taught them languages. "Practice makes perfect in maths," he says. "I asked them not to make careless mistakes. By understanding the principles and getting basic questions correct, one can already score 90% in examination. It is all right to pass on some difficult questions."



「虎爸」梁醫生從前每天會督導女兒學業，主要教數理科，太太則負責語文。"Tiger dad" Dr Leung supervised his daughters' studies, teaching them maths and science while Mrs Leung taught them languages.

家庭 Family

當兒子書僮 陪女兒追韓星

高醫生與太太在天主教會活動相識，育有一子一女。高醫生形容太太很有智慧，並非常包容他去做一些很任性的事，例如兩年前學電單車、踢足球和跑馬拉松致多次受傷，以至瘋狂收集歷史書等。

與子女相處方面，他認為父母的陪伴對子女成長非常重要，形容自己是「跟得爸爸」，會當兒子的伴讀書僮，請假陪他溫書，「重溫中學課程時，我感到很滿足。自己讀過一次，教女兒時讀第二次，教兒子時讀第三次，有些知識到今天讀第三次，才真正明白。」另外，他也會陪伴女兒追韓星，到亞洲國際博覽館看演唱會。「那年我女兒13歲，我擔心她的安全所以跟隨前往演唱會。我記得當奏起《Marry U》前奏時，全場少女立即蹲下，戴上早已準備好的新娘頭紗，跟著偶像高聲歌唱，非常難忘！」

A father seals bond with K-pop fan daughter and student son

Dr Ko met his wife at a Catholic church function. He admires her as a wise partner who tolerates his unconventional pursuits such as riding motorbikes, playing football and running marathon which result in injuries, and cluttering the family home with his extensive collection of history books.

Dr Ko says spending time with his children, a son and a daughter, is hugely important to him. He is a devoted father who takes time off to study with his son. "It is satisfying to study books from secondary school again. Studying when I was a student, teaching my daughter, and my son again – only until I study for the third time can I truly understand some knowledge." In addition, Dr Ko went to see a South Korean band at the AsiaWorld-Expo with his daughter. "My daughter was 13 at that time. I was worried about her safety so I went to the concert with her," he recalls. "The most unforgettable moment was when the song *Marry U* began. The fans bent down to put on a wedding veil and sang along with their idols."



「跟得爸爸」高醫生認為陪伴對子女成長非常重要。Dr Ko believes that parental accompaniment is crucial to children as they grow.



「直擊！」香港兒童醫院專科門診特色

Hong Kong Children's Hospital opens with youngsters' wellbeing at heart

香港兒童醫院將分階段啟用，其中專科門診於今年12月18日率先投入服務。醫院會首先接收原於威爾斯親王醫院及瑪麗醫院覆診的腫瘤科個案，以及在瑪嘉烈醫院覆診的腎科個案。此外，亦會跟進初生嬰兒代謝病篩查計劃的個案。早前，醫院多個部門進行演習，測試專科門診病人覆診流程，確保運作暢順。《協力》邀得病房經理謝妙玲（左圖）講解專科門診四大特色，實地體驗醫院「病童為本，家庭友善」精神。

The new Hong Kong Children's Hospital (HKCH) is about to open in phases with the specialist outpatient clinic (SOPC) going into service first on 18 December this year. The hospital will take appointments for follow-up oncology cases from the Prince of Wales Hospital and the Queen Mary Hospital, nephrology cases from the Princess Margaret Hospital as well as cases identified in the newborn screening programme for inborn errors of metabolism. In the run-up to its opening, different departments have been conducting drills to test the readiness of various aspects and ensure smooth operation. *HASLink* invited Tse Miu-ling (left), Ward Manager at HKCH, to tell us about four special features of the SOPC that reflect the concept of being a children-centred and family-friendly hospital.

就診及檢查同一大樓 Consultation and diagnostic imaging in the same block

醫院設計以方便病童及家長為原則，將相關部門設於同一座大樓。病童可先在B座臨床服務大樓地下的繳費處登記和付款，沿扶手電梯上一層到專科門診。若病童需接受影像檢查，例如X光、磁力共振、電腦掃描和超聲波等，只需乘扶手電梯即可達二樓的放射科檢查。放射科的檢查室以海洋、太空、馬戲團和星空為主題，營造親切愉快環境，減少病童接受檢查時的不安和恐懼。

The HKCH is designed to provide convenience to patients and parents, with outpatient consultation and imaging examination taking place in the same block. Patients register and pay at the shroff located on the ground floor of the Clinical Tower (Tower B) before taking escalator to the SOPC on the first floor. If imaging tests, such as X-ray, MRI, CT and ultrasound, are needed, patients can simply go up one floor by escalator to the Radiology Department. The examination rooms are decorated with the theme of ocean, space, circus and starry night to create a friendly atmosphere so as to reduce anxiety and stress of patients.



病童在馬戲團主題的房間接受電腦掃描檢查，可減低不安情緒。
Children may feel more ease in this circus-themed CT suite.

遊戲間提供適合不同年齡病童玩耍的玩具。
A play area with toys and books provides a place for children of different ages to relax.



遊戲間 減低病童不安 Play area reduces anxiety

門診內特別開闢遊戲間，擺放了圖書和玩具，切合不同年齡病童所需。

醫院亦正研究安排義工駐場，透過遊戲向病童解釋即將進行的檢查和治療，為他們作好心理準備。院方會每日消毒玩具，確保衛生。

The play area is filled with books and toys and is disinfected on a daily basis. Volunteers will be recruited to help explain to children the examination and treatment processes through playing games so that they are psychologically prepared with reduced anxiety.

四色診症區免迷路 Clear orientation with colour-coded consultation zones

專科門診約有50間診症室，以黃、藍綠、青和粉紅色分為四個區域。每區均有指示屏幕，並在等候位置提供玩具和書籍供病童消磨時間。

The SOPC has around 50 consultation rooms which are divided into four colour zones of yellow, turquoise, green, and pink, to make it easier for children and families to find their way around. There are toys and books to keep children occupied and entertained while they are waiting to see the doctor.

病童登記後，可按指示到指定區域就診。
Patients will be given clear directions on where to wait for consultation after registration.



