

四海一家
在HA

**Faces of
the HA family**

全身黑得發亮的膚色，或是金髮藍眼的臉孔，即使公立醫院每天人流數萬，在醫院管理局工作的外國人，依然容易讓你一眼認出。醫管局是個大家庭，六萬多名員工中，部份來自地球村的另一方。異鄉人緣何情繫香江？今期「封面故事」訪問了幾位外籍同事，由他們娓娓道來各自的HA故事。

4月舉行的網上選「靚嫗」活動已有結果（見第9頁），這次得到逾萬名同事響應投票，是個齊心事成的好例子。誠然，醫管局要發揮最大的功能，端在能否凝聚廣大同事。剛在5月底開展的「心繫醫·家·人」將於年內推出連串活動，推動如家人般親切和諧的合作氣氛，為我們的工作間增添正能量。翻至第18頁，你會看到有關的報道。

今期「臨床模擬訓練中心」系列介紹的，是伊利沙伯醫院綜合模擬及技能培訓中心（見第14頁）。想知道中心的同事如何扭盡六壬，設計課程，培訓合拍有默契的團隊，這篇報道不容錯過。

From the editor

Even a brief visit to one of Hong Kong's busy public hospitals will allow you to observe the diverse nature of the Hospital Authority's staff. The HA family boasts over 60,000 members, some of whom originally come from the other side of the globe. How have these individuals from different geographical and cultural backgrounds ended up working for HA in Hong Kong? This issue's cover story features fascinating profiles of several expatriate employees and their personal HA stories.

The HA umbrella design voting campaign in April enjoyed an enthusiastic response from colleagues, with over ten thousand votes cast (see page 9). HA's ability to reach its full potentials ultimately hinges on the engagement, passion and partnership of all members of staff. In support of these objectives, a 'We are HA Family' campaign was launched in late May. As detailed on page 18, the campaign includes a series of activities designed to generate positive energy among colleagues and strengthen our sense of working as a part of the HA family.

Page 14 features the latest installment in our clinical simulation training centre series. The article takes an in-depth look at how the Multi-Disciplinary Simulation and Skills Centre at Queen Elizabeth Hospital works to train a synchronised medical team for more effective service provision.

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司徒寶隻身來港工作，八個月多的體驗，令他大開眼界。Boatametse came to Hong Kong alone; his experiences in the past eight months have already broadened his horizons.

四海一家在HA Faces of the HA family

醫院管理局超過六萬名員工，各擁有不同專業技能，同事雖然來自五湖四海，有道是四海之內都是一家，今期《協力》與幾位來自不同國家的同事細談，分享他們在港工作的軼事和生活趣聞，與大家一起尋找HA的人·情·味。從另一角度來看，他們在這裡工作亦見證本港醫療制度如何成功匯聚他國的優秀人才，印證醫管局人才多元化，令香港的醫療水平媲美國際先進地區。

The Hospital Authority boasts a staff over 60,000. As individuals, we each offer a unique blend of skills, expertise and experience. While the majority of us were born and bred in Hong Kong, we often find ourselves working alongside someone who comes from a faraway corner of the globe. This issue includes interviews with several colleagues who are originally from overseas. We asked them to share their views on their work and daily lives – particularly the lighter side of what they most enjoy about HA and Hong Kong. Their stories also serve to illustrate the reputation and appeal of HA among international medical professionals, and the important role that a diverse workforce plays in making our healthcare system one of the best in the world.

非洲放射師 漫遊九西

若你在廣華醫院放射診斷部看到一位說著「唔鹹唔淡」廣東話的黑人放射師，請保持鎮定。他叫司徒寶 (Boatametse Setobele)，生於非洲鄰近津巴布韋的博茨瓦納共和國 (Botswana)。在家鄉完成高中後，他往英國升學，去年10月首次踏足亞洲，正式在香港工作。

司徒寶認為香港是個國際都會，能緊貼先進國家的最新醫療發展，故趁著醫管局早前到其大學招聘，便遞上申請，並獲取錄。

要融入本地生活，語言是一大挑戰，「我覺得廣東話的聲調最難掌握，同一個字有高、低音，一旦說錯，意思可以完全不同。」讀音不準，調亂病人怎麼辦？「不會，因為我還會核對病人的身份證號碼，也會問他們的痛處是否與紀錄相符。」

為要熟習陌生的環境、認識本地文化，他平日最愛逛博物館。首間遊覽的就是在工作地點內的東華三院文物館，他曾參觀了三、四次。



語言不通，但勝在有同事的幫忙，令他工作順利。Although language is a barrier, his colleagues help him a lot.

「在館內，我可以了解香港從古到今的醫療發展，最特別是看到一些從前的醫療儀器；再加上我很喜歡中國建築，在這座古色古香的建築物裏，我可看到數百年前的物品，實在令我大開眼界！」他說。

除了博物館，廣華醫院附近的京士柏公園亦是其至愛，「初到香港時，我常問：『難道香港就是這麼一個繁忙和擁擠的城市？』直至後來找到這裡，我心中不禁『嘩』一聲，看到長者們在耍太極，感覺很新鮮，這裡很悠閒，更令我想到家鄉呢！」

素食的他最怕香港食物沾滿汁料，所以他通常會自己煮；當然，也會與朋友和同事一起外出用膳，學習一下如何做「港男」！



African diagnostic radiographer has fun exploring Kowloon West

You might be surprised to see a black diagnostic radiographer who speaks a little Cantonese working in the Department of Radiology in Kwong Wah Hospital (KWH). He is Boatametse Setobele, and he was born in the southern African country of Botswana, next door to Zimbabwe. He went to university in the UK after completing high school studies in his hometown, and he arrived in Asia and began working in Hong Kong last October.

Because he believed that Hong Kong is a cosmopolitan city, and that it keeps pace with the latest medical developments in advanced countries, Boatametse decided to apply for a job in the Hospital Authority (HA) when our colleagues conducted a recruitment exercise at his university.

He has found language one of his biggest obstacles when it comes to integrating into life in Hong Kong. "I think intonations are the most difficult aspect of Cantonese. Even the same word can have very different meanings if you pronounce it differently." Does wrong pronunciation make him identify patients incorrectly? "No, because I also check their ID number and ask them where they feel pain, to see whether this matches clinical information given."



他對從前的醫療儀器，大感興趣。He is interested in old medical equipment.

Boatametse loves to familiarise himself with the local environment and culture by visiting museums. First, he went to the Tung Wah Museum, which is located in his workplace. In fact, he has been there for three or four times. "The museum has helped me to understand the development of medical services in Hong Kong. The most special thing was to see some of the old medical equipment and exhibits dating back hundreds of years. It has really broadened my horizons."

Besides the museum, King's Park near KWH is another favourite place. "When I first came to Hong Kong, I asked myself – is this all that Hong Kong has to offer, busy, noisy and crowded places? I was so excited when I found this place and saw elderly people practicing tai chi. It was a new experience for me. The park's relaxing atmosphere made me feel homesick!"

As a vegetarian, Boatametse does not like the sauces that accompany various dishes, so he usually cooks for himself. But, of course, he also goes to restaurants with his friends and colleagues, to learn how to behave like a local!



Deepa到街市體驗地道香港文化，也是練習廣東話的好時機。
As a young girl, Deepa went to the wet markets to practice her Cantonese and learn more about the local culture.

印度內科醫生 街市學廣東話

在油麻地街市，一位身穿印度傳統服飾的美少女，說著一口流利廣東話，在檔攤買這買哪，檔主不禁好奇：「你識講廣東話？」是的，她豈只識用廣東話買嘢，還能醫人，她是威爾斯親王醫院內科醫生Deepa。

Deepa在孟買出生，父母在她一歲時就帶她來港定居，自此在香港落地生根。她修畢高中後，到澳洲讀醫，然後在新加坡實習，最後回港，並在2010年加入醫管局。

「有時病人見到我，會感到愕然，猶豫是否要跟我英語時，我就會用廣東話跟他們說：『不用擔心，我識講廣東話』，然後他們才舒一口氣。」Deepa之所以說得一口流利廣東話，沒半點鄉音，也許在年少時跟媽媽逛街市有關，「在街市買嘢，絕對是練習廣東話的好機會，又可認識地道文化。」

素食的Deepa，每逢大時大節都很「識做」，她會帶咖哩角或米餅返醫院，與同事分享，「以家鄉美食作話題，有助大家了解兩地的文化，增進同事間的關係，尤其是與一些不相熟的同事，話匣子很容易就打開了！」

雖然她曾在外地留學及工作，但卻從沒想過在外地或回國發展，只因她早已視香港為家，

「現在叫我回印度，反而會不習慣，至少治安沒這邊好！」

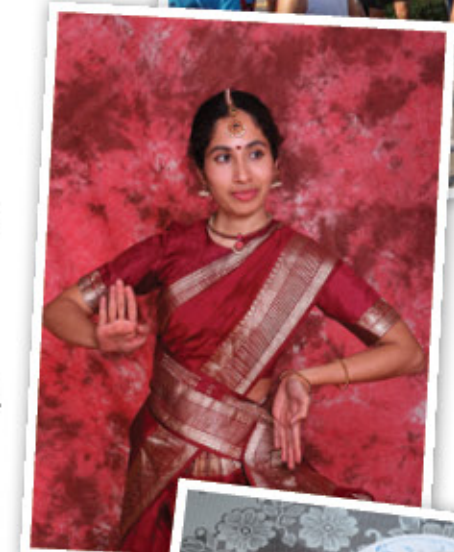
Deepa承認，自己的習醫路，走得有點迂迴，但仍堅持，全因她的爸爸：「爸爸很痛錫我，可能我是搵女吧。可是在我12歲那年，爸爸因腦出血離世，我傷心之餘，就立下當醫生的志願，最終要成為善終範疇的醫生。」這亦是她選擇加入醫管局的原因，「因在公營醫院有機會接觸不同的個案，亦因為局方會投放資源發展善終服務。」



Deepa開朗樂觀的性格，常將正能量帶給病患。
Deepa's optimistic nature helps her build positive relationships with patients.



別看Deepa身形纖瘦，原來她跑得又跳得！
Although Deepa looks very skinny, she is good at running and dancing.



