

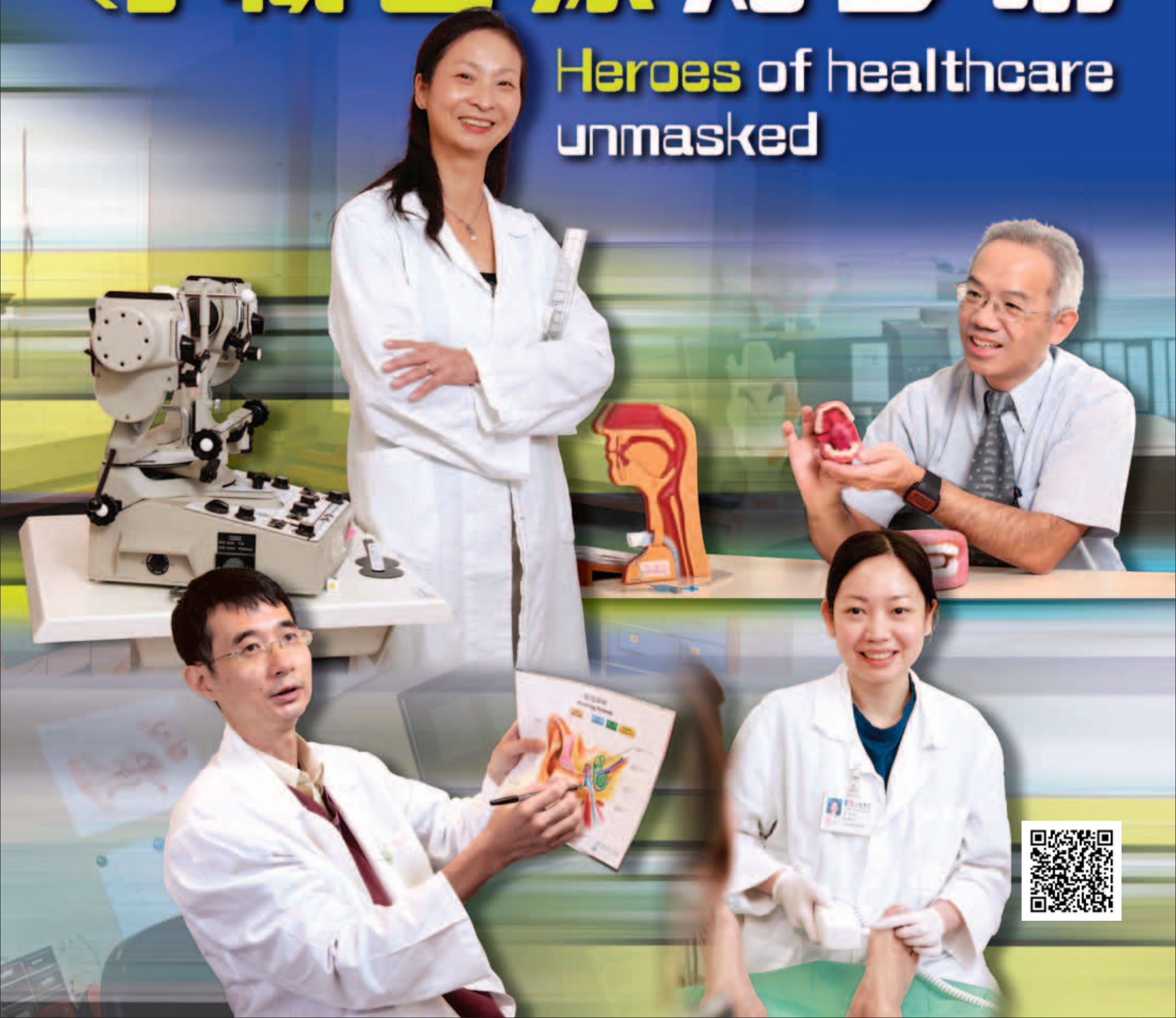
HAS 協力Link

與民攜手 Helping People Stay Healthy
保健安康

二〇一二年十二月
December 2012

專職醫療知多啲

Heroes of healthcare
unmasked



專職醫

Heroes of health

預言中的世界末日並沒有在2012年12月21日出現，2013年快將來臨，《協力》祝願大家在新一年身體健康，工作順利，事事如意！

要為廣大市民保健安康，除了前線醫護外，一群專職醫療同事同樣功不可沒。今期的封面故事訪問了幾位默默耕耘的英雄，他們均來自一般人較少認識的專職行業，由他們道來工作的種種。

另外，《協力》還找來即將退休及將接棒的兩位護士「一姐」，在交接前夕來個真情剖白，詳情請閱第6及7頁；又訪問總行政經理（質素及標準）邱家駿醫生，就「專科門診輪候時間」的來龍去脈，細為解說。

在過去兩個月，醫管局參與了多項大型體育活動，同事的運動細胞彷彿一下子全激發出來，當中有屯門費格遜之稱的「羅爺」將在第14頁與大家分享球場上的奪盃之道。

Despite the predictions of the doomsayers, we are still alive after 21 December 2012 and HASLink is ushering in 2013 with wishes for a year of good health and happy work for all our colleagues!

Keeping the general public hale and hearty is a challenging task that demands a diverse range of skills. In addition to doctors and nurses, much credit should be given to our allied health colleagues in this regard. This issue's Cover Story features several of these heroes behind the scenes and sheds light on their specialist work.

We also share an interview with the current Chief Manager (Nursing) and her successor, who exchange views on their chosen profession – please turn to pages 6 and 7 for details. And Dr Alex Chiu, Chief Manager (Quality and Standards), briefs us on HA's decision to disclose specialist outpatient waiting time.

Over the past two months, HA has participated in a variety of sporting events. These activities have served to stimulate the sporting interests of many colleagues. Law Yeah – or 'Tuen Mun Ferguson' as he is also known – shares his advice for football championship success on page 14.

他們，是醫生、護士的好拍檔；
他們，工作內容專業到不得了；
他們，是一支逾5,600人的無名英雄團隊。

他們是誰？正是今期的主角 — 專職醫療同事。

醫院管理局提供的專職醫療服務近20項，當中不乏聽來似是相識，但說實又「唔知佢地做乜嘢？」的專業。《協力》訪問了四個從業人數較少的專業，由他們講述所作何事，探究他們工作的種種，以解大家心中疑惑。

「兩心」助病患看世界

Empathy and patience help provide clearer vision



趙惠玲中七畢業後，考獲獎學金到英國進修視覺課程，回港後即加入視覺矯正師行列至今。

Frenchy obtained a scholarship after high school and went to the UK to pursue orthoptic-related studies. She then came back to Hong Kong and has been working as an orthoptist ever since.

眼睛是靈魂之窗，但每當出現問題時，很多人卻不知道可以向視覺矯正師求助。香港眼科醫院視覺矯正部部門經理趙惠玲說，他們的工作主要有四大範疇：

- 1) 基本視覺矯正，如斜視和弱視；
- 2) 協助進行白內障手術的病人量度眼球的大小、弧度等，評估人工晶體度數；
- 3) 為病人進行視野檢查，特別是為青光眼病人測試眼睛的敏感度；
- 4) 檢驗視力，特別是幼兒的視力。

趙惠玲當初因好奇而想入行，後來成功考取獎學金，遠赴英國修讀課程。她說，「不論在香港，還是外國，視覺矯正師都屬冷門行業，因為有關視覺矯正的工作，一般都與醫院或診所連在一起，難以單一地在私人市場上執業，故在行內工作的人並不多。」

她認為，一個視覺矯正師必須要有同理心和耐心，「因為我們的工作成效非常依賴病人的反應，故此必須明白他們的感受，耐心地引導他們，親自告訴我們看到、看不清甚麼，才能進一步診斷。」

當中，最具挑戰的莫過於小朋友個案，「我們的病人約六成都是小朋友，他們主要患有屈光不正（即近視、遠視和散光），以及弱視的問題。通常小朋友都很怕陌生人，所以我會在辦公室擺放不同的玩具，診症前與他們聊聊天，玩樂一番，讓他們覺得是來玩，不是來看病，令他們喜歡跟我這個陌生人做朋友！若小朋友真的很抗拒，我寧願安排他們下次再來覆診，也不會強行為他們檢查。」

療知多叻

care unmasked

They are the invaluable partners of doctors and nurses;
Their work is a crucial part of modern medical care and so professional;
They form a team of unsung heroes that includes more than 5,600 people.