Q 為何女洗手間內部分座廁有一隻「耳朵」？
Why are there 'ears' on some of the female toilet seats?

A 原來這是供小童專用的矮身座廁。
These small toilet seats are specially designed for children.



Q 為何診症室有圓形設計的枱？
Why are desks in the consultation rooms round-shaped?

A 圓枱設計可營造討論氣氛，鼓勵病童積極參與治療，亦可方便醫生替病童檢查身體，如測試小肌肉能力。
The round-shaped design can encourage patients to actively participate in treatment through discussion. It is also easier for doctors to perform physical exams, such as fine motor skills.

聯合會診 方便教學 Adjoining rooms facilitate joint consultation and teaching

兒童醫院以醫、教、研合一，故專科門診特別設有兩間以活動門相隔的特大診症室，方便不同專科的醫生聯合會診，或醫學生在旁觀察和學習。

The HKCH combines clinical service, teaching and research. There is a pair of large consultation rooms in SOPC which allow joint consultation by doctors from different specialties and facilitate medical students to observe and learn.



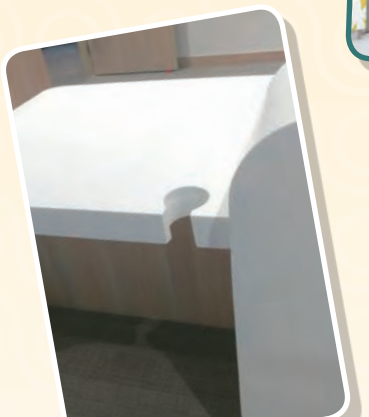
兩個診症室打通可供聯合會診及教學使用。
Two regular consultation rooms can be converted into one large room for joint consultation and teaching.



兒童醫院簡介
Introduction to HKCH

Q 繳費處和藥房櫃枱上的洞有何用？
What is the hole in the shroff and pharmacy counters for?

A 方便放置拐杖和雨傘。
It is for users to put their crutches or umbrellas.



Q 中央復康花園內隱藏了哪些動物？
What kinds of animals are hiding in the central rehabilitation garden?

A 猴子、白兔、鶴、長頸鹿、大象和羊。
Monkeys, rabbits, flamingoes, giraffes, elephants, and sheep.

拳王 劉健藝

擂台發光致青春

Salute to youth:
Martial arts master shines
in boxing ring

青春是熱血激情。青春是尋求真我。青春是搏盡無悔。

伊利沙伯醫院（伊院）職業治療助理**劉健藝**鍛鍊拳術近40年，1992年膺香港泰拳拳王的至尊榮譽。奮鬥中嚐盡痛楚的他常跟接受康復治療的病人說：「做人要有武者心態，鬥敵先鬥心，才會突破障礙，對自己有所交代。」

七、八十年代的電影都有搏擊和泰拳的蹤影，《洛奇》、《狂牛》等電影盛行，令本港蘊釀一股練拳的氛圍。當時16歲的劉健藝最先接觸以腳技為主的跆拳道，兩年後又操練以拳為主的西洋拳，最終卻情歸拳腳並用的泰拳。初碰拳套，劉健藝便希望有日登上擂台打比賽。「光陰一走不復再，青春嘛！很多事情要趁年輕做，人愈大包袱愈多，就會令你卻步。」

為提高泰拳技術，21歲的劉健藝節衣縮食，儲蓄近三萬元，遠赴泰國閉關深造三個月。練拳講求自律和毅力，深造期間，他每天拳套不離手。最觸動他的是經常目睹家長把年幼的小孩寄養於拳館，因為對於窮人家而言，供書教學甚艱難，訓練家中小孩成為職業拳手是一條向上流的通道。成功的，風光無限，變成全民偶像；普通的，也至少可以靠打拳維生。

擂台上，拳腳無眼，被對手打爆鼻，血濺擂台；左腿被踢至筋肌全傷，大腿腫得連褲也穿不上；



劉健藝經常以「鬥敵先鬥心」的心法，鼓勵病人接受職業治療。Lau always motivates patients to overcome difficulties during recovery journey with fighting spirit.



To perfect his craft, Lau scrimped and saved to pay nearly HK\$30,000 for three-month intensive training in Thailand at the age of 21. He worked at the sport every day and says what impressed him most was seeing so many local parents send their children to boxing boarding schools to train as fighters, knowing that becoming a champion was a way out of poverty.

Muay Thai is a sometimes brutal sport and injuries are unavoidable. Blackouts, broken nose, tendon and muscle injuries, with a thigh so swollen he could not put his boxing shorts on – Lau suffered them all but carried on. His gritty determination was rewarded when he was crowned Muay Thai Champion (bantamweight) in 1992 and won the title of 'The Best Muay Thai Fighter' from the Hong Kong Boxing Association in the same year. "Fighting in competitions reveals my capabilities, my standards, and my limitations," he says. "You can simply fight a weaker opponent if you just want to win. But I fought stronger opponents to push my limits."

Today, in his work in the Occupational Therapy Department, Lau passes on his fighting spirit to patients recovering from strokes or physical injuries, and understands the difficulty of recovering from injuries. When patients want to give up because of pain, he imparts the lessons Muay Thai taught him. "I often tell patients that pain is a kind of muscle reflex telling you it is possible to recover," he says. "However, once you give up training, you will not recover. We should have the fighting spirit to justify ourselves. We should keep calm, be courageous, and persist, even at the lowest points, and situation will turn around."



比賽前先跳「戰舞」求庇佑

A martial art born in warfare

泰拳發展數百年，最早期是用來捍衛國家，原來還有個很逗趣的別稱，叫八條腿運動，意指泰拳「武器」：雙拳、雙腿、雙膝、雙肘，總計四肢八體。泰拳講求肢體運用，打中身體多個位置都能得分，故拳手不會只攻擊對手頭部。比賽開始前，選手會戴着頭帶和臂帶，在擂台上聞歌起舞。其實那是泰拳戰舞，拳手藉此祈求神靈保佑，並表現對師父、長輩的尊重和感激。

The history of Muay Thai dates back hundreds of years and originated in warfare. The name 'art of eight limbs' means the sport is characterised by the use of fists, elbows, knees, and shins. Fighters score points by aiming at different body parts, not only the head. Before a battle begins, fighters put on headbands and armbands and dance in the ring to pay respect to their teachers and to pray for divine blessings.



