



小改變
大意義

Small idea
Big
improvement

小改變 CHANGE 大意義

Many small drops
of goodness
create an ocean of
positive change



為了令工作流程更順暢、提升服務與質素，你的腦汁可以絞到多盡？

一群同事齊齊發揮小宇宙，有借用科技，引入新系統，理順工作流程；有自創留言箱，加強醫患與家屬關係；亦有張貼溫馨

提示，提醒同事時刻留意病人安全，務求以小改變帶出大意義。

大家細閱他們的故事後，說不定有所啟發，將自己天馬行空的意念實踐出來，提升服務質素，造福病人！

Mighty oaks from little acorns grow. Likewise, a creative kernel of an idea can lead to great improvements in working practices and service delivery, and a number of colleagues have been exploring their creativity to come up with small changes or initiatives that have led to big results. Some involve using technology to implement new systems that have streamlined work processes, while other ideas – such as displaying posters to remind staff about the importance of patient safety and DIY a comments box to offer a valuable new channel of communication – are reinforcing standards of service quality.

We hope these stories of staff ingenuity included in our Cover Story this month will provide you with inspiration and incentive to make your own contributions to further enhancing our services – every little helps!

編者的話

好東西，都是來自民間；好點子，往往來自前線同事。我們今期封面故事的一群同事，匯聚集體智慧，構想形形色色的小改善，經過無數反覆討論，克服繁複的過程，帶出大意義，為病人謀求福祉，也減輕同事的工作壓力。

踏入7月，九龍東醫院聯網和新界西醫院聯網的掌舵人將有變動，新舊聯網總監趁在交接期間，來個輕鬆對談（頁8–9）。擁有具才幹的員工，是醫管局保持優質服務的關鍵。局方如何積極培訓接班人，將經驗傳承下去，有關專題刊登於頁10–11。

四年一度的世界盃正進行得如火如荼，誰會捧走金球獎盃，還是未知之數。不過，醫管局足球隊早前與立法會足球隊進行友誼賽，成功捧走獎盃。想重溫當日球場上精彩片段，立即翻到封底（頁20）吧！

From the editor

Just as a huge tree must grow from a tiny sprout, bright ideas always come from colleagues at the frontline. This issue's Cover Story takes a look at how some small but innovative ideas from colleagues are resulting in big improvements in services for patients and working conditions for staff.

July will bring a change in top leadership at Kowloon East Cluster and New Territories West Cluster. We took this opportunity to invite the present and future Cluster Chief Executives to share their views on a wide range of issues. To learn more about their opinions on everything from management styles to international football, please turn to page 8.

Knowledgeable employees are among the Hospital Authority's most valuable assets and a crucial part of our ability to provide quality services and care. A special feature on page 10 offers insights into how HA is working to ensure the smooth transfer of knowledge and skills between colleagues in departments across the network.

Forget about the World Cup – the real football news is HA's recent friendly game against the LegCo team, which saw our skillful soccer stars put an end to the legislators' 10-year winning streak. Please turn to the back cover for all the match highlights!

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同事「啲一啲」相關的條碼，就能極速確認入對藥物。
Colleagues scan on the barcode to confirm the right drugs in the right batches.

「病人安全」一直是醫管局關注的議題，而人手檢驗藥物更是耗盡心思的工作。總藥劑師辦事處在2010年進行了一項名為「藥物供應鏈現代化」的改革，透過引進條碼系統，簡單、直接、準確地接收廠商送來的大批藥物。與過往的肉眼檢驗相比，藥物監控的效率大大提升。此項目早前還奪得國際貨品編碼協會頒發「醫療護理最佳個案」殊榮。

計劃概念是從訂貨至收藥「一條龍」式監控藥物去向，將國際認可的電子貿易平台標準應用於藥物上。簡言之，醫管局部門落單後，會以供應商交來的電子文件，經系統核實藥物來源地、數量和有效期等內容，供應商再列印物貨運容器序號和藥物資料標籤，張貼於紙箱上，才讓貨品送至各院。當藥物送抵醫院時，同事只要「啲一啲」紙箱上的條碼，就能迅速核對所收貨品是否與訂購的相符，減低入錯藥的機會。

過程聽起來很簡單，但牽涉的細節繁瑣。計劃負責人高級藥劑師（藥劑資訊科技管理）蔣秀珠說：「因當中超過150間藥物供應商、全港公立醫院、超過100間藥房和藥物倉庫，我們要逐一與不同的供應商商討，調整他們現有的系統，與我們新系統



配合。」目前全港公立醫院已置入條碼系統，亦已購買各項軟、硬件設備、安裝無線網絡、增聘人手和改善藥物倉庫工程等工作。她補充，「局方將不斷發展系統，期盼日後可追蹤藥物發放到哪位病人。」

**標籤點睇？
What it tells?**

**藥物資料標籤
Details of the drug label**

**貨運容器序號標籤
Serial Shipping Container Code label**

1 供應商地址
Address of supplier

2 送貨地址
Delivery address

3 貨運容器序號
Serial Shipping Container Code

A 全球貿易的產品編號，包括貨品名稱、份量、廠商名稱和包裝類別
Global Trade Item Number, which includes the information of product name, strength, supplier name and packing format.

B 到期日
Expiry date

C 數量
Quantity

D 批次號碼
Batch number

目前八成的藥品交易均會張貼物流單元和藥物資料標籤於紙箱上。
80% of suppliers' order transactions will put the labels of Serial Shipping Container Code and details of drug.

As part of the Hospital Authority's continuing efforts to enhance patient safety, the Chief Pharmacist's Office launched the Supply Chain Modernisation Project in 2010.

By replacing the old system of manually checking pharmaceutical orders along the supply chain with one that relies on internationally recognised scanning barcode system, the project has improved the ease, efficiency and accuracy of making and monitoring drug purchases from order placement to delivery. The success of the project gained it a 'Healthcare Best Provider Implementation Case Study Award' from the Hong Kong branch of international supply chain standards organisation, GS1.

Every time an order is placed with a supplier, the department that made the order will receive an electronic confirmation document which is used to verify details such as the name and manufacturer of the product, the country of origin, the quantity ordered and the expiry date before the order is dispatched for delivery. When the order arrives at the hospital, its barcode is scanned to cross-check that its contents match those listed in the original purchase order.

"The system might appear straightforward to the outside eye, but it is a complex combination of interrelated parts with small-but-crucial details. Managing the process involves dealing with over 150 drug suppliers, all the public hospitals in Hong Kong, over 100 pharmacies and stores," says Chiang Sau-chu, Senior Pharmacist of Pharmacy Informatics and Automation Technology and person-in-charge of the project. "In the early stages, we had to talk with all HA's suppliers one by one to ensure their systems could accommodate any changes necessary to meet our new needs."