Deepa與母親偶爾會弄點印度美食與同事分享。小記採訪當日，有幸品嚐正宗印度菜，結論是「好味到停唔到口」！
Deepa and her mother will sometimes cook Indian food to share with Deepa's colleagues. We were lucky enough to have the chance to sample some food during the interview. Our culinary conclusion? Delicious and very hard to resist!



Local markets serve as informal language schools for Dr Deepa Natarajan

Stallholders in Kowloon's Yau Ma Tei market are often surprised when a traditionally clothed young Indian woman buying fruit and vegetables addresses them in fluent Cantonese. But this is just one of Dr Deepa Natarajan's skills – she is also a resident in the Department of Medicine at Prince of Wales Hospital.

Deepa was born in Mumbai in India, but came to Hong Kong with her parents when she was just one year old. After graduating from a local high school, she went to Australia to study medicine before taking up an internship in Singapore and then returning to Hong Kong to start her career with the Hospital Authority (HA) in 2010.

"The first instinct of many local patients is that they may need to communicate with me in English," says Deepa. "They are often relieved when I explain that I can speak Cantonese." She believes that

the key to her success in learning the language was her occasional trips to the wet markets with her mother as a young child. "I had the chance to hear Cantonese being spoken and learn a lot about the local culture."

During the festivals, Deepa has also had the opportunity to share some Indian traditional dishes and snacks such as samosas or rice cakes with her colleagues during their gatherings. "Sharing Indian food with my colleagues is a good way to learn more about our different cultures," she says. "After all, most people enjoy discussing food!"

Although she has spent time studying and working overseas, she has never considered permanently leaving Hong Kong, which she very much regards as home. "In terms of returning to live in India, I think I would find it difficult to adjust. Life is very different there and I enjoy the security and safety of Hong Kong."

Deepa's journey to becoming a doctor was slightly longer than average, but she persisted in working towards her goal, motivated in large part by her memories of her father. "I am the youngest girl in our

family and was very close to my father as a small child. When I was 12 years old, my father suffered a fatal cerebral hemorrhage. That terrible event set me on the path to becoming a doctor." With a particular interest in hospice care, she chose to join HA. "I knew a career with HA would expose me to a wide variety of medical specialisms and cases, and that HA is willing to allocate resources to develop hospice services in Hong Kong."



Deepa一家早已視香港為家，回印度主要都是探親。
Deepa has returned to India since she left, but only to visit relatives – she regards Hong Kong as her home.

印度男護 通三語義當翻譯

與Deepa同是來自印度、在香港土生土長的Jack，於1995年加入醫管局，做過外科、羈留病房、內科的護士，現在是瑪麗醫院成人深切治療部護士。但原來Jack當初希望先取得護士學歷的資格，便有助申請懲教署主任的職位。慶幸，他後來體驗到當護士的意義，才不至「中途變節」！

Jack出身基層，小時候一家五口住板間房，中五畢業後很想找一份固定職業，「當初希望取得護士學歷後，便去投考懲教署主任的職位；豈料當上護士後，才發現工作很有意義，特別是可幫到同鄉，很有滿足感。當然，在醫管局工作，可讓我幫補家庭、養活自己，亦是我做下去的動力。」

如今，他已視香港為家，而且深感到本港的公營醫療系統優良，「政府醫院收費便宜，又有質素，絕不遜色於私院。」

除了護士的工作，原來Jack在醫院也會義務充當翻譯。因為他不只會說印度語和英語，還說得一口流利的廣東話，「因為父母都不會說廣東話，自少一切對外溝通，如到街市買嘢、向學校請假等，我都是代言人。」經過多年「特訓」，Jack因此精通三語，在醫院亦大派用場。「最有趣的一次，是為一位不諳廣東話的亞洲醫生，與一位操廣東話的家屬當翻譯。」二人雖都是華人，但最後卻要由他這位印度人來充當翻譯！



Jack是醫院護士，偶然也會義務充當翻譯。
Jack is a nurse as well as a volunteer interpreter in the hospital.

Indian male nurse is also a good trilingual interpreter

Singh Karamjit (Jack) has a similar background to Deepa, having also grown up in Hong Kong. He joined the Hospital Authority (HA) in 1995 and, after working as a nurse in the department of surgery, the detention ward and department of medicine, he now works in the adult intensive care unit at Queen Mary Hospital. He originally decided to study for a nursing certificate with a view to applying for a post as an officer in the Hong Kong Correctional Services Department (CSD). But, fortunately, he discovered that nursing itself is a meaningful profession, so he dropped his original plan.

Jack came from a working-class family, and he lived in a very small room together with four of his relatives. He therefore sought a stable job after he graduated from high school.

"At the outset, I thought I would first get the nursing certificate and then apply CSD's officer post, which would help to put me on a better career path. However, I found that being a nurse is a very meaningful role. In particular, I can help my Indian friends, which gives me great satisfaction. Of course, working in the HA also allows me to take care of the livelihood of my family as well as myself. That has motivated me too."

Jack obviously regards Hong Kong as his home because he was born and brought up here. He is deeply impressed by the excellence of Hong Kong's public healthcare system, which is cheap for its users, and its quality compared favourably with private hospitals.

Besides working as a nurse, Jack sometimes helps as a 'volunteer interpreter', because he speaks Hindi and English, as well as very fluent Cantonese. "My parents do not speak Cantonese, so I used to act as their spokesperson for all their external communication when I was young; such as buying food in the market or asking the school for leave of absence."

Jack's practical training over the years has made him fully proficient in all three languages, which has made him a great asset to the hospital. "My most-interesting experience has been translating for an ethnic-Chinese doctor who cannot speak fluent Cantonese and a local Cantonese-speaking family." Although they are all Chinese, they need an Indian to help them communicate with each other!

英國型男 情迷Canteen熱奶茶



衛斯德說，每朝一杯Canteen熱奶茶已成為其習慣！
Douglas starts his working day with an invigorating cup of Hong Kong-style hot milk tea.

來自英國、修讀遺傳學／疫苗發展的衛斯德博士，因在2009年來港攻讀公共健康課程，而有機會於翌年在醫管局實習三個月。原打算實習後回國，卻被這裡的工作及環境吸引，加上天賜的一段良緣，令他繼續留下，現為總辦事處策略發展部經理（策略及服務規劃）。

衛斯德說，醫管局給予他很大的發展空間，「讓我有機會在這麼細的社區，接觸到各有特色的醫院，與同事商討及制定長遠發展策略，甚具挑戰；反觀在英國，因地地方大，醫院分布在不同郡市，規模和特色都較分散，難以有如香港般的體驗。」

既然工作充滿挑戰，所以衛斯德每朝都會到Canteen買杯熱奶茶來醒醒神，「我喜歡這裡的熱奶茶，味道比英國的甜，口感亦較厚滑，喝過就像展開新的一天。」

然而，令衛斯德愛上香港，工作只是一個原因，最大誘因應該是他在2009年12月遇上了女友，也就是今天的太太。「我們在朋友的聚會上相識，她是土生土長的香港人，說得一口流利英語，我沒有考慮過國籍的問題，只是覺得大家很『夾』，有交流，之後就自然地在一起。」



衛斯德事業愛情兩得意，二人年初在英國古堡舉行婚禮。
While Hong Kong is their home, Douglas and his wife paid tribute to his British heritage by getting married in a castle in the UK earlier this year.

難得找對了另一半，下一步將女友「私有化」。於是，去年復活節，他在泰國實踐求婚大計。衛斯德為了這次求婚，花了數月時間安排。求婚當日，先租了一艘小船在度假區遊覽，船上有大廚為他們準備傳統的泰國美食，並在音樂伴奏、日落美景的見證下，向她求婚。浪漫的情調，配上醉人美景，試問哪有女孩不心動？

終於，他們今年初在英國一古堡舉行婚禮，正式成為異國夫妻。

對衛斯德來說，由赴港讀書、到在醫管局工作，甚至娶得嬌妻，這趟奇妙旅程，絕對走得過！❤

Douglas West finds love in an HA tea cup

When Englishman Douglas West decided to come to Hong Kong as part of higher specialist training in public health four years ago, he never imagined it would lead to a job opportunity and married life!

Following his arrival in 2009, Douglas – who has a PhD in genetics / vaccine development – was subsequently offered a three-month internship with the Hospital Authority (HA). He had originally intended to return home after finishing the placement, but the fulfilling nature of his work and an unexpected romance intervened and he is now a Manager (Strategy and Service Planning) in the Strategy and Planning Division at HA Head Office.

He says that HA has provided him with plenty of opportunities to develop his career. "I am blessed to have been given the chance to work with many different colleagues from across HA and its hospitals and to help shape future service developments – I really enjoy tackling new challenges. In England, the size and characteristics of hospitals vary significantly – gaining exposure to this diversity can require moving to another part of the country every few years. In working for HA in Hong Kong, I have the privilege of enjoying this diversity in experience far more easily."

Given the challenging nature of his job, Douglas has adopted the habit of having an early morning cup of Hong Kong-style hot milk tea in the HA canteen. "I love the hot milk tea here – it tastes sweeter and thicker than the milk tea in England. After my daily cup I'm raring to start the new day," he says.

Although Douglas clearly enjoys his work, perhaps his biggest reason for loving Hong Kong is that it is where he met the local girl who would eventually become his wife. "We met at a friend's gathering in December 2009," he explains. "Our different nationalities were never a consideration. We immediately clicked and seemed to understand one another. I quickly began to feel we were a perfect match."

Having found the woman with whom he wanted to share his life, Douglas decided to propose last Easter on a special trip to Thailand that involved a few months of advance planning. On the day of his proposal, Douglas took his girlfriend on a sunset boat cruise around their resort area, during which the onboard chef prepared a traditional Thai meal that was served with soft traditional music playing in the background to help set the mood. In such a romantic setting, a positive response to the big question was guaranteed!

The couple chose an equally beautiful location for their wedding ceremony – tying the marriage knot at a castle in the UK in January this year.