But who are these little-known supermen and superwomen? They are our allied health colleagues – and the protagonists of this Cover Story.

The Hospital Authority provides nearly 20 different allied health services, some may be more familiar to us than others, but we don't know their job content. To enhance internal awareness of the varied and vital professions that help make HA a world-class public healthcare system, **HASLink** unmask practitioners in four of the unusual fields, asking them about their work in the service of improved well-being for the people of Hong Kong.

The eyes are regarded as windows to the soul. But should these windows ever need repair or maintenance, many people rarely turn to an orthoptist for help. Frenchy Chiu, Department Manager (Orthoptist) at Hong Kong Eye Hospital, introduces the four main areas of orthoptic work:

1) Orthoptic assessment and management for conditions such as strabismus, amblyopia and binocular function anomalies. 2) Measuring the axial length and curvature of the eyes and identifying the appropriate power of the intraocular lenses to be implanted as part of corrective surgery for cataract patients. 3) Performing visual field examination, particularly for glaucoma patients. 4) Paediatric visual examinations.

Curiosity first drew Frenchy to march into the field and, later, she secured a scholarship to undertake an orthoptic training course in the UK. "Orthoptics is considered quite uncommon – both in Hong Kong and overseas – because there are only a relatively small number of practitioners. Orthoptic services are mostly provided through hospitals and clinics. There are few private-sector practitioners," she said.

She says orthoptists must have empathy and patience. "The information we collect during examinations comes largely from patient responses, so we must understand how they feel, advise them with clarity and kindness, and ensure we give them the time to tell us precisely what they can or cannot see, in order to facilitate a full and accurate diagnosis."

The most challenging cases are those involving children. "60% of my patients are children suffering from refractive disorders such as nearsightedness, farsightedness, astigmatism and amblyopia. Most of them are afraid to talk to strangers, so I have toys in my office and chat casually with them before the examination. This helps us become friends, with a visit to my office being for fun rather than to see a doctor. But if they are reluctant to undergo an examination, I prefer to arrange another appointment rather than force them and create anxiety."

醫管局專職醫療 有邊科？

1. 聽力學家
2. 臨床心理學家
3. 營養師
4. 醫務社工
5. 醫務化驗師
6. 職業治療師
7. 視光師
8. 視覺矯正師
9. 藥劑師
10. 配藥員
11. 物理學家
12. 物理治療師
13. 足病診療師
14. 義肢矯形師
15. 放射師
16. 放射治療師
17. 科學主任(醫務)
18. 言語治療師

HA Allied Health Services

Audiologist
Clinical Psychologist
Dietitian
Medical Social Worker
Medical Technologist
Occupational Therapist
Optometrist
Orthoptist
Pharmacist
Dispenser
Physicist
Physiotherapist
Podiatrist
Prosthetist-Orthotist
Diagnostic Radiographer
Radiation Therapist
Scientific Officer(Medical)
Speech Therapist



小朋友正在接受立體感的測試。
A young boy takes a test to assess his 3D visual perception.

拆解兩謬誤

謬誤1：

✗：當雙眼疲累時，把眼球上、下、左、右的轉動，當做了眼球運動。

✓：舒展眼球的最好方法，是讓雙眼眺望遠方（約20呎以外的範圍）一會兒。

謬誤2：

✗：家長以為子女進行視覺矯正後，不需要配戴眼鏡。

✓：八歲前是為小朋友矯正斜視和弱視的黃金時間，然而，矯正後仍有機會需配戴眼鏡。

Correcting two false beliefs about the eyes

Fallacy 1

✗：When your eyes are tired, moving the eyeballs up, down, left and right will "exercise" the eyes.

✓：The best way to "exercise" the tired eyes is to relax the eye muscles by looking at something in the distance (at least 20 feet away).

Fallacy 2

✗：Orthoptic treatment will mean children no longer need to wear glasses.

✓：The best time to correct conditions such as strabismus and amblyopia is before the age of eight, but a child may still need to wear glasses even after successful treatment for these problems.

踢走單調 走出寂靜

Breaking an isolating silence

聽力學家主要是負責跟進耳鼻喉科轉介的個案。

Audiologists mainly follow up on referral cases from ENT specialists.

「如果你關掉聲音，只看畫面，就會感到世界單調、乏味，且寂靜得令人失去安全感。」基督教聯合醫院聽力學家陳永康，這樣形容失聰人士的世界。

本身修讀電子工程出身的陳Sir，曾於聾人福利促進會工作，經同事介紹後，遠赴海外修讀有提供關聽力學的課程，「當時純粹出於好奇，一心想為自己增值、又可助人，於是跑去英國修讀相關課程，後來就在聯合醫院工作了16年！」

他說：「聽力學科主要是跟進耳鼻喉科轉介的個案，提供聽力診斷及復康的服務，如患有耳疾、弱聽之人士；若失聰而不能醫治，就需要裝配合適的耳機。」他相信，隨著人口老化和使用耳筒越趨普遍，日後將衍生更多不同的耳患問題，市場對聽力學家的需求亦會增加。

要帶弱聽患者離開寂靜的世界，陳Sir覺得關鍵是先要令他們聽得舒服，而非硬要他們清楚聽到每粒聲音。正如他曾接觸一位年屆50的女士，因患有先天性失聰，配了耳機20年，卻因戴得不舒服，一直棄用。結果，陳Sir花了兩年時間，讓她先聽得舒服，再慢慢鼓勵她，重新接受使用耳機。現在她已經習慣使用耳機，重拾溝通的自信。

“If you turn off the TV sound and just look at the screen, you will feel the world is monotonous, tedious and lose a sense of security.” This is the experience of many hearing-impaired people, according to Anthony Chan, audiologist at United Christian Hospital (UCH).

With a background in electronic engineering, Anthony's first job after graduation was with the Hong Kong Society For the Deaf. His colleagues introduced him to an overseas audiology course. “I was curious. I decided to go to the UK to study because I felt it is a value added for my future career prospects. I've now been working at UCH for 16 years,” he said.

“We mainly follow up on referrals from Ear, Nose and Throat (ENT) specialists, providing diagnostic and rehabilitation services for hearing impairments and related aural issues. We need to fit customised hearing aids for those who suffering from deafness,” Anthony explained. With Hong Kong's aging population and the increased use of earphones, hearing related problems among people is also arising. He believes future demand for audiologists will be strong.

Anthony says the best way to help patients is to make them feel comfortable with the equipment, rather than to insist that they hear every sound clearly. He notes one case of a congenitally deaf woman who had hearing aid, but, due to her discomfort when wearing them, had not used them for 20 years. Anthony spent two years time on hearing aid adjustment, encouraging her to try again, successfully building her self-confidence and enabling her to communicate more easily.

細意關懷 從腳開始

Caring for patients from the feet up

「雙腳是人體接觸地面的根基，但亦是最被人忽略的一部份。所以，每當病人看到我們如此悉心照顧其雙腳時，他們會感動，無形中拉近了我們和病人的距離。」這是九龍中醫院聯網統籌專員（足病診療）、伊利沙伯醫院一級足病診療師李慧瑩的體驗。

李姑娘在求學時，獲得醫管局的足病診療的獎學金，前往英國完成基礎及臨床訓練，並成為註冊足病診療師。回港後，駐守伊利沙伯醫院，為市民服務。

她說，「現時全港約有40位足病診療師，即18萬人只有一位足病診療師，當中七成的足病診療師受聘於醫管局。由檢查、診斷、治療到處方特製的復康器具都由我們一手包辦，此一站式照顧病人的模式，亦是吸引我成為足病診療師的原因。」

根據她的經驗，不少慢性病人因忽略雙足的傷患，令情況變惡劣，出現併發症，甚至需要截肢。例如有一位70歲的婆婆因一次交通意外，其中一隻腳被巴士輾過，需截去腳掌，後因處理傷口欠妥，以致長期滲血，久未癒合，不良於行，人也消極自卑，連向有關方面索償的動力也失去。

然而，經過李姑娘半年的悉心照顧，婆婆的傷口逐漸癒合，令她重拾自信，向有關方面追討賠償。結果，賠償金足夠其老伴往後十多年住老人院的生活費。現在，當其老伴回來覆診時，也總會記得李姑娘對其妻的照顧，令她倍感窩心！

足部缺血性病變是常見的足部併發症，李慧瑩姑娘正為病人檢查。

Doris examines a patient's foot – ischemic lesions are a common podiatric complication.