劉健藝（右一）贏得全港泰拳雛量級香港拳王，獲得的金腰帶是送給青春的禮物。Winning the title of Muay Thai Champion (bantamweight) was one of the highlights of a long fighting career for Lau (first right).

劉健藝（前排右三）至今仍然醉心泰拳，2006年起更在伊院開辦泰拳班，希望將打泰拳領悟的人生得著，包括健康、快樂和自信與同事分享。Lau (front row, third right) has maintained his passion for Muay Thai and has taught it at Queen Elizabeth Hospital since 2006, aiming to health, happiness, and confidence.

劉健藝心存搏盡無悔的心態，亦可延伸至病人身上。在職業治療部工作，他接觸不少因中風和意外而令身體機能受損的病人，明白復健治療對病人是漫長和艱難的，有些病人會因為訓練時疼痛而想放棄，但他會借用自己打拳的經歷，鼓勵病人建立康復的信心和態度。「我常對病人說，疼痛是反映肌肉有反應，還有機會復元，一旦放棄便康復不了。做人要有武者「鬥敵先鬥心」的心態，才會對自己有所交代。就算遇上人生低谷，仍然要保持冷靜、勇氣和堅持，才会有逆轉的一刻。」

沉穩、凌厲和重創是劉健藝（左）打泰拳的風格。The style of Lau (left) in the ring is calm and intense.



跟著劉師傅
學泰拳修身
Learn Muay Thai
to keep fit



今期流行抗流感 針針都係愛

It's everyone's job to get a jab

講到 HA 今期流行，一定係打流感針啦！總辦事處、聯網以至醫院，同事都施展渾身解數，互相鼓勵打針抗流感。

除咗總辦事處「打針大使」嘅 PY 早前帶齊道具，走訪唔同部門呼籲同事打針外，聯網同埋醫院同事亦落力大搞噓頭。有幾間醫院都製作短片，同事睇完會心微笑。好似九龍西醫院聯網總監謝文華醫生同聯網護理總經理陳燕萍粉墨登場，將打流感針比喻織冷衫頸巾，表達「針針都係愛」嘅訊息；九龍中醫院聯網就有伊利沙伯醫院深切治療部顧問醫生吳榮耀扮演財經分析專家，教大家打針投資健康；仲有雅麗氏何妙齡那打素醫院同大埔醫院同事演繹自創歌《捲袖起行》；瑪麗醫院就將經典歌曲《獅子山下》改編成抗疫之歌，同一眾同事講：「這一針，可無畏更無懼。」講咗咁耐，Helen 就打咗流感針，到你啦！



▲ 香港兒童醫院同事身體力行，打針抗流感。Colleagues at Hong Kong Children's Hospital are given their flu vaccinations.



▲ PY 帶齊道具喺總辦事處呼籲同事打針。Dr PY Leung toured HA Head Office to appeal to colleagues to get vaccinated.

Get your flu jab – that's the message à la mode at HA right now. Staff are rolling up their sleeves in response to a campaign by HA Head Office, clusters and hospitals to encourage everyone to get vaccinated before winter sets in.

Dr PY Leung, the GVP ambassador at Head Office, toured different departments earlier to call on colleagues to get a flu shot while clusters and hospitals did creative presentations to promote the vaccination programme. Some hospitals produced videos to capture colleagues' attention, including Dr Doris Tse, Cluster Chief Executive of Kowloon West Cluster (KWC), and Annie Chan, General Manager (Nursing) of KWC, compared

九龍西醫院聯網總監謝文華醫生同聯網護理總經理陳燕萍粉墨登場，宣揚「針針都係愛」嘅訊息。Dr Doris Tse, Cluster Chief Executive of KWC, and Annie Chan, General Manager (Nursing) of KWC feature in a video to encourage colleagues to get a flu jab.



getting a flu jab to knitting a cardigan and scarf, showing love and care by keeping flu at bay. The representative from Kowloon Central Cluster is Dr George Ng, Consultant of Intensive Care Unit of Queen Elizabeth Hospital, plays the role of a financial analyst to teach audience taking flu jab as an investment in health. Meanwhile, colleagues from Alice Ho Miu Ling Nethersole Hospital and Tai Po Hospital produced an original music video of 'Roll it up' and Queen Mary Hospital produced an adapted version of 'Below the Lion Rock' which was staged with vaccination-themed lyrics. I have had my jab. How about you?

同事康體娛樂費 人均增至 133 元

Staff welfare and activity funding increased to \$133 per head

仲有幾個星期就係聖誕節，一年一度嘅醫管局周年晚宴又嚟啦！唔講你可能唔知，原來聯網同醫院舉辦嘅康樂活動，如周年晚宴、興趣班、體育活動同各種員工福利，部分經費嚟自「員工福利基金」同「醫管局聯營信用卡及職員合作社回贈」嘅資助。

Helen 最近收到好消息，今年「員工福利基金」有新安排，每人資助額增至 97 元，加上「醫管局聯營信用卡及職員合作社回贈」嘅 36 元，每人共有 133 元資助。總辦事處人力資源部今年 8 月已按醫院員工數目，將款項分發俾各聯網，希望醫院搞多啲唔同類型嘅活動俾同事參加，實踐 work-life balance 嘅文化。講開又講，我哋唔少同事都鍾意做運動，仲喺早前康文署舉辦嘅全港「工商機構運動會」拎到卓越成績，連續第六屆勇奪甲組全場總冠軍，認真巴閉！



▲ 同事喺今屆「工商機構運動會」表現出色，分別喺七人小型足球、網球、籃球、排球、長跑同田徑賽事都攞到冠軍！Colleagues have outstanding performance in this year's Corporate Games, snatching the champions in 7-a-side mini-soccer, tennis, basketball, volleyball, long-distance running and athletics field.