The barcode system has now been installed in all public hospitals, with the purchasing and installation of various types of new software and hardware, increasing manpower resources and making improvements and modifications to supplies storerooms.

Chiang added, "we will continue to develop the system and hope that to the system can help trace the drug supply to the patient's level in the future."



過往，要確保病房內四大物品，包括個人保護裝備、醫療消耗品、中央消毒房的預先消毒物品和布草（如病人衣服和病床床單等）貨源充足，病房經理需每月安排前線醫護同事輪流點貨、落單、理貨、上架、檢查到期日等，工作繁瑣。不過，自去年總辦事處業務支援及發展處推行「中央統籌添加服務」後，即有專人每周或每日在各病房負責以上的工作，大大減低前線醫護人員的工作量，更避免病房出現用品不足或存貨過剩的情況。



該處去年向政府申請撥款，率先在九龍中聯網和新界東聯網試行，推行一年多，反應理想，現打算明年於其他聯網推行，惠及全港醫護同事。

用家之一的伊利沙伯醫院病房經理（內科）黃家賢，豎起手指以「真係好」來形容服務，「前線醫護同事現在不用處理非醫護的工作，能集中照顧病人；專人定期點算，保證我們貨源充足且於到期前使用；再加上所有醫療用品都整齊擺放，一目了然，易於拿取。」

以伊院為例，服務地點約有110個，以病房為主，涉及的物件逾400項，負責協調的運作助理同事每日需處理八至九個病房。為防上錯貨，每人須接受三個月的在職培訓，經過三次測試合格，方能勝任工作，亦確保了服務可繼續成功推行。

專人負責檢查到期日、點貨落單、補貨和上貨等繁瑣工作，減輕醫護人員的工作。
The introduction of specialists to handle the ordering, organising and monitoring of supplies has helped reduce the workload pressure on frontline healthcare staff.

按物品使用量把它們整齊擺放，方便同事即取即用。Items are organised according to frequency of use, making access easier and more convenient for staff.

order and stack supplies, and check relevant existing items for product availability, integrity and expiry dates. To reduce the burden created by these time-consuming duties, the Business Support Services Department at Hospital Authority Head Office last year pilot-tested an auto-refill service in Kowloon Central and New Territories East clusters, under which specialists were assigned to handle these supply-related tasks on a weekly or daily basis. This more systematic approach to inventory management is not only assisting frontline staff in terms of workload, but has also greatly reduced instances of inadequate or excessive ward supplies.



運作助理同事在指定時間內，正確配對貨品及其名稱。Supplies staff are doing the test to make sure the store items are correct.

The success of the Government-funded initiative has resulted in the application of additional funds to implement the system in HA's other clusters next year.

Jessie Wong, Ward Manager of the Medicine Department at Queen Elizabeth Hospital (QEH) gives the new system her seal of approval. "Removing this burden has meant frontline healthcare workers can spend more time taking care of patients," she says. "Regular monitoring of supplies by assigned specialist staff has improved inventory management and reduced waste by ensuring items with a limited shelf life are used before the expiry date. The items are also better organised and easier to find."

At QEH, the service manages over 400 types of items through around 110 locations, providing coverage that currently includes the majority of wards. Every specialist supplies colleague handles eight to nine wards a day and is required to undertake three months of related training that includes three rounds of tests to assess their store items handling skills.



為避免出現「有手術室沒人用，有人沒手術室用」的情況，港島西醫院聯網於去年開始由專人統籌聯網各醫院手術室，試行「手術室服務辦公室」先導計劃，成效顯著，不但有效使用資源，更提升同事工作效率，讓病人得到適時的治療。

港島西聯網手術室服務統籌洪君毅醫生，是整個優化工程的靈魂人物，「我的工作就是協調港島西聯網醫院手術室的運用，每周制定瑪麗醫院20間手術室使用的時間表，並預留手術室支援臨時急症，以及增聘16名護士，應付突如其來的需求。」

他稱，若遇上醫院需進行工程，例如葛量洪醫院和大口環根德公爵夫人兒童醫院現正進行翻新，手術室無法使用時，就可以將兩院的病人轉至瑪麗醫院接受手術；相反，一些較簡單的手術，如靜脈曲張手術，則可安排在規模較細的醫院進行，讓病人盡早得到治療。

計劃推行一年多，手術室的使用效率大有改善。例如過往由於瑪麗醫院需進行肝臟移植手術，需要取消常規手術的節數，由2011年的24節（1節為四小時），大幅減至去年的只有8節，至今更達至零取消。

另一個大改善，是準時將病人送抵手術室的百分比。於2011年，能準時到達的病人只有31%，但推行計劃後，去年的準時率大幅提升至80%。



「病人準時抵達手術室很重要，遲了不但影響醫護團隊士氣，還浪費團隊寶貴時間。即使遲到十分鐘，醫生都可用此十分鐘來巡房！」洪醫生解釋。

未來，「手術室服務辦公室」中央委員會將透過先導計劃蒐集有效數據，制定一套管理工具以監察手術室的使用情況，從而再作改善，並期盼日後推展至其他聯網。

An initiative to make better use of its operating theatre (OT) facilities is benefiting patients through more effective resource allocation and increased efficiency among staff. A dedicated Pilot OT office was established in Hong Kong West Cluster (HKWC) last year to coordinate OT services among HKWC hospitals with the goal of increasing OT throughput.

"Every week, we draw up a schedule that shows the arrangements for each of the 20 OTs at Queen Mary Hospital (QMH)," explains Dr Hung Kwan-ngai, Cluster Coordinator of the office and leader of this pilot programme. "We reserve OTs for emergency cases and we have hired 16 additional nurses to cope with any abrupt or unforeseen increase in demand for OT services."