改懶音 教吞嚥 重拾基本功

Speech therapy — not just about communication

「一、二、生(三)、四」、「我最愛爛(藍)色！」

一般人以為言語治療師只是教人改善懶音和口吃等情況，其實這只是他們工作的一小部分。

屯門醫院高級言語治療主任兼新界西醫院聯網統籌專員麥錦和解釋：「我們的工作主要分兩大類別，一是溝通問題，即語言組織、理解、表達和發音困難；二是病患者的吞嚥困難，即因疾病或腦部受損而引致噎喉或氣哽等。」

他表示，香港的人口逐漸老化，和長期慢性疾病不斷增加，港人的吞嚥問題亦有上升的趨勢。單在2012年，該聯網住院轉介已佔總體言語治療新症之九成，而門診的比例亦佔六成五。社會對言語治療師有殷切需求，每年此學科的大學畢業生就業率百分百，可見這個行業的發展前景不俗。

麥錦和稱自己入行24年，是當年全港第六位的言語治療師，「當初入行全因天生聾啞的姨甥女，我希望身為舅父能幫助她成長。如今，她讀唇語已有九成準確，不用手語，再加上助聽器，基本的溝通完全沒有問題。我覺得能幫助病人重拾正常的溝通能力，是件很有意義的工作。」

麥錦和入行24年，最愛處理有關嬰兒吞嚥的個案，更試過特意在年初一回醫院，幫助患有心臟問題的女嬰，協調吸嘔及吞嚥。

Joshua has been a speech therapist for 24 years and particularly likes to help babies' swallowing. In one case, he helped a baby girl suffering from heart problems to overcome her sucking and swallowing difficulties during the New Year Holiday.



自製問題字卡，教導病患簡單發音。

Handmade word cards help teach patients simple pronunciation.

Many people think that speech therapists just help to improve 'lazy sounds' or stuttering. In fact, this is only a small part of their work.

Joshua Mak, Senior Speech Therapist at Tuen Mun Hospital and Cluster Coordinator (Speech Therapy) of New Territories West Cluster (NTWC) explains. "Our work is mainly divided into two parts: one is communication related, such as the language comprehension, expression and pronunciation of language. The second covers swallowing issues – for example, helping patients who have choking problems caused by different varieties disease or brain damage."

He says swallowing-related issues are on the rise in Hong Kong, due to the aging population and the increase in certain chronic diseases. In 2012, swallowing problems accounted for 90% of new in-patient cases referred to NTWC speech therapists and 65% of out-patient cases. There is certainly a strong demand for speech therapists, with a 100% employment rate for local graduates in this discipline.

Joshua has worked in this field for 24 years, stating that he was the sixth speech therapist ever in Hong Kong at the time he started his career. "I chose this career because of my niece, who was born a deaf-mute. I wanted to help her have a normal life. She can now perform well in lip-reading with 90% accuracy and doesn't need to use sign language – with her hearing aids, she can communicate very well. Helping people regain the ability to communicate is very meaningful work."

"The feet being the lowest part of our body could be easily neglected by people. Therefore, when patients experience the satisfactory outcome of our feet care services, this inevitably cultivates a good patient-carer relationship," said Doris Li, Cluster Coordinator for Podiatry (Kowloon Central Cluster) and Podiatrist in-charge at Queen Elizabeth Hospital (QEH).

During her early studies, Doris received a Hospital Authority scholarship to complete her fundamental clinical training in the UK. After returning to Hong Kong as a registered podiatrist, she has been serving in QEH since then.

"There are around 40 podiatrists in Hong Kong – just one for every 180,000 people – and over 70% are employed by the HA," she explained. "I was attracted to podiatry because it offers the chance to provide one-stop holistic care to patients including examination, diagnosis, treatment, prescription and rehabilitation."

Most of the patients with chronic diseases who have ignored a minor injury, resulting in further complications that need for more invasive treatment and amputation in some cases.

Doris remembered an elderly lady who was hit by a bus and had to have her forefoot amputated. Worse still, she did not manage her amputation wound properly and resulted in long-term bleeding. Unable to walk, the lady became very depressed and could not reach out for a compensation claim.

However, after six months under Doris' care, the lady can walk with closed wounds and she regained her confidence. What is most important, being amputated, she could walk out for a compensation fund claim which provided sufficient funds for her husband to live in a home for the elderly for 10 years. The patient's husband, still appreciates how Doris took care of his wife. Doris says it is the warm rapport she built with patients that makes her job so gratifying.

教梁頌學叫「媽」！

最叫麥錦和忘不了的個案，肯定是教曉兩年前在菲律賓挾持人質事件中腦部受重創的梁頌學重新叫「媽」。

「頌學的個案不算棘手，但因每位香港人都希望他能盡快康復，而令我有點兒壓力。當時，我先教導他使用氣喉發聲瓣，練習呼吸及發聲協調。見面四次後，他由完全沒有意識和動機，到終於開口叫了一聲『媽』，實在令我和梁太都很感動！他現時已能應付日常的基本溝通，發音亦清楚。」

Teaching Jason to say "Mum"

Joshua's most memorable case to date is definitely helping Jason – who suffered brain injuries during the Manila hostage crisis two years ago – to say "Mum" again.

"Jason's case wasn't a difficult one, but the high level of public attention and expectation for his speedy recovery created certain degree of pressure. I remembered I first taught him to regulate his breathing using a speaking valve and he practised how to phonate properly. After four sessions, he started to say his first word – "Mum". His mother and I were so moved. He can now handle daily communication and pronounce words clearly."

新舊「護頭」真情

Nursing with heart — present and future leaders

馮玉娟：懷念拼搏歲月

Sylvia: Hardest work creates happiest memories

馮：馮玉娟

離任在即，哪件事情是你最懷念的？

馮：屈指一算，我已經在這行工作了40年，最懷念的應該是初出茅廬時在伊利沙伯醫院前線工作的歲月，當年與同事一起收症和救人，雖忙碌，但很喜歡大家一起並肩拼搏的感覺，我們不論工作、食飯和休息都在一起，很開心！

若有時光機回到從前，哪項工作希望可以重來，做得更好？

馮：是醫院的設計，我希望能說服政府給予家屬更多休息的空間，讓他們可以在醫院逗留，多點時間陪伴病患，驅走病患的孤獨及無助感。

退休後會否立即環遊世界？

馮：旅行一事要隨緣，退休的生活亦要慢慢適應，不能一下子停下來。我計劃先在大學當客席教授、做一些社會工作；還會投入今年5月才成立的護理專科學院的工作，它的宗旨是劃一和監控專科護師所需的才能和資格，為市民提供更優質的服務。

SF: Sylvia Fung

What will you miss most about your work after you retire?

SF: I have been in nursing for 40 years, but my most memorable times were at Queen Elizabeth Hospital at the start of my career. I was at the frontline – dealing with patient admissions one moment and helping save someone's life the next – but I loved the feeling of working shoulder-to-shoulder with my teammates. We did everything together – worked, ate, took a rest – I felt so happy!

If you had a time machine, is there anything you'd go back and change or improve?

SF: Perhaps I'd like to convince the government to allow more resting areas for patients' families so that they could comfortably spend more time at hospitals to offer reassurance and support to their loved ones.

Any plans to travel the world?

SF: I am not in a great hurry to take off overseas – I plan to transit slowly into retirement! I have agreed to be a visiting professor to share my experience with students and will undertake some community work. I will also be involved in the work of the Provisional Hong Kong Academy of Nursing, established in May this year, which aims to align and monitor the competence and qualifications required for advanced nursing practice to better serve our community.



2005年，馮玉娟（左二）獲頒「南丁格爾獎」，是全港首位獲此殊榮的護士，並在國家主席胡錦濤手中接過獎項，真威水！

In 2005, Sylvia (second from the left) became the first Hong Kong nurse to receive the prestigious Florence Nightingale Medal. She had the additional honour of being presented with the award by Hu Jintao, President of the People's Republic of China.