With a fulfilling HA career and happy marriage, Douglas is delighted that he decided to take a short study trip to Hong Kong four years ago! ❤



新醫院落戶九龍西、新界西

醫管局將有兩間新醫院落成，分別加入九龍西及新界西醫院聯網。

九龍西新成員北大嶼山醫院的第一期大樓預計可於今年9月起，分階段提供門診及住院服務。醫院全面運作時，將有80張急症病床、80張延續護理病床和20張日間病床，急症室、專科及普通科門診，診斷及治療設施和社區護理服務。

醫院位處東涌新市鎮，總樓面面積達31,000平方米，是一所環保建築物，除有大量綠化環境，例如復康花園外，也設有各式節能裝置，如再生能源和再循環系統等。

新界西新成員天水圍醫院亦已於今年首季動工，預計可在2016/17年度落成，成為新界西醫院聯網第五間醫院，並與屯門醫院及博愛醫院一同分擔區內對醫療服務的需求。

天水圍醫院位處天華邨及天瑞邨旁空地，樓高10層，提供病床300張，設有急症室、手術室、門診、康復及寧養等服務。鑑於醫院與民居接近，設計時吸納了地區意見，例如把病房設在較遠離住宅的方向，居民在家中所見主要為醫院的綠化空間；通往殮房的車道設有上蓋，並設有無障礙設施連接附近的輕鐵站及醫院，方便病人及使用者出入。❤



門口
Entrance

復康花園
Rehabilitation garden

病房
The wards

Two new hospitals to open in KWC and NTWC

The Hospital Authority will open two new hospitals in the coming years. North Lantau Hospital (NLTH) will become a new member of the Kowloon West Cluster. Phase I of it has been completed and is scheduled to start providing ambulatory and inpatient services in phases by September 2013. When fully operational, the hospital will have 80 acute care beds, 80 extended care beds and 20 day beds, an accident and emergency department, specialist and general outpatient clinics, diagnostic and treatment support services and community health services.

Located in Tung Chung New Town and with a gross floor area of 31,000 square metres, NLTH will occupy an environmentally friendly building with ample green landscaping that has a rehabilitation garden as its highlight. It will also feature an array of energy efficient facilities, such as renewable energy and recycling systems.

Construction work on Tin Shui Wai Hospital (TSWH), the newest member of New Territories West Cluster, began earlier this year, and it is scheduled for completion in 2016/17. This will be the fifth hospital in the NTWC, and it will join Tuen Mun Hospital and Pok Oi Hospital in serving the medical needs of Tin Shui Wai's growing population.

TSWH will be located next to Tin Wah Estate and Tin Shui Estate. The 10-storey facility will provide 300 beds and services, including an accident and emergency department, operating theatre, outpatient clinics, convalescent and hospice care. Considering the hospital's close proximity to the area's residents, the wards have been positioned away from the residential area. Vehicle access to the mortuary will be covered, and barrier-free access to the nearby Light Rail stop will be provided for the convenience of patients and other users. ❤

天水圍醫院 Tin Shui Wai Hospital



醫院構想圖
Artist's impression

瑪麗將加強空間運用

瑪麗醫院已落實重建，新貌將是哪個模樣？新出版的《港島西聯網臨床服務計劃》，為港島西聯網包括瑪麗醫院勾劃了新的發展藍圖。

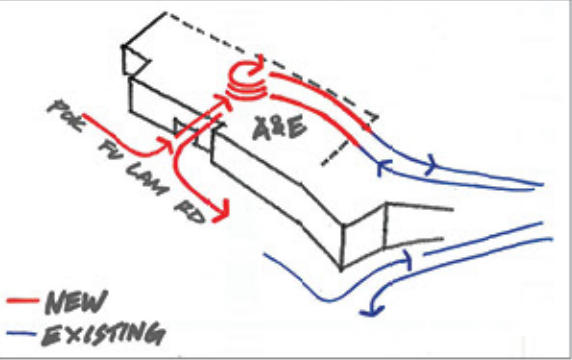
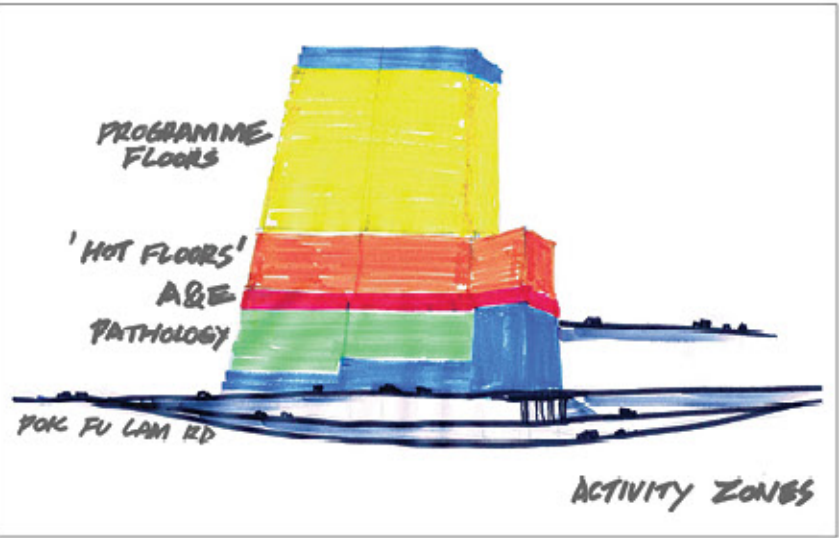
如計劃所載的設計概念圖所示，重建後的瑪麗醫院將加強空間運用，把同一專科的病房、科研設施及教學空間置在相同樓層，加強醫護同事和研究人員的交流合作。新建的大樓設有大型樓層，所有緊急／重症服務都集中在「緊急樓層」內。大樓高層則設為「項目樓層」，例如「腸胃科綜合服務樓層」將集合腸胃病相關的日間醫療服務、內科及外科病房、內窺鏡室、以及相關醫護人員的辦公室。瑪麗醫院將繼續肩負主要創傷和器官移植中心的重任，因此手術室的面積和設備亦將有改善。

《港島西聯網臨床服務計劃》為聯網內的醫院提出了結合臨床服務、研究及教學的發展路向。其中，東華醫院會為患有多種疾病的病人提供跨專業復康治療；年長病人則可直接轉送至馮堯敬或葛量洪醫院的老人科診治。期望這設計在促進跨專業及跨專科合作的同時，亦簡化醫護流程，為病人提供便捷的一站式服務。📍

Preview of QMH's future new look

The redevelopment of Queen Mary Hospital (QMH) has been confirmed – but what will it look like? The recently published Clinical Services Plan for the Hong Kong West Cluster (HKWC) sets out the HKWC's integrated and collaborative approach to future development.

The design concept for QMH demonstrates how thoughtful consideration of facilities and their configuration can support new models of medical care and service provision. For example, to create an enhanced environment for learning and innovation, research units will be placed next to wards and clinics with flexible space for teaching. Such co-location will allow for the cross-fertilisation of ideas between clinicians and researchers and stimulate closer collaboration. The new block at QMH will benefit from large floor areas. At lower levels of the building, 'hot floors' will focus largely



on emergency and critical care. At higher levels, 'programme floors' will provide integrated services – for example, the gastroenterology programme will have its medical & surgical wards, clinic rooms, endoscopy rooms and offices of related disciplines and specialties all on the same floor. QMH will continue to be the major trauma and transplant centre, supported by large operating theatres fitted with the latest technologies.

The Clinical Services Plan details the vision for combining clinical service, research and teaching at HKWC hospitals. For example, patients with multiple morbidities will be provided with multi-disciplinary rehabilitation programmes at Tung Wah Hospital, while elderly patients can be fast-tracked to the geriatrics unit at Fung Yiu King

Hospital or Grantham Hospital for early specialist attention. This design will streamline workflow processes and the patient journey through the system by facilitating the provision of "one-stop shop" medical services. 📍

建築師筆下的設計概念，凸顯善用空間，強化合作。The design concept for QMH redevelopment by the architect shows how thoughtful configuration of facilities help support new models of service provision.

防控傳染病 由社區出發

新界西聯網5月邀請了屯門及元朗區四間中學約90名中四、五學生參觀醫管局「回顧·當下·前瞻」沙士紀念圖片展暨分享會，推廣共建衛生社區的訊息。

新界西醫院聯網總監暨屯門醫院行政總監盧志遠醫生向十年前仍只是幼兒的中學生分享在沙士期間，醫護人員擊退疫情的經歷；屯門醫院病理學部副顧問醫生吳浩良深入淺出解釋傳染病的爆發及傳染途徑。學生還參觀了隔離病房，並由醫護人員示範穿著保護衣物。學生都表示，這次活動加深了他們對醫院傳染病控制的認識。📍

Promoting infection control in the community

To promote the importance of hygiene in the community, the New Territories West Cluster (NTWC) invited 90 students from four secondary schools in Tuen Mun and Yuen Long to attend the commemorative photos exhibition and a sharing session in May.

Dr Albert Lo, its Cluster Chief Executive, told the students, who were just children during the SARS outbreak 10 years ago, how our colleagues fought the epidemic. Dr Ng Ho-leung, Associate Consultant, Department of Clinical Pathology at Tuen Mun Hospital, described the outbreak and the transmission mechanism of infectious diseases to the students. They also visited an isolation ward, where front-line medical staff demonstrated the correct way to put on personal protection equipment. The students found the tour deepened their knowledge about infection control in hospitals. 📍

名畫贈醫局



醫管局主席胡定旭（左）代表醫管局接受楊紫霞送贈名畫《Waves in Summer》。HA Chairman Anthony Wu (left) receives for HA from Wendy Yeo her masterpiece *Waves in Summer*.

醫管局最近喜獲著名畫家楊紫霞饒贈大作。這幅題為《Waves in Summer》的水彩畫，是楊紫霞為紀念她父親楊國璋醫生而特別送贈醫管局。該畫糅合了她半抽象的畫風及中西融匯的色彩，既反映香港中西薈萃的城市特色，亦展現她的藝術人生歷程。

楊紫霞是何東的外孫女，父親楊國璋醫生是前醫務衛生署署長及前立法局成員。她生於香港並習中國水墨畫，17歲負笈倫敦大學斯萊德美術學院修讀藝術。憑出色的半抽象畫風與融匯東西文化精粹的筆觸作畫，她曾舉辦30多個個人作品展，畫作廣為海內外博物館及大學蒐藏。📍

HA receives impressive painting

Renowned artist Wendy Yeo recently presented the HA with a watercolour painting entitled *Waves in Summer*, in memory of her father, Dr Yeo Kok-cheang. It depicts Hong Kong's combination of Chinese and Western characteristics and reflects Wendy's hallmark semi-abstract style, which combines Chinese and Western colour themes.