When Christmas is around the corner, it's time for the HA's annual dinner. Do you know from where these recreational activities, including annual dinner, interest classes, sports activities and various kinds of staff welfare activities organised by clusters and hospitals get their funding support? It's from HA's Staff Welfare Fund (SWF) and Credit Card Rebate (CCR).

Helen has good news to share – SWF has been raised to \$97 per head, and the CCR per head is \$36 this year. The new total \$133 per head has been allocated to clusters in August this year based on hospital headcount. Hospitals are encouraged to organise more activities for colleagues contributing to the culture of work-life balance. By the way, our sports loving colleagues recently won the overall championship six times in a row of Group A in the Corporate Games organised by the Leisure and Cultural Services Department. That's awesome!

梁智仁教授榮獲「傑出董事獎」

Professor John Leong Chi-yan lauded for outstanding directorship

日前，醫院管理局主席**梁智仁**教授獲香港董事學會頒發「法定 / 非分配利潤組織 — 非執行董事」組別的「2018 年度傑出董事獎」。

梁教授自 2013 年擔任醫管局主席至今，與大會成員、同事和各界持份者充分溝通，在穩健的管治架構上帶領醫管局向前發展，並確保公立醫院運作及管理妥善，為市民提供優質醫療服務。對於獲獎，梁教授深感榮幸，他說：「獎項是對醫管局工作的肯定。今後我將繼續與團隊上下一心，提升服務水平，回應社會需求，加強市民對公營醫療系統的信心。」

「傑出董事獎」2001 年設立，旨在表揚企業管治領域上有優秀表現的傑出董事會和董事。醫管局大會亦曾於 2014 年獲頒授此殊榮。

Professor **John Leong Chi-yan**, Chairman of the Hospital Authority (HA), has been selected as an awardee for Directors of the Year Awards 2018 in the category of 'Statutory / Non-profit-distributing Organisations Non-Executive Directors' organised by The Hong Kong Institute of Directors.

Serving as the Chairman of HA since 2013, Prof Leong strives to communicate with HA Board Members, colleagues and stakeholders. He has successfully ensured effective management of public hospitals and delivery of quality public hospital services on the basis of a robust corporate governance framework. Honoured to receive the award, Prof Leong says, "The award is a special recognition to HA's continuous efforts over the years. I will continue to work closely with our team to boost the community's confidence in the public hospital system."

First launched in 2001, 'Directors of the Year Awards' recognise outstanding boards and directors with excellent performance in the field of corporate governance. The HA Board also received the award in 2014.



▲ 醫院管理局主席梁智仁教授巡視將軍澳醫院，與同事一起提升服務水平。Professor John Leong Chi-yan, Chairman of the Hospital Authority, visited Tseung Kwan O Hospital and worked closely with colleagues to enhance the service quality.

自創「標記尺」獲獎

Novel DAR Marker enhances clinical documentation

北區醫院中央護理部與病房前線護士自創「資料 — 行動 — 回應」標記尺，協助同事清楚交代病人的臨床紀錄。計劃獲頒亞洲醫院管理大獎「專才發展項目傑出獎」，也是該院連續第三年獲獎。

北區醫院 2016 年開始，將病人的「牌版」都加入標記尺，提醒同事評估病人情況（資料），提供適切護理（行動），協助同事清晰記錄病人的臨床狀況（回應）。標記尺亦包括同事最常用的評估工具，如格拉斯哥昏迷評分、跌倒風險評估、壓力損傷風險評估、營養風險評估、肌肉力量評估和功能性步行量表等。

護理總經理**譚愛寬**稱：「良好的臨床護理紀錄能反映護士照顧病人時，所作出的判斷和護理效果，加強護士的角色；同時亦有助與其他醫護團隊溝通，促進跨團隊合作，達致持續護理。」

To facilitate nurses' accurate clinical documentation, the Central Nursing Division and frontline nurses of North District Hospital (NDH) created a Data-Action-Response (DAR) Marker, which has won an Excellence Award in Talent Development Project of Asian Hospital Management Awards (AHMA). NDH has won an AHMA award three times in a row.

Since 2016, a DAR Marker is put into each patient folder to remind colleagues to assess patients' condition (Data) and provide medical care (Action), and thus enhances nursing care plan documentation (Response). Common assessment tools are also included in the Marker, such as Glasgow coma scale, fall risk, pressure injury risk, malnutrition screening tool, muscle power grading and modified functional ambulation classification.

Sammei Tam, General Manager (Nursing), expresses, "Good nursing documentation reflects nurses' judgement and outcome of care, and hence it does not only enhance the role of our nurses, but also allows multidisciplinary communication and collaboration in the delivery of continued care."



▲ 團隊早前出席在泰國曼谷舉行的頒獎典禮。The team attended the award ceremony in Bangkok, Thailand earlier.



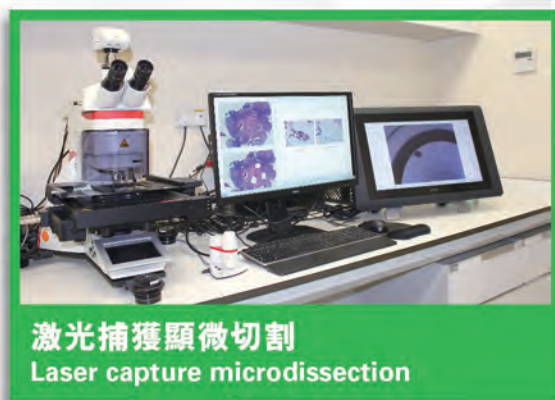
▲ 標記尺協助同事評估病人情況和提供護理，並清晰記錄病人的臨床狀況。The DAR Marker is a reminder for colleagues to assess and take care of patients, and help clearly record patients' clinical condition.