談團隊 話家常

很多人都覺得做護士的很容易與醫生擦出愛火花，你們怎樣看？

廖：噢，這問題一定要由馮姑娘回答，因她正是當事人，哈哈！

馮：記得做前線的時候，輪班工作妨礙了社交，的確很難參加讀書時代所認識的同學的聚會，亦很難認識圈外的新朋友，反而與同事一起，日夜相對，大家熟悉對方的工作，共同面對工作上的挑戰，有共通的話題，是比較容易擦出火花的。但今時今日的大專護理教育，以及多專業和跨業界的伙伴工作關係，拓闊了同事的圈子和接觸面，所以護士變得有較多選擇。

那麼，馮姑娘可有甚麼領導秘訣傳給廖姑娘？

馮：贈她四個字「遠見•實幹」，即定下目標時，要有遠見，但又要切合現況，要做實事。空談而沒有行動會令同事失去對我們的信任和支持。而且要將聯網和總部連接起來，向同一目標前進。

廖：要取得當中的平衡，並不容易，但我會盡力去做。

你們都認識對方有一段日子，對方給你的感覺如何？

馮：廖姑娘給我的感覺是很「護士」，她溫文爾雅，穩重又懂關愛他人，絕對是年青一輩的學習典範。

廖：我會用一個「叻」字形容馮姑娘，因為她不管面對甚麼困難，就算遇到如人手短缺的大問題，仍然從容不迫，臉上掛著笑容，然後想出一籃子的可行方案，很厲害！還有，她好像不需要休息，24小時都在工作，周日仍勤力地發電郵，吩咐同事跟進事件，對工作的投入，令我很敬佩！

記者想拍攝兩人閒談的情況，對工作完全投入的她們卻認真地討論起當天下午一個會議的內容，說罷，大家也不禁一笑！

It's laughter and smiles all round as HASLink's request that the two professionals engage in casual chit-chat results in them discussing current work issues!



對談

exchange views

醫院管理局總行政經理（護理）馮玉娟即將退休，在忙於交棒予明年一月一日接任的廖慧嫻之餘，她們抽空接受今期《協力》訪問，分享多年來工作上的苦與樂，以及對護理專業的想法和展望。

Chief Manager (Nursing) of the Hospital Authority Sylvia Fung retires soon, she will hand over a large portfolio of responsibilities to her successor Jane Liu on 1 January 2013. Despite their hectic schedules, these two professionals found time to sit down with *HASLink* to share their experiences – joyous and challenging – and to exchange views on the future development of the nursing profession.

廖慧嫻：半年走訪40醫院

Jane: To visit 40 hospitals in six months

廖：廖慧嫻

當接到委任時，感覺如何？

廖：即時覺得責任重了很多，要帶領二萬多人的團隊，與局方走向同一目標，並不容易。

由於馮姑娘曾獲紅十字國際委員會頒發「南丁格爾獎」，亦是香港首位護士獲頒此獎，在此前提下，接任此職位，會否特別感到壓力？

廖：不會，反而為她覺得很自豪，因為這個成就是反映她的知識和技能，我有很多地方要向馮姑娘學習呢！

上任後，第一件會做的是甚麼事？

廖：打算花半年時間，走訪40多間醫院，聆聽管理層和前線同事的意見，了解他們所關注的事。

JL: Jane Liu

How did you feel upon being notified of your new appointment?

JL: That my responsibilities would be heavy! Ensuring that a team of over 20,000 colleagues is walking in the same direction will be a very challenging task.

Sylvia was the first Hong Kong nurse to win the Florence Nightingale Medal from the International Committee of the Red Cross – do her achievements create added pressure for you?

JL: Definitely not. I am very proud of Sylvia. Her achievements reflect her knowledge and skill, and there is a lot I can learn from her!

What is the first thing you will do after taking up the post?

JL: I will visit 40 plus HA hospitals during my first six months to gather information on the views and concerns of hospital management and frontline colleagues.



廖慧嫻（前排中）先後任職不同急症及療養醫院，主責外科護理。

Jane (front row, middle) has served in acute and convalescent hospitals, with her main specialty being in surgery.

Getting down to the nitty-gritty: professional and personal

Many people think nurses are always falling in love with doctors – are they right?

JL: (laughing): I think Sylvia needs to answer this because she has some first-hand experience!

SF: When I was working as a frontline nurse, the unsocial shift duty work made me difficult to continue getting in touch with previous schoolmates or making new friends outside the hospital. Understanding the nature of each other's work and tackling the challenges together provide a lot of common ground for friendship to emerge, so romance may subtly evolve. However, these days the tertiary nursing education as well as multidisciplinary and cross-industry collaboration gives younger generations a much broader network and connectivity – and presumably greater choice!

Sylvia, do you have any leadership advice for Jane?

SF: "Visionary but pragmatic". That is, be visionary when setting goals, but need to be tactical and keep the feet on the ground when taking actions. More importantly, empty talk and no action will destroy the trust and support you have built with colleagues. And you must work to ensure that headquarters and the clusters are aligned in their directions and goals.

JL: It is not always easy to balance the views and priorities of different parties, but I will try my best.

On a more personal note, how would you best characterise each other?

SF: Jane embodies the key traits of a good nurse – she is kindhearted, gentle and genuinely cares about others – she is an excellent role model for younger generations.

JL: 'Smart' springs immediately to mind. Even when Sylvia is facing a serious problem – such as the manpower shortage – she remains calm, wears a smile on her face and then comes up with a package of possible solutions! And 'tireless' – she seems to work 24 hours a day! Even on Sundays, she is still following up with colleagues via e-mail. I really admire her whole-hearted attitude to her work.

公布 輪候時間 提升透明度

Disclose waiting time to enhance transparency

早前傳媒報導醫院管理局試行專科跨網轉介服務，引來各界對專科門診輪候時間的關注，前線同事亦議論紛紛。為解大家的疑慮，《協力》走訪了總行政經理（質素及標準）邱家駿醫生，讓同事了解事情的來龍去脈。

「一直以來，我們都定期將專科門診輪候時間的資料提交醫管局大會成員、政府和立法會，亦有應傳媒要求，提供相關資料。由於社會上要求提升透明度和問責的聲音愈來愈大，醫管局作為一間負責任的機構，亦需因應社會的訴求向公眾公開輪候時間資料。」邱醫生說。

公開輪候時間資料，難免令部分同事不安。對此，邱醫生認為：「公布輪候時間資料不是要責備任何醫院或同事，而是希望能夠更加正視輪候時間這個問題，從而將資源調配至有需要的範疇。」

他又說，不同醫院的輪候時間有差異，有多個原因，包括新症求診的人數、累積舊症病人的數目、醫護人員的流失、資深與初級醫護人手比例，以至硬件配備，例如有些專科門診的診症室不足等。另外，個別專科中，如何安排病人就診的流程，也可以是一個因素。他強調，局方沒有就輪候時間訂下任何硬指標；相反，首要關心的是同事的工作壓力。

邱醫生說，局方已著手推行措施改善情況。例如今年8月在耳鼻喉科試行專科跨網轉介，透過中央協調的配對計劃，給予九龍東聯網的病人，可轉往九龍中聯網就診的選擇，令輪候時間明顯縮短。現時，每月約有100位病人因這個試驗計劃受惠。醫管局正探討是否可將有關的轉介安排擴展至婦科。

或有同事認為，跨網轉介會增加接收醫院的工作量，邱醫生對此並不認同，因為縮短病人輪候時間不一定等同增加接收醫院的工作量。「況且，只有病人的病情適合，我們才會考慮作跨網轉介。例如腎病或精神科病人就不適宜。另外，我們必須強調，醫管局一直鼓勵病人在當區就診，以方便病人長期跟進及得到社區支援。」他說。

為了讓公眾掌握更多專科門診輪候時間的資料，邱醫生說：「我們計劃最快明年起，試驗在醫管局網頁公布部分專科及手術的排期資料，包括耳鼻喉專科、白內障手術及全關節置換手術的輪候時間，方便公眾瀏覽。」

Recent media coverage of patient waiting time under the Hospital Authority's specialist outpatient cross-cluster referral system attracted public and internal attention. HASLink talks with Dr Alex Chiu, Chief Manager (Quality and Standards), to learn more about why HA decided to disclose this information.

“We have routinely reported such data to the HA Board, the Government and the Legislative Council, and also have released it to the media upon request,” said Dr Chiu. “Calls from the community for greater transparency and accountability become louder and louder. Being a responsible public healthcare organisation, there is a need for the HA to publicise the information about patient waiting time.”

It is understandable that staff may feel uncomfortable about disclosing waiting time. Dr Chiu was very clear in his response to this concern. “This action was not to name and shame. The aim is to put things into focus, so that resources could be driven towards areas of needs,” he said.