Wendy is the granddaughter of Sir Robert Hotung, and her father was the Director of Medical and Health Services and a Legislative Councillor. She was born in Hong Kong, where she studied Chinese painting, before going on to study at the Slade School of Fine Art, University of London, when she was 17. Wendy has had more than 30 solo exhibitions, and her work has been featured in various museums and universities. 📍

萬人撐靚遮 活潑俏皮當選

你是否那13,000位投票人之一？逾五分之一的醫管局同事，在4月齊齊投選醫管局靚遮，結果由「活潑俏皮」以5,651票當選。機構傳訊部將依眾人意願，製作靚遮。同事要買活潑俏皮靚遮，記緊留意稍後公布的購買詳情。📍

Radiance crowned the top umbrella

Were you one of the 13,000 voters? More than one fifth of our HA colleagues voted for their favourite HA umbrella in April; and the "Radiance" design emerged as the top choice with 5,651 votes. The Corporate Communication Department will produce the umbrellas. Colleagues who wish to buy one, please look out for the announcement about placing orders in the near future. 📍



九龍東職安健 連掃三獎

九龍東醫院聯網最近在職業安全健康局主辦的「全港傑出職安健員工嘉許計劃」中囊括金、銀和銅三個大獎，彰顯聯網同事在職業安全上的努力成果。

聯合醫院物理治療部高級物理治療師司徒翠珍（後排左三）及將軍澳醫院外科病房經理胡翠萍（後排左一），分別奪得管理階層組別金獎和銅獎；聯合醫院內科資深護士何珮儀（後排中間）獲前線員工組別銀獎。📍

KEC wins three OSH prizes

Our colleagues from Kowloon East Cluster (KEC) recently won three prizes in the Outstanding Employee in Occupational Safety and Health Award Scheme organised by the Occupational Safety and Health Council. This shows the efforts they are making in the area of occupational safety.

The winners are Seeto Chui-chun, SPT, UCH (back row third from left) (Gold Award – Management category), Wu Chui-ping, WM, TKOH (back row first from left) (Bronze Award – Management category) and Ho Pui-yee, APN, UCH (back row centre) (Silver Award – Frontline category). Let's give them a big round of applause! 📍



醫護同事向學生介紹防控傳染病的重要。Medical staff highlights the importance of infectoin control to the students.

海內外專家雲集醫管局研討大會

今年醫院管理局研討大會於5月中舉行，吸引4,600名醫護人員及學者與60多位來自內地、海外和本地的講者，在不同專題上互相交流，集思廣益。

醫管局主席胡定旭在致歡迎辭時，特別向全體醫管局同事在2003年對抗沙士的出色表現致敬。在會上首播的《有愛一切不一樣》短片，凸顯醫護人員無私奉獻，由心出發關懷病人的精神，令同事深有共鳴。

行政總裁梁栢賢醫生作主題演講時指出，醫管局提供全港約九成的中層及第三層醫療服務，但所用經費僅佔本地生產總值2.4%，深為世界各地政府及醫療機構欣賞。他說，醫管局雖然面對不少挑戰，但會繼續積極推行不同措施應對，期望同事下一心迎難而上，為港人提供更優質的醫療服務。

2013年醫管局傑出員工及團隊獎頒獎典禮暨研討大會後舉行。六位傑出員工及五支傑出團隊在各聯網同事組成的龐大啦啦隊熱烈歡呼下，逐一上台接受頒獎。

Healthcare experts gather at HA Convention

More than 4,600 medical staff and scholars as well as over 60 speakers from Hong Kong, mainland China and overseas attended the 2013 Hospital Authority Convention in May to exchange views on and learn more about the latest developments in a broad range of medical care and health-related topics.

HA Chairman Anthony Wu paid tribute in his welcoming address to colleagues for their dedication in fighting SARS in 2003. The Convention opening ceremony included the premiere of a moving new video that highlights the selfless dedication of HA medical staff in caring for patients from the heart.

HA Chief Executive Dr PY Leung pointed out in his keynote speech that HA is serving around 90% of Hong Kong's secondary and tertiary medical needs using just 2.4% of our city's GDP – an achievement that is admired by governments and healthcare administrators worldwide. He said there are more challenges ahead, but HA is implementing new measures to tackle them and working to support and facilitate colleagues in continuing to provide high-quality medical services.

Immediately after the Convention, six members of staff and five teams with superb performance accepted awards to roaring cheers from their colleagues at the 2013 Outstanding Staff and Teams Award ceremony.



由同事擔綱的鼓舞，為大會揭開序幕。
The drum dance by colleagues kicks off the convention.



傑出員工與評審小組合照，台下喝采雷動。
Outstanding staff posing with judges, while colleagues cheering on.

「80前·80後」變陣增交流

趁著「80前·80後」播映第20集，總部機構傳訊部團隊來個突破，走到基督教聯合醫院，與同事面對面交流，分享公布專科門診輪候時間的看法。

醫管局行政總裁梁栢賢醫生今次變成嘉賓，與總行政經理（質素及標準）邱家駿醫生、聯合醫院內科及老人科顧問醫生翁祖耀、聯合醫院專科門診部部門運作經理譚永生對談，並由「主場」的聯合醫院機構傳訊經理姚健文主持節目。姚健文是亞視前主播，做直播節目當然無難度，他也代同事向嘉賓提出很多問題，相信今次節目後，增加了同事對公布專科門診輪候時間的了解。梁栢賢也表明，公布輪候時間，既非要懲罰輪候時間較長的醫院聯網，亦非跨網自由行。同事可到醫管局內聯網（havideo.home）→ Face2Face，收看當日精采片段。

此後隔一個月，「80前·80後」都會到各大聯網的醫院現場直播，至於六月會到哪個聯網，暫且賣個關子，同事請留意醫管局內聯網的宣傳。

Pre-80s Meet Post-80s steps outside Head Office

To mark the release of its 20th episode, the Hospital Authority's Pre-80s Meeting Post-80s programme went outside the HA Head Office for the first time. United Christian Hospital (UCH) was the chosen venue for the change of location, at which the programme asked colleagues for their views on publishing of specialty waiting times.



梁栢賢醫生（左二）與邱家駿醫生（左一）、翁祖耀醫生（右二）、譚永生（右一）及姚健文（中）回應同事的提問。
Dr PY Leung (second from left) together with Dr Alex Chiu (first from left), Dr Yung Cho-yiu (second from right), Tam Wing-sang (first from right), and Yiu Kin-man (centre) address colleagues questions.

The episode was attended by Chief Executive Dr PY Leung, who joined a discussion with Dr Alex Chiu, Chief Manager (Quality & Standards); Dr Yung Cho Yiu, UCH's Medicine & Geriatrics Consultant; and UCH's am Wing Sang, Department Operations Manager of Specialist Out-patient Department. Kin Man Yiu, UCH's Corporate Communication Manager and a former ATV News anchor, took his responsibilities of host in his stride, posing questions from colleagues to the programme's guests. PY explained that the publishing of specialty waiting times is not aimed at punishing clusters with longer waiting lists or promoting the unfettered crossing of patients between clusters. Colleagues can review the episode by visiting havideo.home and clicking 'Face2Face'.

Pre-80s Meet Post-80s will visit other hospitals in the months ahead. Details of the programming schedule – including the next 'live location' – will be posted on the HA intranet.

PY管學堂 六月開課

「老闆叫你工餘幫忙買電影票，應該幫或不幫？」

醫管局行政總裁梁栢賢PY對管理之道，固然經驗豐富，也不吝與同事分享，好讓更多同事掌握箇中要訣，日後青出於藍，成為管理精英，於是決定開班教學，舉行一連三堂的「PY管學堂」，分享多年以來的管理心得。第一堂的第一個問題，就是打工仔如何面對上司的「額外」要求，眾人熱烈搶答。

PY心得是，如果平時都會順便幫朋友買電影票，就可當作一般情況處理，順便幫上司買。但如果自己根本不看電影，當然不必「順便」，無謂「擦鞋」。

「PY管學堂」6月13日在總辦事處開課，全場爆笑，絕無悶場。與上司相處只是其中一個環節，PY將多年管理心得，濃縮為八項要訣：



同事聽完PY的心得，盡興而歸。總結一句，就是做人要「不卑不亢，有禮有節」。

表現指標即將出爐

即將面世的《主要表現指標手冊（臨床醫療服務）》，幫助同事了解醫管局如何按發展策略及工作流程，訂定各項臨床醫療服務作業程序所應達至的主要表現指標，並就各項主要表現指標深入闡釋，對指標的定義、涵蓋範圍及量化評量方式等詳加說明。

手冊將上載至醫管局的內聯網。如對手冊有任何意見，歡迎致電2300 6352與聯網服務部聯網運作的同事聯絡。

PY's management classes get off to a lively start



"Your boss asks you to buy movie tickets for him after work. Should you buy the tickets or not?"

Hospital Authority Chief Executive PY Leung has always been generous in sharing his insights on good management with colleagues. He is now taking this one step further by using his impressive portfolio of expertise and experience as the basis of three management classes – the first of which was held at HA Head Office on 13 June.

In a fun and informal atmosphere, attendees were encouraged to interact and share their views. The first question raised was how to respond in situations where your supervisor asks you to carry out a task that is not part of your official job responsibilities.

The question provoked a lively discussion, with PY expressing his opinion that if, for example, you are going to buy movie tickets and would normally get tickets for your friends at the same time, then why not help your boss? However, if you have no plans to see the movie and would need to make a special trip, then you shouldn't feel obliged to comply with such non-work-related requests.