癌症研究實驗室 設大型樣本儲存庫

癌症是香港人的頭號殺手。伊利沙伯醫院（伊院）賽馬會癌症研究實驗室早前經重建後，正式開幕。它是除本港兩所大學醫院以外，醫管局最具規模的癌症研究實驗室，實驗室隸屬伊院臨床腫瘤科，位於R座13樓，面積642平方米，配備先進儀器和研究設備，並建立大型癌症生物儲存庫，作為儲存癌症樣本的基地。伊院臨床腫瘤科的科研人員和醫生可在這專業平台，進行多方面的科學及轉化醫學研究。目前，團隊致力探討鼻咽癌、肺癌和乳腺癌等常見癌症的病變，尋找本地人種的癌基因和癌症生物標誌物，冀有助改善癌症診斷和治療方法，惠及更多病人。



共焦顯微鏡
Confocal imaging system



激光捕獲顯微切割
Laser capture microdissection



螢光顯微成像系統
Fluorescence microscopy imaging system

組織學和細胞學研究

使用螢光顯微成像系統、激光捕獲顯微切割、共焦顯微鏡和流式細胞儀等先進設備，研究細胞、組織和器官的顯微構造和功能，有助臨床診斷癌症和鑑定治療目標。

Histological and cytological analyses

Equipped with a fluorescence microscopy imaging system, laser capture microdissection, confocal imaging system and fluorescence cell analyser, studies of microscopic anatomy of cells and tissues of organisms will facilitate clinical diagnosis of cancer and identification of prognostic and therapeutic targets.

癌症生物儲存庫

儲存庫配備大型液態氮儲存罐和庫存系統，以及超低溫冷凍櫃和冷凍溫度監控報警系統，收集和儲存腫瘤患者標本，如癌組織、血液和體液，樣本包括肺癌、腦癌、乳腺癌、子宮頸癌、淋巴瘤和肉瘤等，用作科研用途，尋求癌症生物標誌物來治療疾病。

Cancer biobank

The cancer biobank is equipped with large-scale liquid nitrogen storage tanks and inventory system, as well as ultra-low temperature freezers and freezer temperature monitoring alarm panel. It is set up to collect and store specimens of cancer patients, such as tumour tissues, blood and body fluids. Various types of cancers are covered, including lung cancer, brain cancer, breast cancer, cervical cancer, lymphoma and sarcoma. Laboratory research team will work on these specimens and explore potential cancer biomarkers so as to better manage cancers.



流式細胞儀
Fluorescence cell analyser



超低溫冷凍櫃
Ultra-low temperature freezers



液態氮儲存系統
Liquid nitrogen storage system

Cancer Research Laboratory equipped with large cancer biobank

Cancer is the number one killer in Hong Kong. Jockey Club Cancer Research Laboratory in Queen Elizabeth Hospital (QEH) has been opened earlier upon completion of its redevelopment. The lab is the largest cancer research laboratory in Hospital Authority (HA) other than the similar facilities in the two local university hospitals. Located on the 13th floor of Block R, the 642-sq-m² laboratory is managed by QEH Department of Clinical Oncology. Equipped with state-of-the-art research facilities, the lab shoulders the responsibility of building a cancer biobank, hoping that it will become a base for cancer specimens. With such a professional research platform, biomedical scientists and clinical oncologists of QEH Clinical Oncology team can join hands to carry out various scientific and translational researches. Currently, the team is working closely in studying the prevalent cancers in Hong Kong, such as nasopharyngeal cancer, lung cancer and breast cancer, as well as finding cancer-associated genes and cancer biomarkers for local populations in order to improve cancer diagnosis and treatment outcomes, and benefit more patients.



癌症細胞株實驗
Cell culture experiment



新一代基因測序儀
Next-generation sequencing system



數字核酸偵測系統
Digital gene amplification equipment



動物實驗
Experiment with animals

基因組研究及癌症生物標誌物研究

使用新一代基因測序儀、數字核酸偵測系統、共焦顯微鏡、組織微陣列和流式細胞儀等先進設備，尋找有助診斷、預測、監察和預防癌症的生物標誌物。

Genomic study and cancer biomarker research

With the application of next-generation sequencer, digital gene amplification equipment, confocal microscopy, tissue microarray and fluorescence cell analyser, the team will look for cancer biomarkers for cancer diagnosis, prognostication, disease monitoring and prevention.

抗癌藥物臨床前試驗

動物實驗是癌症研究相當重要和不可取代的一部分，是研究腫瘤生長和擴散的基本方法。實驗室設有嶄新的實驗動物養殖室，可建立多種免疫缺陷型荷瘤小鼠模型。實驗性抗癌藥面世前，均會在實驗室培養的癌細胞株和可接種腫瘤的小鼠身上試藥，觀察藥物成效，以探尋具有良好治療效果，又較少副作用的抗癌藥物。

Preclinical test for anti-cancer drug

Experiments with animals are important and irreplaceable for cancer research as these animals are the basic means of studying tumour development and metastasis. The Laboratory has installed a new animal breeding room, and established the tumour models of various immunodeficient mice. Before employing experimental drugs to treat cancer patients, the drugs have to be tested in preclinical settings in cancer cell culture and transplantable tumour models. The actual clinical outcome can be monitored to develop drugs with better tumour treatment response and relatively fewer side effects.



新任高層 自揭秘聞

出沒醫院飯堂的行政總監 HCE who frequents hospital canteen

陸志聰醫生 Dr Luk Che-chung

港島東醫院聯網總監 / 東區尤德夫人那打素醫院、長洲醫院及黃竹坑醫院行政總監
Cluster Chief Executive (Hong Kong East Cluster (HKEC)),
Hospital Chief Executive (Pamela Youde Nethersole Eastern Hospital (PYNEH)) /
St. John Hospital / Wong Chuk Hang Hospital)

「我外貌嚴肅，所以特別喜歡笑。我經常到醫院飯堂用膳，可以多一點機會接觸同事，我最愛東區醫院飯堂的出爐麵包，色香味兼備。我亦會積極參與醫院不同的活動，希望直接聽取大家的意見。」

來到港島東聯網我有三大工作目標。首先是制訂聯網臨床服務計劃，規劃未來醫院服務和硬件發展方向，應付區內人口老化帶來服務需求上升的挑戰。第二，我們要培訓更多有能力的人才接班。第三，承傳港島東聯網的關懷文化，繼續愛護病人和關心同事，重視大家在衣食住行及其他方面的所需和感受。我希望可以營造開心、有感染力的醫院環境！」



▲ 東區醫院飯堂新鮮出爐的麵包非常搶手，陸醫生第一次在醫院飯堂「搶包」成功。
Oven-fresh bread is one of the best-selling items at the canteen of PYNEH. Dr Luk was glad to have the first taste of the bread!