Dr Chiu explained that the reasons for the disparity in waiting time between clusters are manifold. This include patient load, attrition rate for healthcare professionals, senior to junior ratio, and even infrastructure – for example, some SOPC do not even have enough consultation rooms. How appointments are being scheduled is another factor that would affect waiting time in some specialties. Dr Chiu stressed that HA has not set any targets for waiting time, with staff workload a high-priority consideration.

A number of steps have already been taken to improve the situation, said Dr Chiu. Among them is a pilot cross-cluster referral arrangement launched in August this year for the specialty of Ear, Nose and Throat (ENT). Through a central coordination and matching system, patients from Kowloon East Cluster are given an option to seek treatment at Kowloon Central Cluster so that waiting time is considerably shortened. With this pilot programme benefitting about 100 patients each month, HA is now considering extending the arrangement to include gynecological referrals.

Some people may wonder if this cross-cluster referral model could increase workload for colleagues in the receiving hospitals. Dr Chiu explained that this should not, as a shorter waiting time does not necessarily equal to increased activity of the receiving hospital. “Moreover, we only consider cross-cluster referrals when a patient's condition makes it appropriate. For example, such referrals would not be suitable for renal or psychiatric patients. We also have to stress that HA has long been encouraging patients to use services close to their abode whenever possible so as to facilitate continuity of care and community support.”

In a bid to provide to members of the public more information about specialist outpatient waiting time, Dr Chiu added, “We are planning to pilot uploading information of waiting time for ENT, cataract and total joint replacement surgeries on the HA website next year at the earliest.”



護士新人第一步

KCCian Programme offers new nurses valuable support

為增加新入職護士的歸屬感及應付病房工作的挑戰，九龍中醫院聯網於今年推行為期一年的「建仕·仁計劃」，為新人提供學習基本技術訓練的工作坊、日營和安排過來人成為他們的「病房教練」，與他們分享實戰經驗。

註冊護士黎俊熙是伊利沙伯醫院矯形外科及創傷科的新人。他表示，「計劃安排了富經驗的同事為導師，讓我很快融入新環境。他們亦教導我如何在病房應付不同的情況。」

本身已有十多年護士經驗的李世敏，是計劃的帶教老師，他覺得計劃亦給予舊人溫故知新的機會。另一位擔任學長角色、有四年年資的陳漢汶則認為，帶新人的工作甚具挑戰。💖

Nursing is a rewarding career, but it also brings challenges that many new nurses find daunting. To build the confidence and capabilities of new recruits, Kowloon Central Cluster (KCC) this year launched the one-year 'KCCian Programme'. Freshmen nurses receive a diverse range of training through the Programme and benefit from an experienced 'ward coach' who provides personalised support and advice.

KCCian participant Eddie Lai, a newly registered nurse in the Orthopaedics and Traumatology Department at Queen Elizabeth Hospital, said: "Having experienced colleagues as mentors helped me integrate into new working environment more easily. They shared many real cases with me, and explained how to deal with different situations on the ward."

Lee Sai-man, Eddie's preceptor and a registered nurse for over 10 years, said the Programme also gives more experienced colleagues the opportunity to refresh their knowledge. Chan Hon-man, who has four years' experience and is a Programme enabler, said that assisting the freshmen is a worthwhile challenge. 💖



新人黎俊熙（右二）與兩位「病房教練」李世敏（左）和陳漢汶（右），亦師亦友，並在同事的婚宴上拍下這張搞鬼照！
Eddie Lai (second from the right) and 'ward coaches' Lee Sai-man (left) and Chan Hon-man (right) – pictured having fun at a colleague's wedding banquet – became friends through the KCCian Programme.



九龍中醫院聯網總監熊志添醫生（左）出席日營，為一眾新人打氣。
Dr Hung Chi-tim (left), Cluster Chief Executive of KCC, visits a KCCian day camp to help inspire the freshmen nurses.

新東好嘢 員工更投入

Ways to get staff more engaged at work

如何令員工投入工作？新界東醫院聯網有心得。該聯網最近獲香港人力資源管理學會頒發首屆「卓越人力資源獎」人力資源服務類別的「卓越員工投入獎」，他們認為，要員工投入有歸屬感，最重要是直接對話。例如，定期舉辦員工大會，管理層即場回應同事疑惑。聯網總監走進各部門，與前線同事傾談，聆聽同事的心聲。分享與關懷亦非常重要。例如成立緊急事故支援小組，提供心理支援，以建立關顧文化；安排同事擔任「溝通大使」，成為同事與管理層的橋樑。亦可在互聯網上成立不同的討論區、群組，讓同事盡訴心中情。

總括而言，最重要是讓同事感到關懷，透過參與不同的討論及決定，融入成為聯網的一份子。💖

How to get your team more engaged at their work? New Territories East Cluster (NTEC) shares some tips. The Cluster recently won the Excellent Employee Engagement Award (HR Services Category) in the Hong Kong Institute of Human Resources Management's HR Excellence Awards 2012. NTEC aims to enhance the engagement of its staff members in various ways, including direct dialogue by organising regular staff forums where management communicates face-to-face with frontline staff. The Cluster Chief Executive tours the wards and holds monthly meetings with different grades of colleagues to listen to their opinion. Equally important are sharing and caring. Establish a caring culture, for example, by setting up an emergency support team to provide psychological assistance to staff. Communication Ambassadors also acts as a bridge between the frontline and management. Use the intranet to set up forums, such as YouSay, Your Blog for colleagues to express their concerns.

In short, it's important to have colleagues deemed being cared of, get them involved through various means of dialogues and in the process of making decisions. 💖



新界東醫院聯網得獎，同事（左起）黃偉華（人力資源總經理）、梁嘉聰（高級人力資源經理）、王偉康醫生（員工關係及凝聚聯網服務統籌／威爾斯親王醫院兒科顧問），和何沛儀（威爾斯親王醫院副護理總經理），開心不已。
NTEC colleagues are delighted to receive the award. From left: Francis Wong, Cluster General Manager (HR); Peter Leung, Senior Human Resource Manager; Dr William Wong, Cluster Coordinator (Staff Relations & Engagement) / Consultant (Paediatrics) at Prince of Wales Hospital; and Becky Ho, Deputy General Manager (Nursing) at PWH.



曾浩輝：搵老婆要「有feel」

Thomas Tsang: "Emotional instincts" are key in affairs of the heart

擁有祿人靚聲同招牌「酒凹」的衛生防護中心總監曾浩輝醫生 (Thomas) 辭職退出江湖，唔少同事好唔捨得。佢親自喺「80前·80後」節目，向PY透露辭職原因同搵老婆條件。

「入咗衛生署廿年，今年仲拎埋『老人牌』，覺得係時候停一停、抖一抖，尋找新理想。」Thomas在節目中澄清，離職絕非同新政府不和，不過佢無仔細講「理想」係乜嘢，只係話唔會過檔醫管局或世衛。

PY打蛇隨棍上，問下呢位鑽石王老五，係咪想乘機搵老婆？Thomas露出四萬笑容，話唔想將「80前·80後」變成徵婚廣告，只係話「要合眼緣、有feel」，如前衛生署署長林秉恩話齋，一切隨緣。

Thomas仲首次自爆偏門嗜好——收藏鑽石，佢感性地以鑽石比喻男人：「鑽石睇落好堅硬，但打磨時可能好易碎，好似有D男人外表硬朗，但一觸到痛處就崩潰。相反有啲石頭唔起眼，其實含有稀土，可能貌不驚人，但好打得。」

各位姐妹，要同Thomas「有feel」，就應該知道要參與咩活動，收到未？(重溫足本對話，請點擊：http://livebroadcast.home/Channel_Page.aspx)

With the recently announced resignation of Dr Thomas Tsang, Controller of the Centre for Health Protection, prompting disappointment in some colleagues, HA's live online broadcast programme Pre-80s Meet Post-80s invited him on the show to talk about the reasons for his decision – and whether his next goal might involve marriage!

"I've been working at the Department of Health for 20 years – I think it's time to take a rest and then identify a new challenge," Thomas said, adding that his resignation is not the result of any discord with the new government administration. He did not specify his future goals, noting only that they don't currently include working for HA or the World Health Organization.



The host P Y Leung leapt in with a suggestion, asking him whether his next goal is to find a wife! Thomas laughed, saying that he didn't want his appearance on the show to be mistaken for an online personal advertisement, simply noting that he trusts his emotional instincts over external influences. He added that fate would decide or, in the words of Dr PY Lam, former Director of Health, "serendipity is the key" in determining such matters.