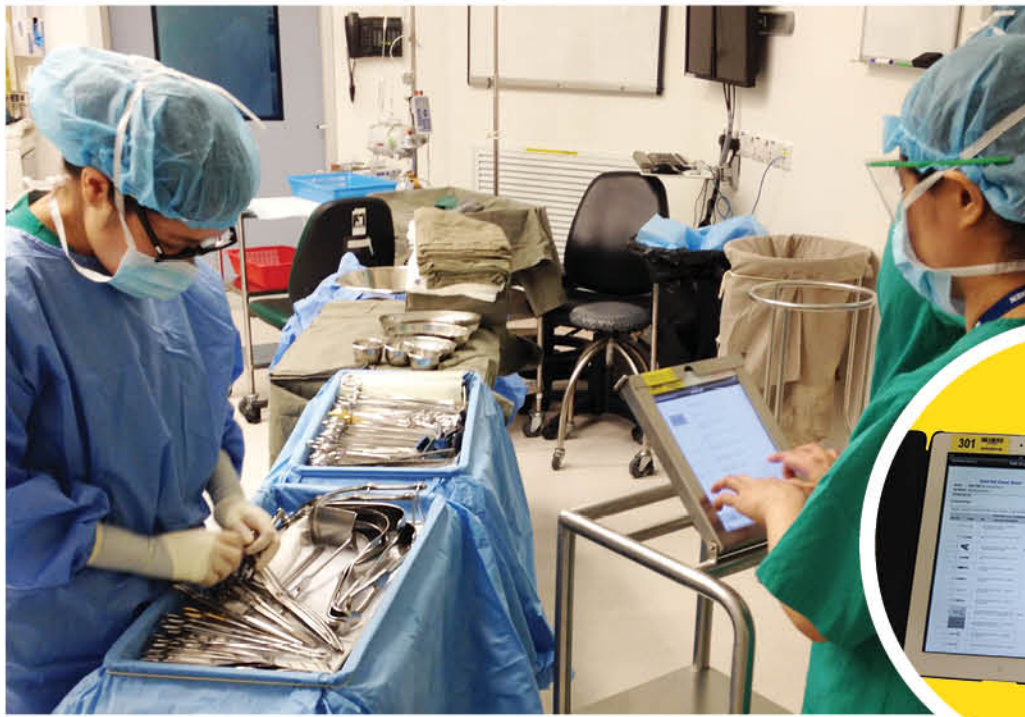
Resulting benefits include the ability to arrange for certain operations to take place at QMH when other hospitals are undergoing renovation – as was recently the case at Grantham Hospital and Duchess of Kent Children's Hospital at Sandy Bay, Dr Hung says. To provide patients with more timely treatment, simple operations such as varicose vein surgery can then be conducted at smaller-scale hospitals.

Positive effects of the programme include a great reduction in the number of elective surgery cancellations, which were periodically bumped from the schedule by emergency liver transplant cases at QMH. The cancellation rate has decreased from 24 four-hour sessions in 2011 to just eight sessions last year, and is currently at zero for the year to date.

Another improvement has been the significant increase in on-time patient arrivals at the OT – from 31% in 2011 to 80% in 2013. "This is very important. If the patient arrives late at the OT, it doesn't just waste precious surgery time – it affects the morale of the surgery team who all feel they could be making use of that time to serve other patients," Dr Hung explains.

The HA Committee on Pilot OT Office will use the data and experience gained from the pilot programme at HKWC to develop management tools for improving OT services and will implement the tools in other clusters.

平板電腦手術室「點、唱」 Tablet innovation in the operating theatre



每逢在威爾斯親王醫院進行手術前，手術室同事均需「唱歌」，即大聲說出手術時所需的儀器及數量，確保所需儀器和數量無誤。自去年年中開始，他們以平板電腦來核對及點算各項手術所需的儀器及數量，一改以往手持各科的「無圖天書」來核對的習慣。現在，同事只要輕觸電腦，各項儀器資料及數量自動在畫面彈出，並附以可放大或縮小的圖像，讓同事可更清楚檢查，避免拿錯相似的儀器，有助提高病人安全，加快點算程序。

Part of the peri-operative practice at Prince of Wales Hospital required operating theatre staff to take a verbal countercheck of medical instruments using instrument books – calling out the type and number of the instruments required for the surgical procedure. In mid-2013, the operating theatre introduced the use of tablet devices to undertake surgical instrument counts – a significant improvement on the verbal counting method to replace the previous simple instrument checklists with no visual references. Under the new system, information about the type and quantity of instruments required – including reference images – is easily available with just a few taps of the tablet screen. The new process has not only streamlined the instrument-checking procedure but has also enhanced surgical safety standards for patients.

三招防病人跌倒 Three simple steps lead to fewer falls

威爾斯親王醫院臨床腫瘤科病房，為加強預防病人跌倒，於去年7月舉行「防跌月」，結果，病人跌倒的數目由上半年的22名減至下半年六名，初見成效。具體措施包括安排支援同事一日輪流巡房十次，留意病人所需；遷於病房告示版上列出高危病人的病床號碼，提醒同事加倍留意；以及在病房當眼處和洗手間內，張貼防跌標語和海報，加強員工及提醒病人防跌意識。



A one-month fall prevention programme ran in July last year in the clinical oncology ward at Prince of Wales Hospital successfully cut the number of patient falls from 22 in the first half of 2013 to six in the second half. Measures taken during the programme included arranging supporting staff to patrol the ward 10 times a day to handle patient needs, putting a list of the bed numbers of high-risk patients on the ward noticeboard to alert staff to take extra attention and placing posters and slogans in prominent places around the ward and in the bathroom areas to reinforce staff and remind patients alertness of fall.



給醫護人員的留言 Message boxes enhance patient-practitioner communication

為增加醫護人員及病人家屬的溝通，北區醫院於去年10月推出新試驗計劃「Leave a Message」，即於每個病房的護士站設置「病人家屬留言箱」。主要希望在病房繁忙時段，護士們忙於進行臨床護理時，家屬可將病人或其訴求填寫於便條上，放進留言箱內，加快醫護人員對病人的需求作出迅速回應。同事每天開箱三次，每更同事會即時跟進便條內容。處理後，在便條背面記錄跟進日期、時間、內容及蓋印，然後將所有便條交予病房經理檢視。中央護理部每月收取各病房便條作分析之用。

To facilitate communication between patients and medical practitioners, North District Hospital has implemented a 'leave a message' programme. A comments box has been put in every ward through which patients and their relatives can make enquiries during the busy hours in the ward, and colleagues can give a quick response to patient's families. Messages are collected three times each day and are followed up by the staff on shift. The date of the message and the action taken is recorded. Handled messages are then chopped and passed to the ward manager for monthly collation and analysis by Central Nursing Division.



HA 八卦掌門人
A veteran tittle-tattler of
HA happenings

HA 擊鼓隊 自製山寨耳塞 HA drummers 'plug the holes' to give thunderous Convention performance



他們的山寨耳塞，真的可擋住澎湃的震撼？
Can the homemade earplugs help shield the roaring bang?



呢兩年去醫管局研討大會，都有「震撼」的感覺，成班同事「噏嘢聲」表演打大鼓，氣勢澎湃唔在講，觀眾身體感受到幾十個大鼓的強勁音波，震到心臟跟住一齊跳。喺咁大個禮堂都咁吵，可想而知平時練習幾大聲，同事自製山寨「耳塞」，將廁紙捲成一團塞入耳仔，以免練完會聾咗。除此之外，平時仲有好多蝦碌嘢，「練習時，枝棍甩手飛咗出去」、「打中咗自己啲手指」、「手板打到起水泡」，好彩正式表演時順順

利利。佢哋打鼓打到飛天遁地，原來只係上咗四次堂，共八個鐘。呢八個鐘唔單只打到手軟，仲打到身水身汗，人都瘦咗幾磅。

The 2014 Hospital Authority Convention quite literally went with a bang thanks to the skills and dedication of a group of HA colleagues. Putting down their usual stethoscopes, syringes and other tools of the healthcare trade, members of this talented team picked up drumsticks to offer a heart-stirring welcome to this year's Convention attendees.