“As I have a solemn face, I particularly love smiling. To mingle with colleagues, I often eat at the hospital canteen. My favourite is oven-fresh bread from the canteen of PYNEH. I also join various lunch activities at hospitals to stay in touch with colleagues.

I have three major areas of focus in working in HKEC. First, we will formulate a cluster Clinical Services Plan to map out the future hospital service to meet the ever-rising demand due to ageing population. Second, we need to inspire and upskill the next and younger generations to be capable successors. Last but not least, it is our cluster's culture to take care of colleagues and patients in every aspect of their lives – little things do count. Hope I can create a happy and facilitating hospital environment here!”

一日一餐是如何煉成的？ Only one meal a day?

李德麗醫生 Dr Theresa Li

港島西醫院聯網總監 / 瑪麗醫院及贊育醫院行政總監
Cluster Chief Executive (Hong Kong West Cluster),
Hospital Chief Executive (Queen Mary Hospital (QMH) / Tsan Yuk Hospital)



▲ 李德麗醫生每日只吃一餐。
Dr Theresa Li has a habit of having only one meal a day.

「我有一個有趣的習慣，就是每天只吃一餐。也許是在海外讀寄宿學校時養成的，之後回港當麻醉科醫生也食無定時。我會利用午飯時間工作，但亦歡迎同事相約吃午飯輕鬆聯誼一下。閒時，我喜歡看英國電影，學習遣詞用字，有助公開演說！」

工作方面，瑪麗醫院及葛量洪醫院的重建工程是一項重要工作。這是整合臨床服務、理順聯網醫院之間運作的機遇。我相信公開及透明的管理方法，喜歡與同事面談了解大家所需。民生無小事，同事著緊的東西，即使小如工作間的衣食住行問題，都要認真處理。與新世代的年輕員工，也要嘗試用不同的方法和渠道溝通。」

“I have an interesting habit of having only one meal a day. Perhaps it was developed when I was studying in boarding school overseas. And being an anaesthetist after I returned to Hong Kong, I also had irregular meal times. I like to work at lunchtime but also welcome the opportunities to socialise with colleagues during lunch. I enjoy watching British films at leisure time. Learning the expressions from films can help public speaking!

In terms of work, redevelopment of QMH and GH is one of the major tasks on the list. It would be an opportunity to integrate services and smoothen operation between hospitals of the same cluster. I believe in open and transparent management style and love to have face-to-face discussions with colleagues about their needs. I would handle carefully every matter, no matter big or small, concerning staff. To effectively communicate with colleagues of the younger generation, I will try different means and channels of communication.”

Newly appointed management reveal their secrets

放下執著 學會復和 Let go and reconcile

繆潔芝醫生 Dr Christina Maw

葛量洪醫院及東華醫院行政總監
Hospital Chief Executive (Grantham Hospital (GH) / Tung Wah Hospital (TWH))

「紓緩治療科的工作讓我學會『復和』（即兩者關係轉為和好）的重要。曾有一位講者分享道，面對死亡的人，不論背景，都希望能放下執著，與他人和自己復和，以無愧無憾的心離開。活在當下、及時關愛身邊人的同時，也要為將來計劃，所以我以『大膽夢想，彷如擁有無限未來；活在當下，彷如明日不再』為座右銘。」

擔任行政總監之後，我要了解醫院大小事務，除了病人服務，還有『風火水電』，所以我在醫院跟很多人拜師，現仍在不斷學習。東華醫院歷史悠久，改善病人服務和環境設施同時，也要承傳獨有文化歷史；而葛量洪醫院重建是提升醫院服務的機遇，但過程涉及多個服務暫遷和長遠發展，所以要從長計議。我喜愛畫畫和栽種植物，既可忘卻煩憂，亦達致心境平和的效果。」

“I learnt about reconciliation – two parties becoming friendly with each other again – from the work of palliative care. I was impressed by a speaker who pointed out that irrespective of the background, people on deathbed wish to let go, be reconciled with themselves and their beloved ones, and leave without any regret. Living at present and caring for people around are as important as planning for the future. So I have the motto ‘Dream as if you'll live forever. Live as if you'll die today.’

Becoming the Hospital Chief Executive, I have to acquire a thorough understanding of all matters of the hospital in addition to patient services, for example, ventilation, fire, plumbing and drainage, and electricity. As a result, to keep learning, I got many teachers from different disciplines. TWH is a historical hospital. While enhancing patient services, environment and facilities, we have to pass on the hospital culture and traditions. On the other hand, redevelopment of GH would be a golden opportunity to level up the hospital services. Meticulous planning is needed as it involves temporary relocation of services and longer term development. My hobbies include painting and planting. They allow me to forget worries and have peace of mind.”



▲ 繆潔芝醫生喜歡探索富歷史色彩的城市，圖為攝於土耳其的以弗所城。
Dr Christina Maw loves to explore historical cities. She travelled to Ephesus in Turkey earlier.

我是廣東人！ I am a Guangdongese!

彭飛舟醫生 Dr Pang Fei-chau

總辦事處人力資源主管
Head of Human Resources, HA Head Office

「我常因口音不正而被誤會為東南亞人，但其實我是正宗廣東人。或許與小時候父母教我用普通話讀書有關，才令我有不正之音。」

有人將醫療管理人員視為反派角色，除非有合作機會，否則很難令人明白管理也是服務病人的工作。我從專科項目統籌到發展中醫診所，由負責質素安全到醫生職系管理，再轉為醫院行政總監，儘管崗位如何轉變，工作目標都是提升服務、解決問題、支援醫護人員，以及計劃美好的未來。

『三人行必有我師焉』，人不需要才高八斗，只要虛心和聆聽就是管理上的靈丹妙方。醫管局有逾76,000名員工，人事管理充滿挑戰。我要從同事的角度去考慮問題，才能判斷精要所在。我希望透過增加培訓，讓新一代的醫護人員感受歸屬感和醫管局精神。」

“Sometimes I am mistaken as a Southeast Asian because of my accent. Actually, I am a genuine Guangdongese. Maybe my parents taught me to study in Mandarin when I was young, so I acquire such accent.