He also shared a secret – he is an avid collector of minerals. He compared minerals to people, saying "diamonds are extremely hard, but can still be broken when polishing, just as some men may appear very strong, but when you touch their deepest pain, they will crumble. And some minerals look like nothing, when in fact they contain precious rare earth elements, just as some individuals may not appear friendly at first glance, but are very warm and caring people".

So, to generate the right emotional instincts in Thomas, ladies should know how to give "fate" a helping hand! Click here http://livebroadcast.home/Channel_Page.aspx to view the full broadcast.

Helen Ha

綠活襲港 Raising awareness of green living

環保，豈可只說不做？人人出一分力，地球才有救。九龍西醫院聯網於10初舉辦環保週，內容非常豐富，包括有瑪嘉烈醫院的自家製烹飪班和綠色生活講座、葵涌醫院的環保資源中心參觀，和廣華醫院的節能減碳日等。大會又邀得多位環保專家介紹環保點子，及舉辦相關比賽，加強同事環保意識。另外，九龍中醫院聯網亦在11月初邀得綠色先鋒周兆祥博士分享他的綠色生活。

What good is just talking about environmental protection without taking any action? Everyone should do something to help save the planet. Kowloon West Cluster (KWC) held a Green Week in early October that featured a series of green activities, such as a cookery class and talks at Princess Margaret Hospital, Kwai Chung Hospital arranged a visit to the Environmental Resources Centre, and Kwong Wah Hospital staged an Energy Saving Day. The organisers also invited experts to share their green tips and held related competitions to raise colleagues' eco-awareness. Separately, Kowloon Central Cluster organised a Green Day in early November and invited green pioneer Dr Simon Chau to talk about his green lifestyle.

九龍西各醫院聯網代表簽署減碳約章，標誌著聯網對環保及減碳的承諾和決心。KWC colleagues sign the Carbon Charter to symbolise the Cluster's commitment to reducing carbon emissions and dedication to environmental protection.



綠色先鋒周兆祥博士分享如何身體力行環保。
Dr Simon Chau shares his experience of green living.

新病人賬單系統 分階段推出

New Patient Billing System to rollout in phases

新的病人賬單系統將於2013年1月開始分階段推行，已採用新系統的醫院，病人繳費—

更清晰：即使在不同醫院和不同專科就診，所有於賬單期內的收費項目都列於一張賬單上，一目了然。

更方便：出示賬單或身份證，均可繳交醫療費用。

醫管局已就新賬單系統製作宣傳短片及單張，詳情請瀏覽：
www.ha.org.hk。



The revamped Patient Billing and Revenue Collection (PBRC) System will be implemented in phases in all public hospitals from January 2013. For hospitals with the new system, patients enjoy—

Greater Clarity: Charges in all hospitals and different specialties within the billing period are presented in one single bill for easy overview.

Greater Ease: Payment can be made upon presentation of hospital bill or Hong Kong ID card.

Information video and poster have been produced to highlight the key new features of the billing system. For more information, please visit: www.ha.org.hk.

推行階段 Implementation phases

九龍中及瑪麗醫院 KCC & QMH	2013年1月 Jan 2013
九龍中、九龍西、港島西及威爾斯親王醫院 KCC, KWC, HKWC & PWH	2013年中 Mid 2013
所有公立醫院 All HA hospitals	2014年首季 Q1 2014

應付投訴 最忌「拖」

Don't delay about complaints

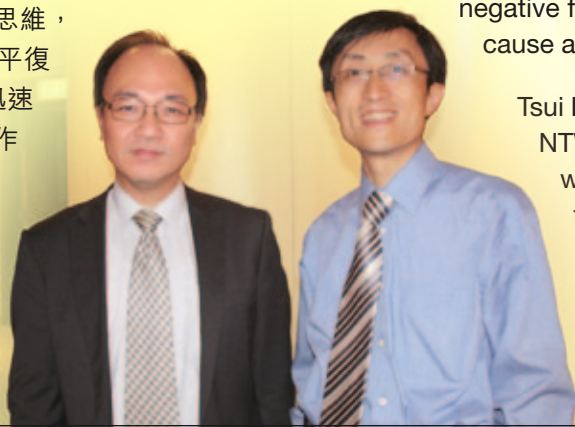
港人投訴成風，前線同事不時要「接招」。最近，醫管局兩位同事——威爾斯親王醫院醫務統籌周啟明醫生，以及新界西醫院聯網質素及安全部高級經理（病人關係）徐隆星，以積極態度處理投訴，獲申訴專員公署頒發「申訴專員嘉許獎」。可喜可賀之餘，且聽他們道來，應對投訴的竅妙。

他們說，大部分病患和家屬的投訴，主要不滿醫療制度、前線人員的態度，和對醫療事件的處理手法。

周醫生說：「同事在投訴事件醞釀時，主動及迅速與病患及家屬溝通，千萬不要拖，以免誤會進一步升級。」他又以止痛藥「撲熱息痛」比喻處理投訴的過程，「我們要先撲滅病患心中的不滿，再安撫他們身心的痛楚，但同時亦要撫平同事的心靈創傷，因出錯並非他們所願。」

徐隆星則分享現時新界西醫院聯網所用的「溝通理論三部曲」，即「先講心情，後講事情；正面思維，避談批評；陳述方案，提出建議」，先平復當事人的情緒，再商討解決方案，並迅速與相關部門跟進，盡快向病人及家屬作出交代。

徐隆星（左）和周啟明醫生認為，接到投訴要盡快處理。
Tsui Lung-shing (Left) and Dr Chow kai-ming believe that complaints should be handled as soon as possible.



People often make complaints in Hong Kong, and our frontline colleagues need to deal with them from time to time. Recently, two colleagues received an Ombudsman's Award from The Office of the Ombudsman, Hong Kong, in recognition of their positive attitude towards handling complaints. They are Dr Chow Kai-ming, Co-ordinator (Clinical Services) at Prince of Wales Hospital, and Tsui Lung-shing, Senior Manager (Patient Relations & Engagement) at the Quality & Safety Division of the New Territories West Cluster (NTWC). Here are some of the skills they use when they respond to complaints.

The two believe that most complaints are due to dissatisfaction about our systems, the attitude of some of our frontline colleagues, or the procedures for handling medical issues.

Dr Chow says, "Our colleagues should take the initiative to respond quickly to the patient and family members concerned before an issue develops into a complaint. Don't drag your feet, or else the misunderstanding will deepen." He uses paracetamol as a metaphor. "We should first resolve a patient's discomfort, then go on to remedy the cause of their physical and mental pain. And remember, it's important to heal the negative feelings of our colleagues as well, because they don't want to cause any problems either."

Tsui Lung-shing explains the "three communication steps" method NTWC now uses. The first is to handle the emotion and find out what's going on; then think positively and avoid criticism; and finally state the issue clearly and resolve the problem. Hence, we first calm the patient's emotions, then find solutions, follow up quickly with the relevant departments, and discuss the matter with the patient and his or her family as soon as possible.

為籌款各出奇謀

各醫院為支持院方的發展，於早前相繼舉行不同形式的籌款活動，讓同事行善之餘，亦能強身健體，甚至視為家庭同樂日的好節目。務求一次活動，滿足三個意願！💎

To help support hospital development, different hospitals are involved in a variety of fundraising events. These events give colleagues the chance to support vital community services, keep fit and have a fun day out with their family and friends – participating in one event can bring triple rewards! 💎

玩轉嘉年華

東區尤德夫人那打素醫院於11月底，舉辦一年一度的大型活動「東區醫院日2012—慈善步行及健康生活嘉年華」，為該院的慈善信託基金籌得逾84萬港元。當日氣氛非常熱鬧，既有同事和其他表演者在台上載歌載舞，表演連串精彩節目；又有約1,200位參加者參加慈善步行；大會更在場內設置37個特色攤位，有遊戲又有慈善義賣，大人小孩都樂透了。

Carnival fun

At the end of November, Pamela Youde Nethersole Eastern Hospital (PYNEH) organised the 'PYNEH Day 2012 – Charity Walkathon & Healthy Life Carnival', which raised over HK\$840,000 for the hospital's charitable trust. A number of colleagues joined other external performers to put on a fantastic stage show. The Carnival, which also included 37 booths offering fun games and items for charitable sale, and a walkathon that attracted about 1,200 participants, was greatly enjoyed by visitors alike.