After the popularity of a similar performance last year, the drummers were again asked to uplift the spirits of everyone in the large Convention hall. And with only eight hours of formal training behind them, the team's rhythmic 'wall of sound' certainly received an enthusiastic response.

However, while the high-decibel performance generated an invigorating energy on the day, the same volume of thunderous noise in the confines of the group's small practice space was less desirable. Curious to know their 'creative' approach to protecting their hearing? Fashioning homemade earplugs from tissue paper! Other sacrifices for the cause included braving the hazards of flying drumsticks, hitting one's own fingers, and painful blisters from hours of practice.

Still, it wasn't all tales of woe – a number of the drummers were happy to report that the exertions of their musical training also helped them to lose weight!

PY 管學堂之 繼承者們

TV 'Heirs' provide valuable lessons on need for good succession planning

韓流席捲亞洲，韓劇《繼承者們》街知巷聞，掀起接班嘅話題。其實唔單止私人企業，每間機構都需要接班人延續嘅成功。醫管局都希望將管理層嘅服務理念、工作經驗，傳承下一梯隊，繼續服務市民。行政總裁梁栢賢於是繼續向管理之路進發，向總辦事處行政主任級同事傳授秘技，以「總有出頭天」為題，同時引用《哈佛商業評論》，傳授「出頭五招」。

梁栢賢又播放兩段見工嘅片段，叫同事評吓佢哋嘅表現係咪符合以上五個情緒智商元素，引嚟連串笑聲。

佢話，好多人都以自己角度出發，而忘記咗當事人感受；亦有啲人對自己認識唔夠，錯將缺點當優點，長處當短處。佢鼓勵同事多啲「出去蒲」，建立社交網絡，話認識嘅人越多，機會就越多，真係錢入大家袋。

The Korean television drama 'The Heirs' has captured the attention of audiences across Asia, including in Hong Kong. One of the subjects it has covered is that of corporate leadership succession. But this isn't just an issue for private-sector enterprises. Good succession planning is a prerequisite for any organisation seeking long-term success.



As part of the Hospital Authority's efforts to maintain a high standard of service and prepare future generations of leaders, HA Chief Executive PY Leung recently held another of his 'management classes' for Executive Officer Grade colleagues, during which he shared his experience and advice in reference to five key leadership considerations identified by *Harvard Business Review*.

Following widespread laughter provoked by the showing of some footage of interviews, he asked whether the characteristics on display provided good examples of the five components of emotional intelligence under discussion.

PY also noted that some people find it difficult to consider or respect opinions and beliefs that are different from their own. He encouraged his 'students' to build a diverse social network of friends as this helps to develop a broader view. He added that some of us may not yet know ourselves very well and misunderstand our strengths and weaknesses. Personally speaking, I certainly know myself better thanks to PY's advice!

出頭五招 5 Key leadership attributes

自覺性 Self-awareness

自律 Self-regulation

推動力 Motivation

同理心 Empathy

社交技巧 Social skills

四個小生談交棒

Changing places, exchanging views – current and future CCEs on leadership and leisure

今年7月，新界西和九龍東醫院聯網「阿頭」大換班。新界西醫院聯網代理總監羅思偉醫生功成身退，重返總辦事處重擔策略發展總監工作，接棒的高拔陞醫生，成為七大聯網中最年輕的聯網總監；九龍東醫院聯網總監雷操爽醫生亦將退下火線，享受退休人生，接任的是徐德義醫生。

《協力》分別相約四位小生在百忙中抽空一聚，從管理哲學談到退休生活，再談到世界盃，希望大家能更了解四位話事人的所思所想。

July will see two new names on the Hospital Authority's list of Cluster Chief Executives (CCE). Dr Tony Ko will become HA's youngest serving CCE when he takes reins from Dr Lo Su-vui in New Territories West Cluster (NTWC). Dr Lo, who has been serving as Deputising CCE for the past six months, will return to his former post of Director (Strategy and Planning) at Head Office, while Dr Chui Tak-yi will take over as CCE of Kowloon East Cluster (KEC) upon the retirement of Dr Joseph Lui.

HASLink recently had the opportunity to learn more about the healthcare objectives and personal interests of these four leaders through dialogues covering topics ranging from management philosophy to retirement and the football World Cup.

羅：羅思偉醫生 高：高拔陞醫生

高：羅醫生，你即將調返總辦事處策略發展部大本營，對這半年在新界西聯網工作，有何感受？

羅：我覺得很開心，在醫院工作，節奏快，成效也快。今次的經驗，有助我日後進行策略規劃時，能更全面了解聯網同事的看法。但我不會因而特別優待新界西聯網，哈哈！不過，其實局方都認同要把新界區整體納入未來重點發展的區域。

高：在你上任不久便公布《手術成效監察計劃》報告，之後要作出跟進及回應，當中有哪些部份比較難忘？

羅：這份報告的確給新界西聯網同事帶來不少負面的感受，可幸的是同事仍能持開放態度、保持士氣。更安慰的是，當後來發現病房擠迫，是影響外科手術的護理及成效的關鍵時，聯網得到行政總裁增撥資源，讓我們可在屯門醫院和博愛醫院加開病房，以及在屯門醫院加開加護病房，紓緩擠迫的情況。

高：你在新界西這半年期間，不但處理了很多即時問題，也就聯網的長遠發展訂下方向和打好基礎。半年時間便完成那麼多工作；這樣的成績，實在給我帶來很大的壓力啊！

羅：不用擔心，你人際技巧很好，情緒智商又高，絕對可以應付。只要認清目標，訂下工作優次，與同事多溝通，工作就好辦得多。你上任後有沒有計劃會優先處理甚麼工作？

高：我估計屯門醫院手術室擴展部分的技術可行性研究，以及天水圍醫院的設計和服務規劃，都是需要優先處理。

羅：工作壓力大的話，最好做運動放鬆一下。很多同事知道我喜歡打高爾夫球，而我知你喜歡踢波，今屆世界盃你看好哪一隊？

高：德國隊。因為球員心理質素高，訓練優良，每次比賽都準備充足，令球隊不論在順境或逆境，都能發揮水準，踢出賽前的部署。

SV: Dr Lo Su-vui TK: Dr Tony Ko

TK: Dr Lo, as you prepare to return to the Strategy and Planning Division at Head Office, how do you feel about your six months in NTWC?