In addition to speaking about how to handle your relationship with your supervisor, PY also covered eight important management issues:

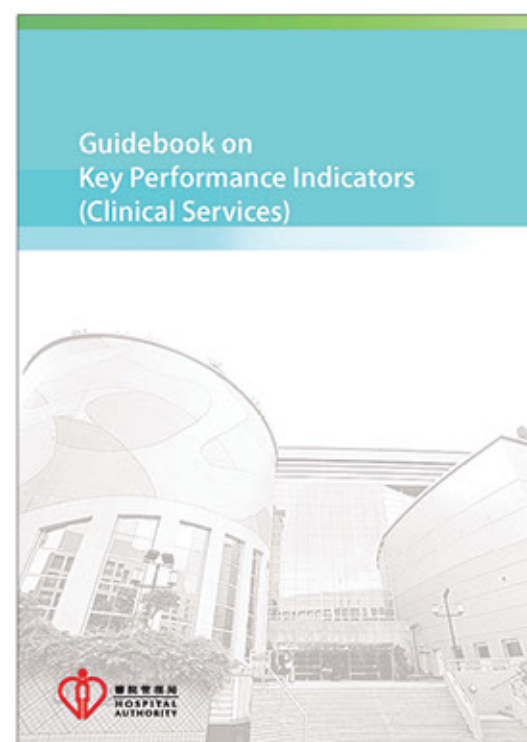
The session provided a wealth of inspiring advice, but the key takeaway message was the importance of courtesy and being professional.

HA to release guide to key performance indicators

Members of staff who want to know more about the Hospital Authority's key performance indicators (KPIs) will soon be able to consult the Guidebook on Key Performance Indicators (Clinical Services).

The Guidebook is designed to facilitate colleagues in understanding the current clinical and service KPIs. It also provides valuable information on how the KPIs should be interpreted, including definitions, coverage and, where relevant, calculation formulae.

The Guidebook will be available on the HA intranet for all staff. If you have any comments, please contact the Cluster Performance Team, Cluster Services Division, at 2300 6352.



聯合繳費掛號 一啱就得

「一掃、二拍、三取票」是聯合醫院近期的「潮」語。事緣該院最近率先在專科門診安裝了八個「覆診繳費亭」，這八個亭並非純用作繳費，還可做登記掛號。

聯合醫院資訊科技部同事開動創意小宇宙，將繳費和登記系統連繫起來，舊症覆診病人只需將預約紙放在繳費亭上掃描，再用八達通繳費並取回收據，便自動完成整個登記掛號程序，安坐大堂等候叫名見醫生，無須煩瑣於不同的掛號和繳費入龍中。

醫院環保 晉身三甲

醫管局醫院在香港環保卓越計劃一界別卓越獎2012奪得公營機構及公用事業銅獎和多個優異獎獎項。

這次是醫療機構首次奪得銅獎，也是目前得到的最高榮譽。奪得銅獎的廣華醫院及東華三院黃大仙醫院所屬的九龍西聯網去年在各院推廣多項環保活動，又邀請地球之友及香港城市大學到聯網分享環保發展新趨勢和環保的生活方式。為了讓同事親身體驗簡單和環保的生活方式，醫院去年更開辦有機烹飪班、種植班和洛神花果醬製作等活動。

| | |
|--------------------------|---------------------------------------|
| 香港環保卓越計劃 2012「界別卓越獎」得獎醫院 | |
| 銅獎 | 廣華醫院 東華三院黃大仙醫院 |
| 優異獎 | 青山醫院 靈實醫院 葵涌醫院 瑪嘉烈醫院 瑪麗醫院 |

| | |
|--|--|
| Hong Kong Awards for Environmental Excellence 2012 (Sectoral Awards) Winning HA hospitals | |
| Bronze Award | Kwong Wah Hospital Tung Wah Group of Hospitals' Wong Tai Sin Hospital |
| Certificate of Merit | Castle Peak Hospital Haven of Hope Hospital Kwai Chung Hospital Princess Margaret Hospital Queen Mary Hospital |

One-stop registration and payment service at UCH

“Scan, Pay, Take the Receipt and Wait” has recently become a popular slogan at UCH. The hospital has just installed eight fully automatic self-registration payment kiosks that handle both payments and registrations in its Specialist Outpatient Department (SOPD). With its creative mindset, the UCH IT team has combined the two to simplify the self-registration process. Existing SOPD patients only need to scan their appointment slip, pay by Octopus card, take the receipt, then sit back and wait for their consultation.



HA hospitals win first bronze award for environmental excellence

Two HA hospitals have jointly won a Bronze Award and our other hospitals were awarded certificates of merit (Public Organisations and utilities) in the Hong Kong Awards for Environmental Excellence (HKAEE) – Sectoral Awards 2012. It was the first time that any healthcare-sector organisations have won such an award. The awardees were Kwong Wah Hospital and Tung Wah Group of Hospitals' Wong Tai Sin Hospital, both of which belong to the Kowloon West Cluster

(KWCC). Last year, the cluster's hospitals organised a number of promotional activities in which guest speakers from the Friends of the Earth and City University of Hong Kong shared green perspectives with our colleagues. They also arranged organic cookery classes, a planting class and a roselle jam-making class to give the participants a taste of the simple and environmentally friendly lifestyle.



環保意識，由生活開始。同事對簡單健康的環保生活和素食深感興趣。Environmental awareness begins with everyday life. Colleagues are interested to learn about simple and healthy living and cooking.



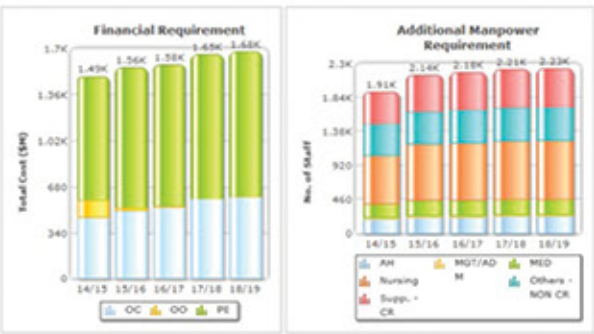
廣華醫院/東華三院黃大仙醫院行政總監屈銘生醫生(左三)，聯網環保委員會主席、聯席主席及召集人在頒獎禮上喜上眉梢。Dr Nelson Wat, the HCE of KWH/WTSH (third from left), and the chairman, co-chairman and convener of the KWCC Green Committee, were beaming with pleasure at the award presentation.

上網做周年規劃 省時省力

為簡化規劃流程，策略發展部與九龍西聯網資訊科技部合作開發「周年規劃系統」(Annual Planning System，簡稱APS)，並於今年初推出。至今，已有近200份來自總部、聯網、臨床統籌委員會以及中央委員會的建議書經APS提交，直接使用這系統的同事約400人。使用APS後，同事無需重複輸入大量的數據，因為該系統可自動將相關數據抄錄至不同表格，既省卻繁複的工序，避免人手抄錄錯誤，亦不必擔心建議書出現不同版本。透過APS這個網上中央平台，各同事更可同步知悉建議書的最新內容。分析數據時，同事只要按一個鍵，APS即可自動作出統計並製備圖表，大量的財政和人手等資料皆可一目了然。



周年規劃系統簡化規劃流程，令規劃更快更準。Annual Planning System streamlines the planning process and helps improve efficiency and accuracy.



周年規劃系統可自動統計數據並製備圖表。APS can help generate summary data and charts.

New automated system to streamline annual planning process

To help streamline crucial planning process, the Strategy and Planning Division and the IT Department of Kowloon West Cluster have jointly developed an automated Annual Planning System (APS). Since its launch earlier this year, close to 200 annual plan proposals from Head Office, Clusters and Coordinating Committees and Central Committees have been submitted through the APS with around 400 colleagues being direct users of the system.

With the new APS, colleagues no longer need to repeatedly fill in the same data, as the system can copy relevant data fields to different parts of the proposal. This not only enhances workflow efficiency, but also reduces the risk of user-generated errors and thus improves data accuracy. Under the new APS, all changes to a proposal will be synchronised on a centralised online platform, ensuring only the most up-to-date version is available to proposal collaborators.

With just one click, summary data and charts can be generated, providing a quick and comprehensive overview of a multitude of resource and manpower information.

借鑑航機管理 減少失誤

航機和醫護人員都有一個共通任務，就是肩負服務對象的人身安全。今年5月，屯門醫院為前線醫護人員舉辦一個在美國原為航機人員而設的機員資源管理工作坊，讓同事學習避免因人為失誤造成的意外。

屯門醫院麻醉及深切治療科顧問醫生及新界西聯網機員資源管理委員會主席鄭振邦說，機員資源管理的概念始於七十年代的美國，並已在航空、軍事和醫院廣泛應用。香港醫療界最早採用這個管理的是東區尤德夫人那打素醫院。兩年前，屯門醫院及伊利沙伯醫院開始籌備相關課程，今年開始啟動，首階段於深切治療部、手術及麻醉科、婦產科、急症室等部門試行。

鄭醫生說：「機員資源管理包含的不少元素，醫管局一直都有做，只是未有系統化地推行，而有關的技巧適用於所有同事，包括醫生、護士、醫護助理、行政甚至文職同事。」他認為，隨著管理內容本地化及更多同事認識這個概念，相信可望推展至所有公立醫院，更有效地減少人為失誤的出現。

Learning crew resource management to avoid error

Aircraft crews and teams in hospitals both have the same task: to safeguard the lives of those they serve. To help colleagues learn how to avoid the human errors that cause accidents, Tuen Mun Hospital has held a workshop on crew resource management (CRM) that was originally designed for aircraft crew in the US.

The Chairman of the CRM Committee of the New Territories West Cluster (NTWC), Dr Benny Cheng from Tuen Mun Hospital (A&IC), explains that the CRM concept originated in the US in the 1970s. Since then, it has been widely applied by airlines, the military and hospitals there. Pamela Youde Nethersole Eastern Hospital was the first hospital to introduce it in Hong Kong. Two years ago, Tuen Mun Hospital and Queen Elizabeth Hospital also began to coordinate related courses, which they have launched this year. The pilot scheme covers the intensive care unit, anaesthesia and operating theatre services, obstetrics and the accident and emergency department.

Dr Cheng says, “In fact, many CRM elements have already been in use at the HA, but they have not been systematically implemented. Actually,

CRM is suitable for all staff members, including doctors, nurses, front-line support staff, executives and even administrative staff.” He believes that, once its contents become more localised and more colleagues learn more about it, CRM can be promoted in all public hospitals so as to further reduce human errors in health care services.



學員學習如何互相配合，建立默契，完成任務。Colleagues cooperate with team spirit to finish a task through designated exercise.