HA陸運

港島西稱雄

2012 醫管局陸運會在來自七個聯網和總部的勁旅角逐下，已於10月

21日圓滿結束。競爭最激烈的賽事，非4x100公尺接力賽莫屬。聯網總冠軍則由港島西醫院聯網奪得，來自此聯網的楊珍珍亦是女子全場個人冠軍的得主，而男子全場個人冠軍則是九龍西醫院聯網的梁家熙。💎

The HA Sports Meet 2012, a tournament between the Seven Clusters and Head Office, was held on 21 October. The day's most competitive event had to be the 4 x 100-metre relay races. The title of Cluster Champion eventually went to Hong Kong West Cluster, whose Jane Yeung became the Women's Overall Champion and Gary Leung from Kowloon West Cluster won the Men's Overall Champion. 💎



逾670名參賽者全情投入，參與30場賽事，大家都忘我地爆發小宇宙！

More than 670 colleagues participated in the Sports Meet's 30 events. All of them were eager to show off their sporting skills.



港島西醫院聯網人強馬壯，勇奪聯網全場總冠軍！

Congratulations to the Hong Kong West Cluster, the Cluster Champion!



接住呀！
Catch it!



Variety and fun keys to successful fundraising

千人耍詠春

基督教聯合醫務協會早前舉辦「千人慈善大匯演」，為擴建基督教聯合醫院籌款，逾千名同事、家屬及地區團體代表出席，齊齊練習詠春招式。此匯演是「詠春愛心慈善節」的壓軸活動，活動共籌得170萬港元。

Thousand-strong team practises Wing Chun for a good cause

Over 1,000 colleagues and their family members, along with representatives of local Wing Chun organisations came together at an earlier time to support the '1,000 People Wing Chun Charity Exhibit' held by United Christian Medical Service to raise funds for the expansion of United Christian Hospital. This event was the grand finale of the 'Wing Chun Charity Festival', which raised about HK\$1.7 million.



競步迎健康

「港鐵競步賽」自2005年起，每年為醫管局健康資訊天地籌款，推行疾病預防及健康教育工作，今年共籌得127萬港元。活動於10月底舉行，醫管局在「公司隊際賽」和「公司啦啦隊」均贏得季軍。同場加映，同事的六位小朋友打扮成醫生、護士和職業治療師等，為團隊打氣。他們的可愛扮相，立即成為全場焦點！

Racing walking for improved health

Since 2005, the 'MTR Hong Kong Race Walking' event has raised funds for 'HA Health InfoWorld', which promotes disease prevention and improved health through greater public awareness and education. This year's event was held at the end of October and raised HK\$1.27 million. HA colleagues brought back second runner-up wins in both the 'Corporate Team Challenge' and 'Corporate Cheering Team' competitions. Six children dressed as doctors, nurses and occupational therapists turned out to support the teams, attracting public attention with their cute appearance.



HKWC comes top at Sports Meet

40組家庭參加職員及家屬競技遊戲，人人表現投入，樂而忘返。

40 family groups had an enjoyable time when they joined in the Tele-match.



工商機構運動會 醫管局三連冠

繼醫管局龍舟隊早前出征日本奪季後，醫管局健兒在本地賽事，亦大放異彩，連續三年勇奪「工商機構運動會」的甲組團體總冠軍。今年，約200名同事參加12項賽事，包括田徑、羽毛球、籃球、長跑、室內賽艇、桌球、游泳、乒乓球、網球、保齡球、排球和七人小型足球。該運動會是康樂及文化事務署為本港的工商/公營機構及其僱員每兩年舉辦一次的大型綜合運動會。活動於3月至11月期間舉行。



A winning streak in Corporate Games

Following on from the HA Dragon Boat Team's achievement in becoming a second runner-up in Japan, some of our other colleagues scored brilliant results in a local competition to become the Overall Champion in Group A of the Corporate Games for the third consecutive year.

This year, around 200 colleagues took part in 12 of its events, including athletics, badminton, basketball, distance run, indoor rowing, snooker, swimming, table tennis, tennis, tenpin bowling, volleyball and seven-a-side mini-soccer.

Held from March to November, the Corporate Games is a major biennial multi-sport event organised by the Leisure and Cultural Services Department. It is open to teams from Hong Kong's industrial and commercial organisations and the public sector.



由醫管局主席胡定旭和嘉賓組成的VIP隊，在聯網競技遊戲中，勇奪季軍。

Our Chairman Mr Anthony Wu leads the VIP team, which came third in the Inter-Cluster Tele-match.

團隊在場外為健兒吶喊助威。

Cheerleaders encourage their colleagues with a variety of performances.

屯門費格遜所向披靡

喜歡足球的同事對「羅爺」——屯門醫院聯網運作經理羅達康的名字都不會陌生。只要他帶隊出賽，大都奪盃而回，最新戰績就是帶領新界西醫院聯網足球隊，勇奪第九屆「醫管局聯網足球比賽」總冠軍，寫下四連冠佳績。厲害，厲害！

Law Yeah has practical skills, and the flair to figure out a player's strengths and weaknesses by watching him in just a single match.

「小時候家中沒有甚麼娛樂，附近只有一個足球場，於是經常與鄰家小孩到球場踢波，由四歲踢至今天，算一算，球齡已有40多年！」

直至90年在屯門醫院工作，翌年與志同道合的同事組成足球隊，初時我踢中場為主，後兼任領隊和教練，估計已帶領球隊贏過30項大小賽事。

最『威水』是第六屆醫院聯網足球的賽事，經過七場比賽，取得34個入球0失球的佳績，紀錄至今仍無球隊能打破；最『符碌』是第七屆醫院聯網足球決賽，在零比零的情況下，竟讓對方球員在完場前15分鐘入球，但他因脫衣慶祝，而累積兩面黃牌，被驅逐離場，為我隊製造反敗為勝的機會。

或許因這些佳績，同事都叫我做『屯門費格遜』，我亦欣然接受。不過，做領隊最怕『順得哥情失嫂意』，因人人都想落場，故每次都要小心處理調配工作。作為一隊之主，還要不時激勵士氣，『萬歲』（慰勞）各隊員。如近日贏得聯網總冠軍後，我便自掏腰包請全部球員去流浮山食海鮮慶功！我希望未來能帶領醫管局足球隊在工商盃中奪冠。」

現時球隊有25名球員，
來自醫院不同崗位。
The team has 25 players
who work in various
positions at hospitals.



“Law Yeah” – Samuel Law, Tuen Mun Hospital’s Cluster Operation Manager – is no stranger to colleagues who are also football fans. He has always led his team to victory in competitions, and his latest achievement was to guide the New Territories West Cluster team to its fourth consecutive victory at the HA Cluster Football Competition. Cool!

“There wasn’t much entertainment when I was young; except one nearby soccer pitch. So I started playing football there with my friends when I was four years old. I’ve been playing soccer for 40 years now!.

"I began working in Tuen Mun Hospital in 1990, and a football team was formed there the following year. I played midfield positions to begin with, and became a leader and coach afterwards. I guess I've led the team to win 30 tournaments at different levels so far.

“Our best result was in the Sixth HA Cluster Football Competition. That time we scored 34 goals and conceded zero in seven matches. No team has managed to beat our record up till now.

Our luckiest result was in the Seventh HA Cluster Football Competition. I remember the other team scored a goal just 15 minutes before the end of the match, under the zero-to-zero situation. Then a member of our opponent team celebrated by taking his clothes off. That earned him a second yellow card and expelled him from the competition, giving us an unexpected victory.

Maybe it's due to these good results that colleagues call me the 'Tuen Mun Ferguson'. I'm happy to accept that title. But being a leader isn't easy. I understand that everyone wants to join in the battle, so I have to allocate our manpower very carefully each time.


And sometimes I have to use my own money to pay for the victory celebrations with my teammates. Like we won the latest championship, I treated them to a seafood meal in Lau Fau Shan! I hope I can lead the HA soccer team to victory in the Corporate Games in the future.” 💰



電子賀卡 速遞驚喜

Click to share your greetings

全 新的醫管局電子賀卡已面世。為同事及朋友送上驚喜，大家只要登入內聯網的「電子賀卡系統」
<http://www.ha.org.hk/ecard/tc/select.asp>，就能將這份窩心的感覺，送給你的摯愛、親朋！

The brand new HA e-cards are in place. You can use the intranet e-card system <http://www.ha.org.hk/ecard/en/select.asp> to convey your warm greetings to your loved ones, family and friends! 