SV: It has been an interesting experience. Everything moves at a faster pace in a hospital and you see the results of your actions more quickly than in an office environment. My time in NTWC has given me a broader perspective that will certainly prove helpful for strategic planning in future – although I won't be granting NTWC any special favours (laughs)! That said, HA has concurred that NTWC and New Territories East Cluster will be given particular attention in future development plans.

TK: Shortly after you took up the reins of NTWC, the *Surgical Outcomes Monitoring and Improvement Programme* was announced. What are the parts that most impressed you?

SV: The Programme did bring negative feelings to colleagues in NTWC. Fortunately staff morale was not seriously affected. Our further investigations found that the major problem was one of overloading in wards. I discussed the issue with HA Chief Executive, following which we were allocated additional resources to set up more wards in TMH and Pok Oi Hospital, as well as more high-dependency units in TMH.

TK: During the past six months you mapped out a clear direction and laid a good foundation for the Cluster's future development. Your impressive accomplishments in such a short period of time have certainly set the bar very high for me as incoming CCE!

SV: I'm confident you will handle the pressure admirably – you have excellent interpersonal skills and high emotional intelligence. My best advice is to keep in continued and open communication with staff. What will be your first priority in your new role?

TK: I figure that my immediate focus will be on the feasibility study for the TMH Operation Block extension, and on the design and services planning at Tin Shui Wai Hospital.

SV: Doing exercise is a way to wind down. I like golf and you are a football lover. Which team do you think will win the World Cup this year?

TK: Germany. The German players are very strong psychologically. They have stringent training and are well prepared for every match. They stick to their agreed match strategy irrespective of the opposition or the match pressure, which is vital to being a successful football team.

雷：雷操爽醫生 徐：徐德義醫生

徐：Joseph，你在公立醫院工作了近30年，有那些事最令你難忘？

雷：難忘的事一定要數2003年的沙士一役，當時很多醫護人員被派駐高危區域照顧沙士病人，當中不少人心裡雖然害怕，但沒有人退縮，彰顯了香港醫護人員盡忠職守光輝的一面。TY，你即將執掌九龍東聯網，你覺得這個聯網有甚麼重要的挑戰呢？

徐：九龍東首要的挑戰當然是臨床服務計劃評估。我希望將來聯網內各間醫院繼續擁有各自的特色，至於一些跨醫院的服務，當然要大家齊心協力把事情辦好。我希望可以透過這個評估，讓同事看到聯網將來的發展方向，繼續放心為聯網服務和維持良好士氣。Joseph，你這幾年管理九龍東，一定有不少管理心得，不如就跟大家分享吧！

雷：做管理，最重要是透明。管理不只是把工作做好，更要與同事溝通。我們的工作可能有七成時間是用作跟同事溝通，要將一個機構管理得好，溝通工作一定少不了。

徐：我亦認同溝通是我們管理工作的重點，不論面對的是管理層抑或前線，我們一定要顧及他們的需要，好好了解他們的不同關注點。Joseph，相信你已經計劃好退休的大計吧？

雷：其實還沒有計劃好，但七月份會先跟家人到外地旅遊，因為過去幾年工作忙碌，實在沒有太多時間陪伴家人。稍後可能會做一些麻醉科的兼職臨床工作，過去幾年放低了這門專業，是時候要重操故業了。另一方面，我亦答應了醫管局，以顧問形式就一些新醫院工程提供意見。

雷操爽醫生（右）與徐德義醫生都重視良好的溝通。Dr Joseph Lui (right) and Dr Chui Tak-yi lay great store by good communication.

“管理最重要是透明，管理工作不只是把工作做好，更要與同事有充分的溝通。 Transparency is the most important element of good management – not only to be open in one's actions and motivations, but also to establish clear and open two-way communication with one's colleagues.”

JL: Dr Joseph Lui TY: Dr Chui Tak-yi

TY: After working in public hospitals for nearly 30 years, what is your most memorable experience?

JL: Unquestionably it's our battle against SARS in 2003. Many of our colleagues put their own health at risk to take care of SARS patients and helped prevent the spread of the disease to other patients. Our colleagues never shrank from the task and demonstrated great courage in their selfless dedication to defending the health and well-being of the people of Hong Kong. TY, you will soon be the head of KEC – what do you see as the major challenges for the cluster?

TY: The biggest challenge will be the formulation of the cluster's Clinical Service Plan. The objective is to see individual hospitals play to their unique strengths while cooperating closely with one another to optimise the provision and use of inter-hospital services. I hope the CSP will provide colleagues with a deeper understanding of our future development strategy and their vital – and valued – role in making this a reality. Joseph, you have led the KEC for many years, could you share some tips on good management?

JL: Transparency is the most important element of good management – not only to be open in one's actions and motivations, but also to establish clear and open two-way communication with one's colleagues. Perhaps 70% of our time is spent on various forms of communication with colleagues.

TY: I agree that communication is the key to good management. In interacting with colleagues at all ranks – whether in the management team or working on the frontline – we must strive to understand their priorities and concerns. So Joseph, what is your plan for 'managing' your retirement?

JL: I'm still planning! I haven't had much time to spend with my family in recent years so I will join them for an overseas trip in July. Longer term, I may do some part-time anaesthesiology clinical work – I think it's time for me to pick up my specialty. I have also accepted HA's invitation to act as an advisor on some new projects in HA hospitals. 🍷

經驗傳承 培訓接班人

Succession training keeps senior management pump well primed

一間機構要保持高質素的服務，培訓人才傳承經驗，是非常重要的。醫院管理局近年積極在不同部門、不同職系，為同事提供在職培訓機會，培育第二梯隊。

其中兩項培訓計劃，是「工作體驗計劃」和「行政人員伙伴計劃」。前者對象為中高層管理同事，讓他們能更接近決策核心範圍，從宏觀角度了解機構運作和大方向；後者對象是中層同事，他們獲派指定工作，從實踐中學習，汲取不同的工作經驗。

Staff development and succession planning are essential to any organisation's ability to maintain a high-quality service over the long term. To ensure its senior management pipeline never runs dry, the Hospital Authority offers a diverse range of training opportunities across its departments and specialties to groom upcoming talent.

At the management level, the Corporate Exposure Scheme provides senior management with additional tools for assessing the operations and direction of HA at a macro level and for making better strategic decisions. The Executive Partnership Programme provides middle managers with an opportunity to gain practical experience of a different job function.