「臨床模擬訓練中心」系列之三

逼真情景打造高效團隊

比賽場上，足球隊的任務就是贏波，而贏波的關鍵就是默契。任美斯如何能傳擲射，碧咸踢罰球如何準繩，毫無默契的球隊最終還是難逃輸波。一隊醫療團隊的任務是救人。但再優秀的醫護人員若無合作精神和默契，輸的就不是球賽，而可能是生命。坐落伊利沙伯醫院F座四樓的綜合模擬及技能培訓中心，就是以團隊培訓和從事臨床危機處理為重點。

伊院的綜合模擬及技能培訓中心於2011年4月2日成立，所提供的血管腔內模擬手術培訓，是全港公立醫院獨有。培訓中心主管何立言醫生說中心除了個人技術訓練外，主力從事臨床危機處理、團隊合作訓練及導師培訓的工作。

模擬培訓的理念就是在不危害病人的模擬場景中訓練。外國在模擬訓練的經驗和研究有不少可供本地借鑑，因此中心不時邀請外國專家來授課，訓練本地的培訓人員，至今已有70人接受了相關訓練而成為導師；而曾參加中心舉辦的講座或模擬訓練的同事，至今已接近10,000人次。

模擬訓練中心要辦得成功，同樣要有合拍的管理團隊。何立言醫生與副主管蘇恆光醫生及吳榮耀醫生是中心的鐵三角；何醫生主管中心的行政和財政，蘇醫生為模擬個案炮製各式各樣的場景，吳醫生設計課程。蘇醫生說：

「伊院有很多外科的分科，分類仔細，也接收很多其他醫院轉介的病人，是一間進行較多複雜手術的醫院。在大中華區，伊院更是首間進行經導管微創主動脈瓣植入術的醫院。我們擁有豐富的實戰經驗，參與過各科各類手術，所以，設計模擬個案時也相對純熟。」

負責課程設計的吳醫生表示：「伊院每年都為約300多名實習醫生提供培訓，因此除在職同事外，中心也會為實習生設計模擬培訓課程。」蘇醫生解釋，常見的模擬培訓都是外國的，應用在華人社會時未必完全適合。「當我在外地上導師進修課程時，醫生間不論級別輩分都以名字相稱，學員要提問，少卻一份敬畏，向上級的提問更坦誠自然。外國人上課時表達也較流暢，這大概是因為教育文化的不同。」接觸不少實習生的吳醫生也同意：「完成場景個案後進行檢討反省時，我們會向學員提出疑問，希望他們自行反思找出答案。但學員往往表現被動。因此在開始模擬培訓前會先來個破冰活動熱身，場景設定要做到盡量逼真，務求學員在模擬訓練中更能投入。」

雖然三位醫生在中心各有重要角色，但他們都說，由於醫護工作繁忙，要肩負多職，未能全身投入中心的運作。何醫生表示：「慶幸得到九龍中聯網管理層對中心發展方向的認同及支持，以及中心現時幾位全職行政同事的努力。在培訓團隊合作之前，我們已先發揮了團隊精神。」

學員合力模擬搶救病人。
Participants practice teamwork to resuscitate a patient in a simulated environment.



為使學員更投入，中心聘請專業演員扮演病人及家屬，加強逼真。
Hoping learners be more involved in the scenario playing, professional actors are hired as patients and family members.



電視劇On call 36小時II其中一幕講述團隊來到臨床模擬中心練習。
In one scene of TV drama "The Hippocratic Crush II", a team comes to practice in the MDSSC.

Clinical Simulation Training Centre Series – Part 3

‘Real-life’ situations create highly effective teams

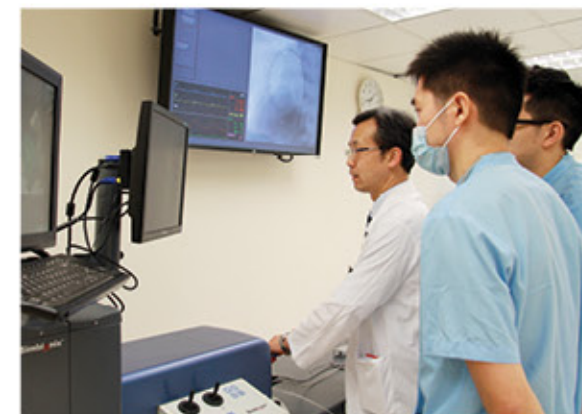


鐵三角 (左起) 蘇恆光醫生、何立言醫生和吳榮耀醫生淵緣不淺，三人同在港大醫學院畢業，也同是聖保羅書院舊生。
(From left) Dr Eric So, Dr Ho Lap-yin and Dr George Ng are not only the heads of the centre, but also alumni of the HKU medical school and St. Paul's College.

The ‘goal’ of a football team is to win every match. Individual players may have Messi-level ball control or bend it like Beckham during penalty kicks, but the true key to success is strong team spirit and cooperation. The goal of a medical team is to save lives. And while individual skills are very important, it’s good teamwork that makes the difference – sometimes between life and death. The goal of the Multi-Disciplinary Simulation and Skills Centre (MDSSC), located at 4/F, Block F at Queen Elizabeth Hospital (QEH), is therefore to enhance effective group cooperation and communication by focusing on team-based and clinical crisis management training.



中心亦提供經導管微創主動脈瓣植入技術的培訓。
The MDSSC also provides training on TAVI technique.



導師正向學員模擬示範經導管微創主動脈瓣植入手術。
A tutor demonstrates TAVI technique in a simulation model.

The MDSSC was established on 2 April 2011. The Centre is the only public hospital facility in Hong Kong providing endovascular simulation training. MDSSC Director, Dr Ho Lap-yin, says that besides individual skills training, the Centre mainly provides clinical crisis management and team-based simulation training along with ‘train-the-trainer’ programmes.

The concept of simulation training is to train under ‘real life’ conditions but with no risk to patients. A number of overseas healthcare services have well-established simulation training programmes and the Centre has invited several international experts to train KCC trainers. There are now 70 qualified trainers; and about 10,000 staff members have attended talks or simulation training held in the MDSSC.

Good teamwork also plays a major role in operating a successful simulation training centre. Dr Ho and two Associate Directors, Dr Eric So and Dr George Ng, form the core of the MDSSC. Dr Ho oversees the management and budget of the Centre, Dr So helps scenario design and Dr Ng contributed in establishing course curricula.

“QEH carries out a number of types of surgery, each of which is further divided according to a detailed classification system. We also receive many patients referral from other hospitals. For example, QEH was the first hospital in the Greater China area to do a transcatheter aortic valve implantation, or TAVI,” Dr So explains. “As our surgical services are more complex and diverse, we therefore have plenty of practical experience to draw on to design realistic and effective simulation scenarios.”

Dr Ng adds: “The Centre’s programmes aren’t limited to HA staff – we also design and provide training for around 300 medical intern every year.”



導師從旁觀察，再跟學員作事後檢討。
Tutors observe the learners performance and do debriefing with them afterward.

Dr So says that most of the existing simulation training concepts were developed overseas and may not always be suitable for use in Hong Kong. “When I took the trainer course overseas, all the doctors – regardless of their rank – would address each other in first names directly, creating an atmosphere in which you felt freer to raise questions to senior professionals. Presentations and discussions were generally more relaxed. This probably relates to differences in education and culture.”

Dr Ng, who is in charge of many intern training programmes, agrees: “In the early post-training debriefings we would ask questions with the hope that the students would come up with answers by reviewing and discussing their experience. But they were often reluctant to speak up. We therefore introduced some pre-training ice-breaking activities and worked to make the simulation scenarios as realistic as possible to achieve more active participation by the students both during and after the training.”

Although the three doctors all play important – and different – roles at the Centre, the responsibilities of their medical practice work means they can only serve the MDSSC on a part-time basis. Fortunately, the Centre has a strong and supportive full-time team to manage day-to-day operations. “We are lucky in that the top management of Kowloon Central Cluster provided invaluable direction and leadership in the development direction of the Centre; supported by the amazing efforts of our full-time administrative staff,” says Dr Ho. “The primary reason we are able to provide good team-based training to others is that we have such effective teamwork ourselves.”



專業道具化妝師替假人及假肢製造逼真的創傷效果。
A prosthesis and make-up specialist assists in creating trauma effects on artificial body parts.



團隊正模擬如何搶救嚴重受創的病人。
Teammates practice to treat a serious trauma case.



HA 八卦掌門人

A veteran tittle-tattler of HA happenings

梁栢賢曾為紅顏辭職

PY 嚟香港電台同中大合辦的「與CEO對話」節目，回顧多年公共衛生工作的難忘事件，仲自爆當年曾經為紅顏辭職！

話說PY當年由澳洲讀完書返港，嚟聯合醫院骨科做醫生時已有一位感情穩定的女朋友。女友有一天忽然眼角膜脫落，要盡快做手術。PY身為醫生，知道做手術有風險，而最嚴重嘅就係——失明。

為咗全程照顧女友，PY即時向老細請假，點知醫院人手緊張，有假都唔可以放咁多，PY話：「當時唯一可以考慮的選擇就是辭職，我唯有辭職陪佢！」向薪高糧準的職位講拜拜。

好彩手術順利，女友漸漸康復，而佢一張開眼，梗係見到PY呢個筍盤。情聖PY不論順境或逆境，有病或健康、返工或失業，都陪伴一齊，女友即時 say yes，成為今日嘅梁太。

PY辭職為紅顏，感動無數女聽眾，但呢招兵行險著，其他同事如非感情穩如磐石，千祈唔好模仿！💡

True love triumphs over job for PY

In the recent 'Talking to CEOs' programme co-organised by Radio Television Hong Kong and The Chinese University of Hong Kong, Hospital Authority Chief Executive PY Leung spoke about the most memorable experiences of his career in public health to date. Perhaps most memorable for listeners was his confession that he once quit his job for a girlfriend!

PY said that he had returned to Hong Kong after graduating in Australia. He was working as a doctor in the orthopaedics department at United Christian Hospital and had a steady girlfriend. One day, his girlfriend's cornea detached and she required surgery as soon as possible. As a doctor, PY understood the risks of the procedure – including the possibility that she might permanently lose her sight in the affected eye.