電子賀卡美輪美奐
The fabulous e-Card

我在腫瘤科病房工作，偶爾有人會問：接觸那麼多末期病人，會否很難受和沮喪？難受的心情我會有，但並沒有沮喪。相反，從病人或家屬身上，我學到寶貴的人生智慧。記得一位病人，病情已到晚期。同事告訴我，他的女兒不接受爸爸這情況，不斷在病房提出很多無理的要求和每日要和主診醫生見面，希望令爸爸的病情好轉。

病人於一年多前確診肺癌，今次入院接受電療，病情忽然轉壞，生命只可用小時去計算。他的女兒內疚不已，不斷責怪自己錯誤同意爸爸入院接受電療。我把多年從事腫瘤科護士的學識和經驗與她分享，她開始明白病人病情轉壞是癌症本身起了變化，不是因為電療。病人女兒20多歲，病人78歲。女兒一直知道爸爸非常痛惜她，早年她遇人不淑離家出走，後來重回正途，欲盡孝順時，不幸的事情卻發生在他身上。

女兒知道和爸爸一起生活的日子不多，每個片段她都牢記心窩。她說，自己「月事」來臨是找爸爸解答，在學校的點點滴滴亦樂於找

爸爸分享。我鼓勵她把心底的話向爸爸傾訴。女兒最後在床邊向爸爸許下承諾：以後與媽媽一起好好生活，更約定他日在天國一家重聚，歡度每個佳節。

一個美麗的約定，令病人離開時帶着無憾安祥，更令在世的至親平復心情。那幕情景，我還歷歷在目。💖

瑪嘉烈醫院腫瘤科註冊護士 吳家勵

為愛盡捐 \$300,000 donated for love

人總希望得到關懷，特別是病患。瑪嘉烈醫院急症室護士長、曾擔任醫管局中樂團團長十年的雷棧華（右二），多年來積極參與醫院義工服務，組織中樂小組，為住院病人演奏，傳遞關愛。醫管局中樂團成立後，她帶領樂團走訪各醫院和社區，以美妙樂章，為病人、前線醫護人員和公眾，送上關愛與祝福。她亦曾帶隊到四川及台灣義演，用音符為病患送上慰問，滋潤心靈。最近，雷姑娘獲「第七屆港台灣慈善基金會」頒發「愛心獎」。她說：「我會將30萬港元獎金，全數捐出，希望繼續以音符散播愛。」💖



Everybody needs tender loving care, especially patients. Lui Tai-wah (second from the right), a Nursing Officer in the Accident and Emergency Department at Princess Margaret Hospital, has been spreading love to patients and frontline colleagues through her involvement with the Hospital Authority Chinese Orchestra (HACO).

Ms Lui has been team leader in HACO for over 10 years, and actively involved in hospital voluntary work. Over the past decade, she has led the Orchestra on visits to various hospitals and the community to perform for patients, frontline colleagues and the public, with the aim of sharing love and blessings. She has also been to Sichuan and Taiwan for charity performances. Recently, she became a recipient of the Caring Award at the Seventh HK & Macau Taiwanese Charity Fund, and received a cash reward of HK\$300,000.

She says, "I have decided to donate all the award money, in the hope that we can extend our loving care to the people around us through music." 💖

設計App贏 iPad mini Design App to win an iPad mini

醫院管理局正舉行Mobile App設計比賽，內容可圍繞健康生活、員工溝通和公眾資訊等，歡迎同事天馬行空、發揮創意。勝出的同事除可贏得一部iPad mini和獎狀外，更有機會將作品面世。截止日期為2013年2月28日，如欲了解詳情及下載表格，可瀏覽資訊科技服務處網頁<http://its.home>。💖



The Hospital Authority is holding the "Mobile App Challenge" competition. All colleagues are welcome to show their creativity by submitting entries about mobile health, staff communication and public engagement. The winner will be awarded with an iPad mini and a certificate, as well as the opportunity to turn his or her design into a real app. The deadline for entries is 28 February 2013. For more details and to download the application form, please visit Information Technology Services website <http://its.home>. 💖

用LAN ID入 eLC話咁易！

為方便同事登入醫管局網上學習中心（eLC）進修，現在只要用網域編號（LAN ID），即在工作間啟動電腦時的使用者名稱和密碼，就可以登入網頁。總部培訓及發展組最近派予各同事的「2013年度網上學習中心八達通咭套」，亦印有登入網頁的新方法。網上進修，話咁易啦！💖



Easy Access to eLC with LAN ID

From now on, you can use your LAN ID (the same ID and password you use to start up your computer in your workplace) to access the Hospital Authority e-Learning Centre (eLC) for continuous learning. The "eLC Octopus Cardholders 2013", recently distributed to colleagues by the HA Head Office Training & Development team explains the procedure. So e-Learning is just a click away! 💖

新春 長跑 致勝之道

Warming up for the HA New Year Run

尚 有個多月，就到一年一度的醫管局新春長跑，已有2,612名同事及其親屬報名參加，較去年增加38%。參與長跑20年，兼是今屆新春長跑籌委會總顧問、瑪嘉烈醫院高級醫生（內科及老人科）劉國光醫生，特地向各位健兒親授備戰錦囊及作賽宜忌，讓大家為明年2月17日的長跑作好準備！

With less than two months until the 2013 HA New Year Run, 2,612 participants have already signed up for the challenge, which is 38% more than last year. Dr Lau Kwok-kwong, Chief Advisor of the HA New Year Run Organising Committee and Senior Medical Officer (Medicine and Geriatrics) at Princess Margaret Hospital, is a well-seasoned long-distance runner with 20 years' experience. In this article he offers valuable training and race day advice. Let's get ready to run on 17 February 2013!

跑出善心，跑出愛

新春長跑，不只有益身心，還能惠及病患。大會今年延續往年的善行，首次為離院長期病患者籌款，支持由病人互助組織協辦的不同活動項目，為病友和家屬提供全方位的支援，如探訪、陪診服務、「同路人」經驗分享、護理講座、個案轉介和小組活動等。各服務安排將由醫院的病人資源中心或健康資源中心統籌。

Run for Charity, Run for Love!

The HA New Year Run not only promotes exercise for the health of our staff but also benefits patients. Money raised in the event will be used to support discharged patients with chronic diseases and patient group programmes for these patients and their families. The support includes programmes like home visits, escort services, experience and peer sharing, health talks, referral support and other group activities. These programmes will be arranged in collaboration with Patient (Health) Resource Centres of hospitals.

備戰秘笈 On Training:

開心練跑 Make it fun

成人可與小朋友一起跑，新手與友人同跑，一星期三跑，隔日跑，每次30分鐘。慢慢培養跑步興趣，變成習慣。

Parents and children can run together and beginners can run with friends. Run every other day – three times a week – for about 30 minutes each time, to build the running habit.



50/50心態 Take a 50/50 approach

新手須有至少完成一半賽事的心態準備。例如，參加六公里的賽事，平日練習至少要完成三公里。

Beginners should aim to finish around half the race distance during practice runs. For example, if you have joined the 6 km race, you should finish at least 3 km during training.



熱身 Warm up

跑步前，緊記做15分鐘熱身。首先是拉筋，然後再慢跑十分鐘。

Always warm up for about 15 minutes before running. Stretch your leg muscles followed by a slow jog for 10 minutes before your actual run.

作賽宜忌 On Race day:

短衫短褲跑鞋 Wear the right kit

穿著舒適的短袖襯衣和短褲，跑鞋最好已穿上至少一個月。

Wear a comfortable short-sleeved shirt and shorts. You should have been training in your chosen shoes for at least a month.



輕盈早餐 A light breakfast

宜在賽前一個半小時進食，一件三文治或麵包，加一杯果汁或水已足夠。

Have breakfast 90 minutes before the race. A sandwich or bread plus a glass of juice or water is enough.



早到場 Arrive earlier

宜早45分鐘到達會場更衣及做熱身。另外，會場的車位多預留給嘉賓或運送物資的車輛，參賽者最好不要駕駛私家車到會場。

You should arrive 45 minutes before the race start time to get changed and warm up. Parking spaces are usually reserved for special guests and logistics vehicles, so it's better to leave your car at home.



不適勿作賽 Don't run if you feel unwell

長期病患者必須在賽前服藥，然後作緩步跑。若不適，須立即停止作賽。

If you have a chronic condition, be sure to take your medication before the race and don't overexert yourself. If you feel uncomfortable during the run, you must stop immediately.

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