參加者 心聲

What participants tell

李麗賢 Irene Lee
港島西醫院聯網總經理
(護理)
Cluster General Manager
(Nursing)
Hong Kong West Cluster



「這次的參與讓我深深體會到培訓的重要性，因此我今年也於瑪麗醫院的護理部試行類似計劃，並已安排兩位病房經理參與為期六周跨部門的培訓，內容包括由部門運作經理講解部門日常的全面運作及管理方針，我又親自與他們會面，及安排他們與聯網總監會面，希望擴闊他們的視野，啟發其跳出框框思維模式，有助日後處事時更成熟！」
“My experience highlighted the value of this type of training and I implemented a similar pilot scheme in the nursing department at Queen Mary Hospital this year. We gave two ward managers the opportunity to take part in a six-week cross-department rotation programme. The Department Operations Manager provided the pair with a full picture of daily operations, and both the Cluster Chief Executive and I had meetings with them to discuss key issues related to our roles and give a bird's-eye view of the cluster's operations. The programme is designed to help participants broaden their professional horizons and learn to think out of the box, resulting in more developed and mature management skills.”

黃華生 Watson Wong
策略發展部高級醫務化驗師
(香港兒童醫院籌劃組)
Senior Medical
Technologist
(Commissioning Team)
Hong Kong Children's
Hospital, Strategy &
Planning Division



「在這三個月的觀摩中，我得到很多交流和參與的機會。我每日都出席不同的中央和職系工作會議，讓我明白總部的架構運作，政策及策略的制定，監察和檢討。過程中，我學會如何爭取同事的支持，以及配合周年工作計劃的目標。我體會到逆向思維，把握時間，堅持信念，耐心等待在應對挑戰時的重要性。這些對我將來發展和工作都甚有裨益。」
“The CES was a very fruitful experience. Through attending various meetings, I gained a better understanding of the operations of Head Office, and of HA's approach to strategic planning, including the implementation, monitoring and review of new initiatives. The biggest reward for me was learning more about how to build supportive, collaborative relationships with my colleagues and how to schedule and set targets that align well with the objectives of HA's annual plans. Also, I now understand the importance of contrary thinking, grasping the opportune time, keeping the faith, and patience in working to overcome challenges – which are all very useful in working.”

黃偉文 Billy Wong
博愛醫院急症室病房經理
A&E Ward Manager
Pok Oi Hospital



「在感染及應急事務部工作有別於急症室，雖然兩者都講求迅速回應，但這裡更需要處事謹慎，心思細密，想法全面。例如要在短時間內掌握重要的資料，確保消息準確通報，並向核心人物匯報。而這些資料有可能需要對外公佈，影響全港市民。此外，有機會與不同政府部門合作，如警察、消防和民安隊等，都令我大開眼界。」

“The working approach in IEC is very different from that in A&E. Although both situations demand quick reactions, in general one needs to be more cautious and take a broader view in IEC. For example, in IEC you may need to gather a lot of important information in a very short period of time in an emergency situation. However, that information could be used by key HA officials to make public announcements that affect everyone in Hong Kong, so it's vital that everything is carefully vetted for accuracy and sensitivity. I am also very happy to have been given the opportunity to cooperate with government departments such as the Police Force, Fire Services and the Civil Aid Service.”

觀摩型：工作體驗計劃

計劃在2012年開始，分階段在護理、專職醫療和行政人員推行。參加者均為中高層管理人員，每日於總辦事處上班，他們會出席一些高層管理人員的會議，如醫管局大會、總監會議、服務管理會議和高級行政人員圓桌會議等，以及拜訪各部門的總行政經理和高級經理等，了解各部門的工作內容及運作模式，最後要向高級行政人員圓桌會議簡短匯報，體驗期為三個月。

不同職員組別有不同的工作體驗模式，如果是來自聯網的高級院務經理或行政事務總經理等行政人員，將會到業務支援及發展處和基本工程規劃組，深入了解採購及物料供應、支援服務及醫學工程服務，以至各項基本工程規劃等工作，更有機會到部分工程項目的施工地點作現場考察。護理職系之七大聯網總經理和醫院總經理均可參與計劃，至今已有十多人參與。專職醫療的同事則要為資深同事並擁有管理的行政經驗，才可以參加計劃。

高級行政經理（專職醫療）胡仰基說，計劃絕對有助同事加強與其他單位的溝通，及明白自己的工作如何配合局方的理念和使命，推行優質服務。

實戰型：行政人員伙伴計劃

多個部門均有舉辦行政人員伙伴計劃，例如護理組別同事早於1989年已推行類似計劃，讓任何職級的護理同事可跨院跨科申請。未來將集中為中層管理人員提供跨聯網、跨院、跨科的培訓，預計參與人數達3000人。

總辦事處感染及應急事務部在2011年開始推行此計劃，至今有12位來自不同醫院、不同職系的同事參與。計劃負責人兼總辦事處重大事故控制中心統籌龔澤民表示，參加同事須為中層管理人員，經過醫院行政總監或醫院聯網總監提名，之後再應邀面試。「面試時，我們會提出一些個案，考驗同事的獨立思考和分析能力，例如工作環境突然停電、醫院起火或遇到大型災難，你會如何處理？」

參加者至少有半年在該部門交流，工作主要分四大類：擔任24小時當值主任，處理突發的災難事故安排；支援各統籌委員的籌備或聯絡工作；參與大型跨部門的應變演習；檢討應變計劃等。

「計劃扮演了橋樑的角色，加強總辦事處和醫院同事相互了解，有助雙方日後的工作協調做得更好。」龔澤民強調，要在同事個人發展、服務發展的持續性、經驗傳承三者中取得平衡，才能達至三贏局面。❤

Expanding Horizons: Corporate Exposure Scheme

Rolled out in phases since 2012, the three-month Corporate Exposure Scheme (CES) now covers the nursing, allied health and administration departments. Participating members of senior management are based at HA Head Office during their time on the CES so that they can attend HA Board Meetings, Directors' Meetings, Service Management Meetings and Senior Executive Roundtables. The CES also involves interacting with Chief and Senior Managers of different departments to learn more about the role and operation of HA's various divisions. At the end of the three-month period, participants must present a short report at a Senior Executive Roundtable.

The specific structure of the CES is tailored to the needs of different groups of staff. Administrative staff, for example, the Senior Hospital Administrator and General Manager (Administrative Services) will spend time in the Business Support Services Department and Capital Planning Department, to gain insights into issues such as procurement, supporting services, medical engineering services and preparations and planning that supports HA's large-scale capital works. They may even have a chance to visit the construction site. Among nursing staff, Cluster General Managers and all hospitals' General Managers are eligible to take part in the CES. To date, over 10 managers have participated in this programme. Senior allied health professionals who wish to participate must have executive management experience.

Jimmy Wu, Senior Manager (Allied Health) notes that the CES provides a good chance for participants to network with other units and to understand better how their work can meet with the mission and vision of HA, in our quest for service excellence.