PY applied for leave to take care of his girlfriend but was told that, due to manpower shortages, he wouldn't be able to take too much time off. PY said he had no choice but to resign from his well-paid, stable job to look after his girlfriend.



Fortunately, the surgery was a success. When 'the patient' came round from the operation and opened her eyes, the first thing she saw was PY by her side. Her loving boyfriend was with her every step of the way and continued to offer support and encouragement in facing challenges and celebrating successes as their relationship evolved. And that's why she enthusiastically accepted when PY proposed!

Sacrificing his job for his girlfriend was a highly romantic act, but also a risky one – best make sure you've found your true love if you're tempted to try! 💡



冷漠只為了掩飾傷感

在急症病房工作，不時遇到熟悉的面孔，例如老人家會經常舊病復發而入院。近年，我又遇上多一張熟悉的面孔——一位婆婆。她只和丈夫共住，近年經常出入醫院，她的丈夫很愛惜她，知道她吃不慣醫院飯餐，每逢探病時間都會帶來在家準備的飯盒和婆婆一起用膳。

一天晚上，婆婆再次入院，但今次是要使用呼吸機維持呼吸，因為婆婆已不省人事，而且出現低溫，低血壓及心跳緩慢等情況。醫生診斷及解釋病情後，伯伯同意不再搶救，然後默默地在一旁陪伴婆婆。那天晚上，每當我們經過，他都會向我們訴說他和婆婆的故事，他們的計劃——已經預訂了歐洲的郵輪旅遊，又打算兩口子去北海道自駕遊，還有……

整夜裡，伯伯不停說希望婆婆能渡過危險期如常般出院回家。當婆婆真的走了，伯伯仍問著醫生，婆婆是否真的不能救回，他不相信婆婆就此離開他，因為他曾深信還能陪伴婆婆十多年。今次婆婆突然在家暈去後，一句話也沒和伯伯說便走了，伯伯實在捨不得。

在護理過程中，死亡於我們並不陌生，但我們並不因此而變得冷漠，病人背後的故事我們會用心聆聽，亦深深理解亡者家人的悲痛，只可惜我們能做的唯有安慰，然後默默的送別。我們給外界人的「冷漠」感覺，其實是因為在掩飾我們的傷感和愛莫能助罷了。💡

文：東區尤德夫人那打素醫院
內科註冊護士
王海燕

圖：沙田威爾斯親王醫院謝黃珍

1分鐘自由講 Minute Talk

在職培訓無難度 指導計劃好幫手

想提升新同事的工作技能？提出有建設的回應？如何激發年輕員工的學習熱誠？醫管局總部培訓及發展組於7月推出的全新「在職訓練指導」將是你的一個好幫手。

本課程的重點為一個P四個E，即熱誠(Passion)、推動學習(Enable Learning)、輔予技能(Equip Skills)、推動參與(Engage Staff)及提升表現(Enhance Performance)。課程的對象為經驗豐富的前線專業同事，包括至少具五年資歷的註冊護士、二級物理治療師、二級職業治療師、配藥員、二級院務主任或同等級別、駐院專科醫生及臨床帶教老師（護理部）。

課程以工作坊形式進行，為期一天，既會教授如何按部就班給予指引，亦有如何技巧地即時讚賞同事、提供有建設性的回應等訣竅。課程更備有臨床案例及影片，讓學員能有效地掌握技巧。課程將於今年7月至9月舉行，共有8班，名額320個。💡

New training programme offers advice for effective employee coaching

Would you like to learn how to more effectively develop the skills of new employees, give feedback in a respectful and constructive manner, and nurture a passion for knowledge acquisition among younger members of staff? If the answer is "yes", then read on!

The Hospital Authority Head Office Training & Development team has launched a new On-the-job Coaching programme.

The programme is built around a "1P4E" framework: Passion, Enable Learning, Equip Skills, Engage Staff and Enhance Performance. It is aimed at experienced frontline professionals including RN, PTII, OTII, Dispensers, HAI

or equivalent with a minimum of five years in post; Resident Specialists; and Preceptors in Nursing.



The one-day workshop will include guidance on step-by-step teaching, giving on-the-spot praise, and providing constructive feedback. Clinical scenarios and videos will be used as teaching tools. The programme will be run from July to September with a total of eight classes for 320 staff. 💡

OJC 1P4E
On the Job Coaching Training Program
Hospital Authority Head Office - Training and Development Team

心繫醫·家·人
愛家物語選舉

醫管局剛開展「心繫醫·家·人」活動，其中的「愛家物語」選舉將於7月3至16日舉行，歡迎所有同事投票選出10個你最喜愛的正向行為或說話，贏取獎品！

人力資源是醫管局最重要的資產，總部、聯網與醫院一直以不同方式凝聚及推動同事，建立正向的工作環境，讓同事更能投入工作。「心繫醫·家·人」活動將鼓勵同事有更多的溝通、讚賞、尊重和體諒，以英文表達，就是一個CARE的概念，用心維繫醫管局這個大家庭。

醫管局主席胡定旭在5月31日舉行的開展儀式上說，他和很多同事一樣，每天見同事的時間多過見家人，醫管局已成為自己的第二個家。人力資源主管區結成醫生也表示，「『心繫醫·家·人』是對凝聚同事的另一次演繹，希望透過未來連串的活動，將醫·家·人的理念，帶至每一位同事的內心，令大家不分上下，彼此用心關懷，建立如「家」一樣親切和諧的工作關係，從而更有效發揮醫管局大家庭的力量。」

「心繫醫·家·人」啟動後，一連串活動隨即展開，包括上述的「愛家物語」選舉及玩轉「愛家物語」有獎遊戲，管理人員研討會、培訓師工作坊，製作培訓教材、貼士包及網上學習平台等。《協力》將會繼續緊貼進展，為你報道。

IMPACT推全新流動
應用程式

IMPACT (Interhospital Multi-disciplinary Programme on Antimicrobial ChemoTherapy 的簡稱) 流動應用程式已正式啟用，此程式載有180頁《以減低細菌耐藥性為本的抗生素使用指引》內容，用家可利用索引搜尋來查閱，亦可以此程式瀏覽醫管局醫院聯網預先上載的抗生素圖譜，以及按預設醫學公式計算處方時所需的指數。此程式旨在加強醫護人員適當使用抗生素的意識，是重要的參考工具，且簡單易用。

此流動應用程式設有iPhone、iPad及Android版本，現可於App Store 及Google Play 免費下載，用家可輸入關鍵字IMPACT GUIDELINE搜尋；亦可掃描右方的二維條碼下載。

Promoting the HA family and voting for Our Ways

The Hospital Authority has recently launched a corporate staff engagement initiative "We are HA Family". Coming up shortly is the Let's Vote for "Our Ways" which will be held from 3-16 July 2013. Do pick your 10 most desirable behaviors at work and join the lucky draw!

Employees have always been the HA's most valuable assets. HA Head Office and the Clusters have made various endeavors to motivate and engage colleagues for performance and foster a positive working environment. The "We are HA Family" initiative was launched to promote Communication, Appreciation, Respect and Empathy in the workplace. It also aims to nurture a spirit of HA family and a sense of belonging among our employees.

At the launch ceremony on 31 May, Mr Anthony Wu, HA Chairman, said that many of the HA staff members spent more time with their colleagues than their family just like he did, and regarded HA as their second home. Dr Derrick Au, Head of Human Resources, hoped



同事與嘉賓一同舉起「心繫醫·家·人」風扇，為連串活動揭開序幕。
Colleagues and the guests joined together to kick off the We are HA family campaign.

that our colleagues would experience the spirit of "We are HA Family" by extending "CARE" to each other and building a supportive and harmonious workplace.

A number of "We are HA Family" activities will be rolled out in the coming months. Apart from the Let's Vote for "Our Ways", there will be seminars for supervisory staff, train-the-trainers workshops, "We are HA Family" tips and online refresher training. Watch out for future updates from HASLink!



Try the new
IMPACT Mobile APP!

The IMPACT (short for Interhospital Multi-disciplinary Programme on Antimicrobial Chemotherapy) Mobile APP has been launched. This is the mobile version of the 180-page guideline on "Reducing bacterial resistance with IMPACT". Apart from advice on the use of antimicrobials, the APP also contains medical calculators and an index search function. In addition, users can browse preloaded antibiograms by clusters. The APP will help clinicians access this highly regarded antimicrobial guideline via a mobile platform.

The APP can be downloaded free of charge from the App Store for iPhones, and iPads, and Google Play for Android-supported handheld devices. You can search for it with the keywords "IMPACT GUIDELINE", or download it by scanning the QR Codes shown on the left.