Employees often consider their management the opposition. They may not understand that the management is also serving patients unless there is a chance for collaboration. From project coordination to development of Chinese medicine clinics, from the work on quality and safety to medical grade management and then to Hospital Chief Executive, the aim of my work remains the same – to enhance medical services, solve problems, support medical staff, and plan a better future for everyone.

As an old Chinese saying goes, ‘There is always someone to learn from.’ One doesn’t have to be exceptionally talented in management but should be modest and willing to listen and learn. As there are over 76,000 staff in HA, human resources management is challenging. I would put myself in staff’s shoes to identify the core issues. By providing more training opportunities, I hope the new generation could experience a sense of belonging and pass on the HA spirit.”



▲ 彭飛舟醫生熱愛划艇，出海前會做足準備。
Dr Pang Fei-chau enjoys rowing. He always prepares well before every row.



千人善心齊同行，籌得逾350萬元。
A thousand participants joined the charity walk and raised over \$3.5 million.

為幫助區內有經濟需要的病人，新界西醫院聯網善心醫療基金早前舉辦「醫社同心慈善行」籌款活動。當日風和日麗，參加者精神奕奕，一早齊集屯門天后廟廣場，沿屯門河畔環繞一圈，再返回廣場。今次活動共籌得超過350萬元，善款將用作基金支援新界西病人慈善項目未來幾年的經費。另外，基金亦在慈善行當日舉行大型嘉年華會，加強醫院與社區之間的聯繫和推廣健康資訊。

Charity Walk cum Carnival 2018 was held earlier by Hospital Authority New Territories West Cluster (NTWC) Hospitals Charitable Trust to help needy patients in the district. In the beautiful morning of the event day, participants gathered at the Tuen Mun Tin Hau Temple Square. They walked along the riverside and returned to the square in great spirits. Over \$3.5 million was raised. The donation will be used by the Charitable Trust to help needy patients in the coming years. Apart from the walk, the Charitable Trust also organised a carnival to engage the community and convey health information.

善心同行 籌款助病人

Stride to raise fund and support patients in need



專職醫療同事準備不同的攤位，向參加者推廣健康資訊。
Allied health teams prepared many game booths for health promotion.

消防處即場分享防火知識，並提供小制服給小朋友拍照留念。
Fire Services Department shared fire safety information with the public, and children could try role play as firemen and take photos.



九龍西倡醫社齊「減束」 More love with fewer restraints

九龍西醫院聯網致力聯同社區夥伴，與安老院舍推動各項「減束」計劃，讓認知障礙症患者或有情緒問題的長者能自由自在安享晚年。

一連串的「減束」行動包括由九龍西社區老人評估小組的老人科醫生和社康護士，以及精神科醫生，聯同社會福利署社工和衛生署醫生及護士進行「友善探訪」計劃，實地為區內院舍提供預防長者遊走方案；聯網又提高院舍的防跌意識，增強長者活動及步行能力，從而減用約束衣；推行「有為院舍」計劃，推動院舍為長者設計合適的活動、崗位及日常任務，改善部分長者情況。

早前，聯網更舉辦「醫社協作：無拘無束共安老」分享會，由精神科醫生和傷口護理顧問擔任講者。老年學會、社會福利署及院舍等亦有代表以「實戰篇」及「全攻略」作個案分享。

Kowloon West Cluster (KWC) is committed to working with elderly homes as close community partners to promote various restraint reduction programmes which enable Alzheimer's patients and elders with emotional problems to enjoy a happier life at old age.

Geriatric doctors and community nurses from the Community Geriatric Assessment Team of KWC and psychiatrists are involved in a series of restraint reduction programmes. Joining hands with social workers from Social Welfare Department, as well as doctors and nurses from Department of Health, a 'Friendly Visit Scheme' is launched with an aim of preventing seniors from wandering in elderly homes in the district. On the other hand, KWC fosters elderly home staff's awareness of fall prevention, and strengthen elder residents' activity and walking abilities, aiming to lessen the needs of restraining them. A programme is also launched to encourage elderly homes to design suitable activities, roles and daily tasks for elders to improve their condition.



外展醫護團隊到訪安老院舍，提高職員「減束」的意識及商討可行方案。
The outreach team visits elderly homes to enhance staff's awareness and discuss with them feasible restraint reduction plans.

Besides, in a recent talk on 'Medical Collaboration with Community Partners on Unrestrained Life to Elderly' hosted by psychiatrists and wound care consultants, representatives from the Hong Kong Association of Gerontology, Social Welfare Department and elderly homes shared practical and valuable experience with the audience.

四代同堂賀百歲



得到醫護人員的協助，家人為梁婆婆舉辦了一個難忘的百歲生日派對。

今年年初，黃竹坑醫院的「樂融軒」發生了一件關乎幾代人的喜事。

已失去溝通能力的梁婆婆，只可臥床和以胃管餵飼，但家人十分疼愛她，常常在床邊跟她談天說笑。不過，有一次梁婆婆的女兒一反常態，默不作聲地望著梁婆婆。當時，我們覺得很奇怪和擔心，於是向梁婆婆的女兒了解。原來，女兒表示家人有個心願，希望為梁婆婆舉行百歲生日宴。簡單的心願，我們當然樂意配合。

我們先替梁婆婆預留「樂融軒」，又跟女兒商量生日會的安排。家人曾擔心梁婆婆因需要臥床而無法到「樂融軒」慶祝，我們為欲成其事，想出各種不

同方法。最後，得到梁婆婆及其家人的同意，將她連床推往「樂融軒」出席百歲派對。

生日會當天，我們替梁婆婆梳洗和換上碎花襯衫。家人陸續到達，並帶來生日蛋糕、紅雞蛋、派對帽和彩帶，還有「100」數字的氣球。梁婆婆確實很有福氣，四代兒孫共60人陪伴在側，為她慶生。大家熱鬧地唱著生日歌和拍照，場面非常溫馨感人。