Building bridges through first-hand experience: Executive Partnership Programme

Various departments run tailored versions of the Executive Partnership Programme (EPP). The nursing staff group, for example, has been running an EPP since 1989. Nursing staff at any level can apply to practice at another hospital or in another specialty. This programme will continue to target middle management and provide training which is cross-cluster, cross-hospital or cross-specialty. The number of participants is expected to reach 3,000 in the future.

The Department of Infection, Emergency and Contingency (IEC) at HA Head Office also started an EPP in 2011, which provides high-potential middle managers with the opportunity to experience working life as a member of the IEC team. To date, 12 managers from various staff groups and different hospitals have participated in the programme.

Interested individuals must be nominated by their Hospital Chief Executive or Cluster Chief Executive and undergo an interview process before they are accepted. “The interview includes a case study exercise that is used to test the interviewee's independent thinking and analytical skills,” says Andy Kung, Coordinator of the

Major Incident Control Centre at Head Office and head of the EPP. “For example, how would they deal with a major power failure or fire in a hospital setting?”

Participants work in the IEC for at least six months, gaining practical experience in four main job roles: acting as a 24-hour on-duty officer handling the response to and contingency actions for any incidents; providing support in the preparation and communication of information related to various steering committees; involvement in large-scale cross-department drills; and evaluating contingency plans to ensure they remain relevant and comprehensive.

“The EPP builds bridges between colleagues at Head Office and those in hospitals by helping them to better understand each other's jobs,” Andy says. “This will lead to more effective cooperation in the future.” He adds that providing a balanced experience, which includes skills development and an emphasis on sustaining service quality in addition to practical experience, offers long-term benefits for participating individuals and departments as well as for HA as a whole. ❤

職員組別 Staff Group	參加人數 Number of participants
護理 Nursing	14
專職醫療 Allied Health	6
行政人員 Administrative Staff	9

*截至2014年6月

*As at June 2014



家庭友善僱主與你「家」深維繫

Family-friendly policies bring home life and work life closer together

香港七百萬人的健康每天都由一班醫護人員努力不懈地守護，但無論醫生、護士、物理治療師抑或醫院清潔工等也好，他們在家庭中都有自己的角色，或是父親，或是母親，又或者是子女，這個角色又由誰來守護他們呢？

醫管局深知快樂的家庭生活是同事工作的原動力，所以多間醫院在多方面都實行了不同的措施，協助同事平衡工作與家庭生活。葛量洪醫院、伊利沙伯醫院、基督教聯合醫院、九龍西醫院聯網的八間醫院及港島東醫院聯網，剛在6月19日榮獲家庭議會頒發「2013/14年度傑出家庭友善僱主」，表揚其在推行家庭友善政策及措施的傑出表現。

聯合醫院明白父母與孩子的親子時間非常寶貴，早在30多年前已在院內設立幼兒學校，方便同事照顧幼兒，增加相聚機會，更易分享到小朋友成長的喜樂，不再怕因為錯過孩子的「第一次」而遺憾。另外，為了鼓勵和支持產後復職的女同事繼續以母乳餵哺，聯合醫院和伊利沙伯醫院都騰出空間設立「愛嬰間」，又設立群組通訊和定期聚會，幫助同事解決以母乳餵哺遇到的問題。

為了讓醫護人員妥善運用時間，履行家庭責任，在不影響醫院服務及沒有增加人手的情況下，多間醫院亦鼓勵部門推行靈活編更制度，並不定期舉行各類親子活動，讓員工與家庭成員留下更多共同的快樂回憶，「家」深維繫彼此感情。❤️

除了心繫病人，身為父母的員工更牽掛家中的小孩：母乳室方便產後復職的女同事繼續以母乳餵哺，讓愛從不間斷。Mothers who have returned to work but are still breastfeeding their infants are supported through the provision of comfortable and safe rooms in which they can take care of their baby's needs.



Every day, the Hospital Authority's team of dedicated healthcare workers provide high-quality services to the people of Hong Kong. From doctors and nurses to cleaners and drivers, their professional responsibilities and skills are diverse, and yet they all have one common personal role – that of being a member of a family – fathers, mothers, daughters, sons, husbands, wives. But while colleagues are busy supporting patients and safeguarding health, how can they also ensure the well-being of their loved ones at home? In the belief that a happy home life produces motivated,

畫出相依情

Comics love

瑪嘉烈醫院網頁定期更新的《潔手同心 與你同行》漫畫，內裡的主角小豆豆很多人早就熟悉，原來創作小豆豆的正是傳染病中心的同事資深護師何啟文的女兒！當初，由於爸爸的部門想利用較生動的方式傳遞抗疫訊息，找來擅於繪畫的女兒義務創作小豆豆，一畫就是三年。父女之間因為經常討論漫畫題材，不但話題增加，女兒亦對爸爸本來「神秘」的工作有更深入的了解。既然工作與家庭是如此密不可分，那何不想辦法為工作「家」分？❤️



hard-working staff, HA hospitals have implemented a series of family-friendly initiatives to ensure colleagues enjoy a good work-life balance. On 19 June, Grantham Hospital, Queen Elizabeth Hospital (QEH), United Christian Hospital (UCH), the eight hospitals in the Kowloon West Cluster and the entire Hong Kong East Cluster were all given special recognition for their efforts in the past year at the 2013/14 Family-Friendly Employers Awards organised by the Family Council.

UCH has a well-established tradition of working to help parents spend more time with their children. For the past 30 years, a nursery school has operated within the hospital grounds – providing colleagues with the comfort and convenience of having their young children nearby. Along with QEH, UCH has also set up comfortable and safe baby-friendly areas to support breastfeeding mothers who have returned to work.

A number of HK hospitals also have adopted flexible shift-work policies that allow staff to better manage their personal responsibilities without adversely affecting services or manpower needs, and a variety of events are held throughout the year to bring members of colleagues' two caring families – the one at home and the one at HA – closer together. ❤️

For the past three years, a widely read comic strip on the Princess Margaret Hospital (PMH) website has been helping to promote high standards of cleaning hygiene. Less well known, however, is that the artist and creator of the main character is the daughter of a colleague from PMH's Infectious Diseases Centre. After coming up with the cleanliness comic idea, Ho Kai-man asked his daughter Constance to voluntarily turn his concept into a creative reality. With the need for father and daughter to discuss the content of each new comic strip, Constance has learnt more about her father's job and this has brought the pair closer together. ❤️



漫畫經常出現兩父女的情節，何啟文（左）表示女兒浣喬在創作小豆豆漫畫後，人也變得成熟，有助父女之間和女兒與別人的溝通，是公務以外的收穫。Ho Kai-man (left) says his daughter Constance has become more mature as a result of her commitment to producing the comic strip. He notes that the experience has also improved her ability to communicate effectively with a diverse range of people.