Reducing bacterial resistance with IMPACT

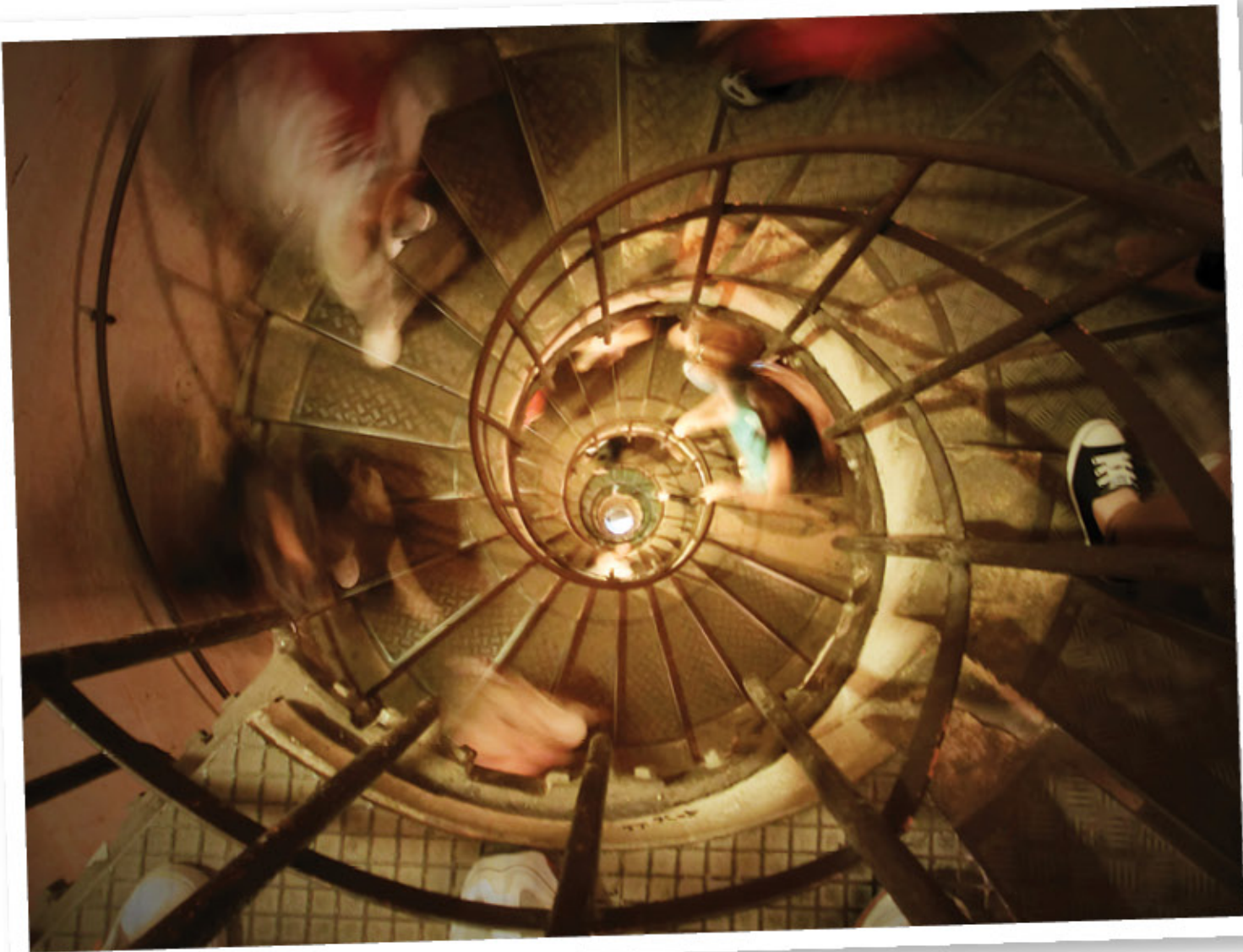
- 1 Antibiotic resistance - Local scenario
- 2 Antimicrobial stewardship programme
- 3 Guidelines for selected antimicrobial use
- 4 Recommendation for the empirical therapy of infections
- 5 Guidelines for known-pathogen therapy

Available on the App Store

ANDROID APP ON Google play

iPhone iPad Android

impact guideline



The Swirl
王泰鴻醫生，聖母醫院
Dr John Wong Tai-hung,
Our Lady of Maryknoll Hospital

當醫生愛上攝影

醫生的妙手除了能救急扶危，用他們的仁心、睿眼所捕捉的影像會是怎樣？

香港醫學會攝影會最近舉行了五週年紀念會員作品展，先後在九間醫管局醫院，包括廣華醫院、東區尤德夫人那打素醫院、威爾斯親王醫院、瑪嘉烈醫院、伊利沙伯醫院、瑪麗醫院、沙田醫院、屯門醫院及基督教聯合醫院，巡迴展出。這裡是其中一些作品。

Looking through the eyes
of doctors

The skilled hands of doctors can save lives. But their flair for the unexpected and the ability to capture a picture-perfect moment are also superb.

The Hong Kong Medical Association Photographic Society's 5th Anniversary Members' Exhibition was recently shown in turn at nine HA's hospitals, namely Kwong Wah Hospital, Pamela Youde Nethersole Eastern Hospital, Prince of Wales Hospital, Princess Margaret Hospital, Queen Elizabeth Hospital, Queen Mary Hospital, Sha Tin Hospital, Tuen Mun Hospital and United Christian Hospital. Here we share with you some of the highlights.



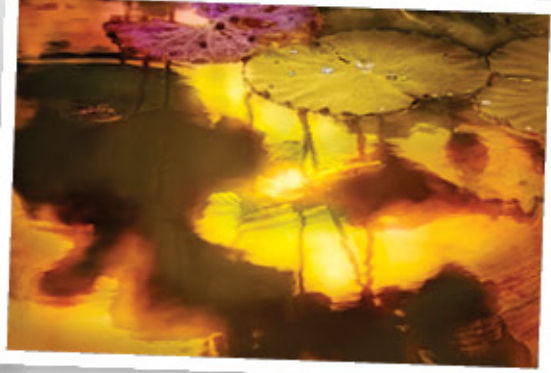
震「攝」人心
麥永接醫生，基督教聯合醫院
Dr Ivan Mak Wing-chit, United Christian Hospital



旺角—龍蛇混雜
李子飛醫生，雅麗氏何妙齡那打素醫院
Dr Allen Li, Alice Ho Miu Ling Nethersole Hospital

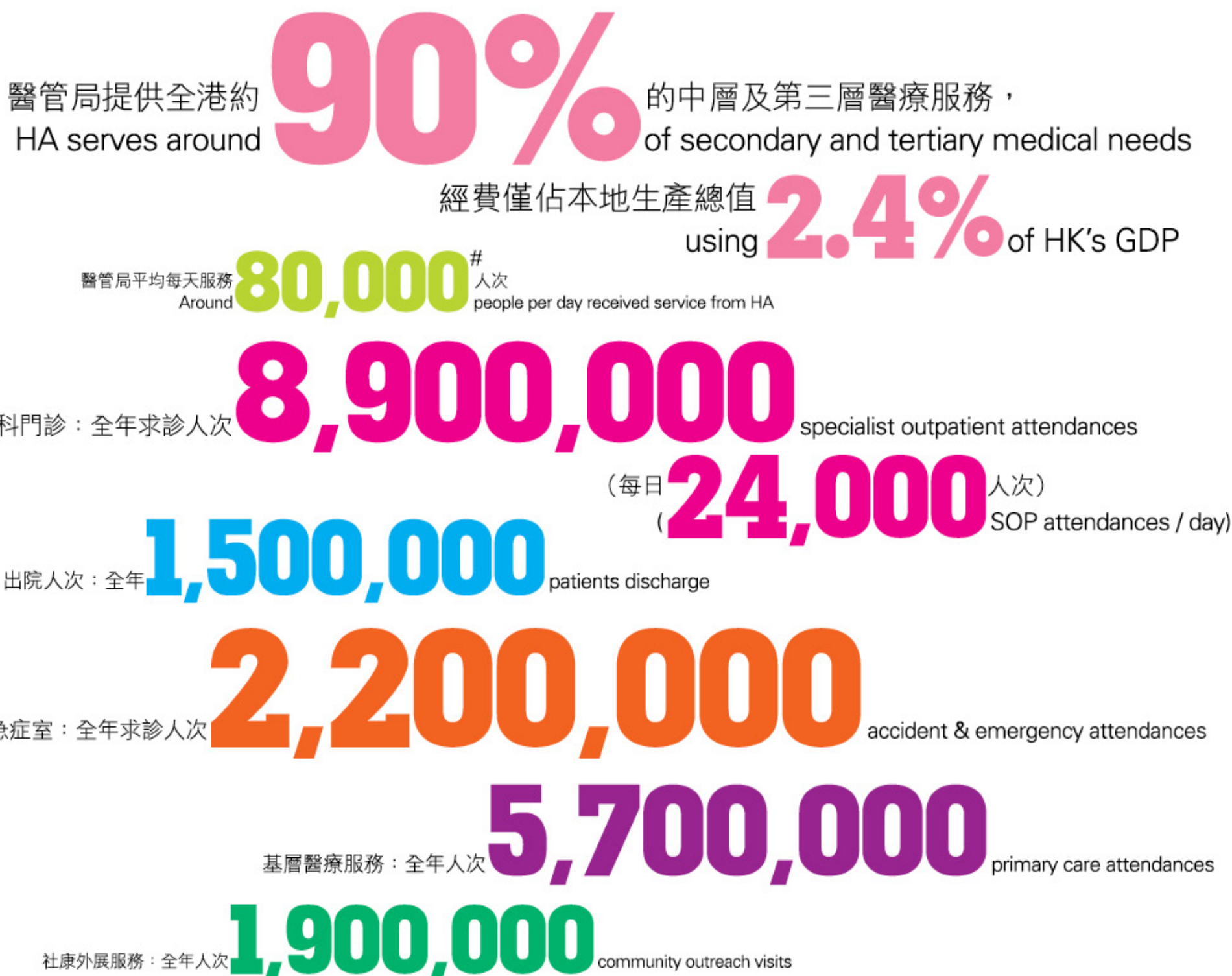


TEASEL 2 (CT SCAN)
馮啟雄醫生，
東區尤德夫人那打素醫院
Dr Fung Kai Hung,
Pamela Youde Nethersole
Eastern Hospital



荷塘秋色
彭麗雯醫生，私人執業，香港醫學會攝影會主席
Dr Amy Pang Lai-man, Private practice,
Chairperson of Hong Kong Medical Association Photographic Society

你知道嗎？ Did you know?



資料來源：以上數據取自醫院管理局2011/12年報

Source: The above figures come from Hospital Authority Annual Report 2011/12

*數字截至2013年5月 *Figure quoted as at May 2013

投稿有賞

若自問具攝影大師造詣、畫得一手好畫，或能妙筆生花、詩詞歌賦、笑話、爛Gag都能隨手拈來，歡迎你將這些照片、文章、畫作，公諸同好。總之是原創作品，形式、題材不拘。照片大小須在1MG或以上，以JPG格式存檔，作品字數需在150字內，電郵至ehaslink@ho.ha.org.hk。作品一經《協力》編輯委員會選出及刊載，將獲贈醫管局職員合作社\$50元現金券。編輯部將保留一切編採權利。

記住《協力》是屬於每位同事，還等甚麼？💡

Reward for contributions

If you can take amazing photos, draw great pictures or write wonderful articles, poems, jokes or gags, please don't hesitate, share them with us. Any format and subject is welcome, but it must be your original work. Photo files should be more than 1MG in JPG format, and articles should not exceed 150 words. You can email them to ehaslink@ho.ha.org.hk. You'll receive a \$50 HA Co-op Shop coupon if the Editorial Board chooses your article and it is published. Please note the Board reserves the rights to edit any contribution.

Remember that HASLink belongs to all HA staff.
So what are you waiting for? 💡