雖然梁婆婆未能親嚐生日蛋糕，但我相信她一定感受到兒孫對她的愛護和敬重。當日，家人更邀請我們一起拍照留念，還連聲向我們道謝。

作為醫護人員，我們感謝梁婆婆家人邀請我們一起分享這百歲生日會的喜悅。每當我們翻閱梁婆婆生日會的照片時，看到梁婆婆和家人發自內心的笑容，我們知道所有付出都是值得的。

「樂融軒」的前身是二樓和三樓病房的電梯大堂，為了讓病人有家的感覺，我們特意將冷清清的電梯大堂變成病人和家人相聚的客廳，有梳化椅、電視機和餐枱等，讓長期住院病人重拾家的感覺，為生活增添一點色彩。在特別節日，我們更會邀請病人及其家人在這裡共度佳節，看到大家喜樂融融的樣子，我們十分滿足！

陳燕玉

護理部資深護師
黃竹坑醫院

1分鐘自由講 Minute Talk



新生命的誕生本來應該充滿喜悅，但今天來助產士診所作產後檢查的陳氏夫婦卻滿臉愁容、神情落寞。

陳太見面時的第一句竟是：「葉姑娘，我覺得很辛苦！生完BB後為什麼整個世界變了樣？老公幫不到手、奶奶不合作，我覺得BB很煩，我不想看到BB，不想擺滿月酒，我想將BB掉落街……」

另一邊廂，陳生亦對我大吐苦水：「葉姑娘，我覺得很辛苦！不能入睡，BB整天哭個不停，我已經請大假陪太太，盡量幫手照顧BB，但她仍不滿意，對我諸多不滿。我已聘請陪月員，又請我媽媽幫手，但太太只會投訴，我夾在兩人中間，左右做人難，很大壓力，好辛苦，很想昏睡三日三夜不起……」

聽過陳氏夫婦的不滿，我知道事態嚴重，若處理不當，後果不堪設想。我慢慢聆聽他們傾訴，了解他們的想法及憂慮，告訴他們這是初為父母的正常經歷，情況會隨着日子過去而改善。

家訪時，我與陳先生的媽媽和陪月員面談，教導她們如何了解和配合產婦的需要，亦建議如何分配時間輪流照顧嬰兒。我又鼓勵夫婦要忙裡偷閒享受二人世界，畢竟對方才是陪伴自己一輩子的人。

另一方面，我亦鼓勵陳太為嬰兒洗澡及按摩，重拾做母親的自信及建立親子關係，又安排他們加入新手父母群組，從同路人身上找到支持及安慰。



給新手爸媽多一點支援，鼓勵他們與孩子一同成長。

經過約半年的緊密跟進及聯繫，他們的生活重上軌道，並出席了「助產士診所與你有個約會：Love, Care at the Moment」活動，與其他新手爸媽分享自己的經歷。最近，陳太欣喜地向我表示她懷了第二胎。這次，她有信心繼續做個稱職的母親。

一般人往往以為生兒育女是正常不過的事，但忽略新手父母的需要和支援。我高興能成為助產士診所的一員，有機會與產婦建立更深厚的關係，了解她們所需，給予她們關懷和體諒，讓孩子在愉快的環境中成長！

葉敏賢

婦產科資深護師
東區尤德夫人那打素醫院

「吸」新招穩血源

Young blood sought in city-wide donor drive

要維持充足穩定的血液供應，香港紅十字會輸血服務中心（中心）不時推出新招招募和宣傳，希望吸引更多「新血」加入，並養成捐血的習慣！

To maintain a stable blood supply, the Hong Kong Red Cross Blood Transfusion Service (BTS) launches various promotional campaigns from time to time to attract and recruit more donors especially with the aim of making blood donation a way of life for young generation.

辦中學捐血「導賞團」 Lessons in giving blood

為鼓勵更多年輕人加入捐血行列，中心在本學年開始試行「捐血體驗團」，到校向學生講解整個捐血過程，釋除他們對捐血的疑慮及謬誤。

To encourage more young people to give blood, the BTS has launched a Blood Donation Experience Tour in secondary schools since September this year. BTS staff visit schools and explain to students how they can become a blood donor, addressing their worries and misunderstandings.



不少人都是在校園內首次捐血，證明同輩互相支持是捐血路上的好開始。

Most donors had their first blood donation at school. Peer support can prompt them to become a regular donor.



中心職員用先進儀器，以紅外線探測血管狀況，同學可嘗試尋找自己手上的血管。活動好玩有趣之餘，亦是一節互動的生物與通識課！

BTS staff use advanced equipment to detect the condition of blood vessels and students can try to search the blood vessels themselves. Like having an interactive class in biology and liberal studies, it is fun.

周日捐血@西九站

Donate blood all week long @ West Kowloon Donor Centre

西九龍捐血站今年11月開始加開周日服務，開放時間為上午九時半至下午六時，接受全血和成分血（血小板和血漿）捐贈。



Extending its services since November this year, the BTS's West Kowloon Donor Centre now opens all week long including Sundays, from 9:30am to 6pm. Both whole blood donation and apheresis donations (platelet and plasma) are accepted on Sundays.

西九龍捐血站地方寬敞，有助放鬆心情捐血，捐血人士更可欣賞維港景色。

Donors at the West Kowloon Donor Centre enjoy panoramic views across Victoria Harbour in a relax mood during and after giving blood.



全新流動捐血車內部樓底特高，感覺更寬敞。
The new Medicoach will make donors more comfortable.

全新流動捐血車明年登場 Collecting blood on the go

中心早在70年代引進流動捐血車，是亞洲地區的先鋒。現役的捐血車已服務近15年，全新流動捐血車正在組裝，預計明年中投入服務。新流動捐血車內置發電機，無須接駁街邊電箱，可更靈活穿梭全港各區，方便市民捐血。

Being a pioneer of mobile donation in Asia, the BTS introduced a mobile donation vehicle in the 1970s. The Medicoach has been in service for nearly 15 years and the new one is now being assembled. It has a built-in generator, which allows the vehicle to operate independently without any external power source. The new vehicle will travel around the city and encourage more people to give blood at their convenience in mid-2019.