學生在學期間提升了安全意識，並變成自己的價值觀，日後照顧病患時，這些意識也就成為生活的一部份。Exposure to an institutional culture that champions health and safety helps ensure students will implement high standards and good practices at work and in their personal lives.

葛量洪護校榮膺「國際安全學校」

葛量洪醫院護士學校在2013年12月成功通過評審獲取為期五年的「國際安全學校」認證資格，並於今年3月正式簽署協議書，成為全港第一所獲此認證的醫療護理教育機構。認證機構的地位越高，審批的過程越是嚴謹，學校到底如何越過重圍，奮鬥近24個月，從世界衛生組織手上得到認證？



葛量洪醫院護士學校上下一心，經過約24個月的奮鬥，成為全港首所獲世衛認證為「國際安全學校」的醫療護理教育機構。After 24 months of hard work, the School is the first healthcare training institution in Hong Kong to attain 'International Safe School' status from WHO.

所謂「齊心」便事成，學校將締造安全學習環境作為全校師生和員工的共同目標，根據評審準則成立包括教師、職員及學生代表的「安全學校督導委員會」，實行「全民參與」。與此同時，護士學生不只學習術科知識，更將安全文化植根心中，畢業後把這套價值觀帶到醫院、病房，以至整個社區。

透視成功背後！
Behind the scenes!



學生上下一心，落手落腳推行安全文化。The whole school worked together with one heart. Nursing students also helped to develop the safety culture with actions.



校長兼安全學校督導委員會主席關雄偉表示：「認證中很多要求，我們天天都已經在實行，不過要達到準則的水準，就要做得更全面和有系統。」需要整合和系統化的資料繁多而瑣碎，難得學校上下都不怕艱辛，事事「細心」各施所長，令各個專業範疇（例如感染控制及職業安全健康）做得更足。他繼續分享，在奮鬥過程中，多得職業安全健康局（即世界衛生組織的香港認證中心）的評估員悉心指導，不斷優化政策和工作計劃，最終獲得認證。

整合過程喜樂參半，但完成後，整套紀錄變得完善，不但有助日後管理，令運作更暢順，也可作為其他醫院和部門的參考藍本。葛量洪醫院護理總經理梁玉玲補充：「取得認證並不是最終目標，最重要是持續發展和推行健康文化與安全資訊的『恒心』，拓展安全學校的理念。」❤️

School of General Nursing achieves 'International Safe School' designation

In March, the School of General Nursing at Grantham Hospital (GH) signed an agreement that officially saw it become Hong Kong's first healthcare training institute to achieve World Health Organisation (WHO) 'International Safe School' designation, after being successfully assessed for such accreditation in December last year.

To meet the demanding standards required to attain the five-year designation, the whole school worked

所有存在風險的用品都掛上適當指引或以顏色分類，提醒使用者安全使用。Any potential health and safety risk is covered by a practical guideline and has a colour classification to remind students and staff to follow the appropriate practices.



together with one heart. A Safety School Steering Committee (SSSC) that included academics, support staff and students was established to drive the project forward, and the teaching of practical knowledge to students was reinforced through the promotion of an institutional culture and set of values that put health and safety at the centre of nursing care.

"We were already fulfilling the necessary criteria in practice – but we needed to implement a more systematic approach to their execution," says Joseph Kwan, Principal of the School and Chairman of the SSSC. Staff were allocated tasks by the SSSC based on their professional knowledge and personal strengths to ensure the accreditation process was handled efficiently. The School also benefited from the advice of Hong Kong's WHO International Safe School Certifying Centre – the Hong Kong Occupational Safety & Health Council.

Mr Kwan notes that tackling the various challenges was a demanding but rewarding experience, with the School's improved health and safety management system resulting in smoother daily operations and providing a blueprint for other hospitals and departments. "Our goal wasn't just the designation," says Ruby Leung, General Manager (Nursing) at GH. "More importantly, we want to promote good health and safety to other professional and educational institutions and to the public at large." ❤️



校內清潔工也提升了安全意識，進行清潔時，使用合適的防護裝備。Safety consciousness of the cleaner was also improved and shown in the application of appropriate protection equipment.

(照片由香港特別行政區政府提供)
(Photo: courtesy of HKSAR Government)

威院30周年 千人齊賀

PWH's 30th anniversary graced with bevy of guests

1980年



威爾斯親王醫院慶祝30周年，舉行盛大晚宴，筵開106席，千名嘉賓同事齊賀。

晚宴以一齣短片揭開序幕，首先帶大家重溫威院30年來的大事，還有12位由開院工作至今同事的新舊相片對比，滿載歲月回憶；又邀得藝人余詩曼及王祖藍分享家人在該院接受治療的感人經歷。當晚精彩節目還包括口琴、唱歌和樂隊的表演。

大型壓軸活動「健康嘉年華」將於11月30日在沙田公園舉行，歡迎同事及市民出席，萬勿錯過！



千人舉杯賀威院，重溫威院今昔往事。
Guests toasting at the anniversary gala dinner to reminisce and share happy memories.

More than one thousand friends and supporters of the Prince of Wales Hospital (PWH) recently attended a gala dinner to mark its 30th anniversary. The evening began with a short film chronicling PWH's history, which included photographic tributes to 12 colleagues who have worked at the hospital since it opened. Popular local TV artists – Charmaine Sheh and Wong Cho-lam – both of whom have family members who have received treatment at PWH – were invited to share their personal impressions and experiences. Other highlights included uplifting performances by singers, musicians and bands.

2011年



Other festivities include a large carnival at Sha Tin Park on 30 November that will be open to all colleagues and the general public. Be sure to mark the date in your diary!



電影「和平飯店」首映為威院籌款，並邀男主角周潤發一起出席。Noteworthy fundraising events for PWH over the years include the charity premiere of the film 'The Peace Hotel'. Lead actor Chow Yun-fat attended the screening.

白衣天使 慶祝護士節

5月12日是「國際護士節」，亦是「護士之母」南丁格爾的生日，各醫院均舉辦不同慶祝活動。九龍中醫院聯網由前任及現任總護理行政經理細說當年，由從前拿著水桶入護士宿舍說起，道出護士工作的動力由心出發，經歷變革才會進步，每位護士也得肩負起這使命和責任。

東區尤德夫人那打素醫院豎立一棵讚揚護士的「愛心樹」，記下同業的好人好事，並在午間聚會邀得歌手組合「農夫」的成員鄭詩君，分享他對「創意在醫院」的想法。伊利沙伯醫院護士學校學生演出短劇「搓出個未來」，體驗護理是社會的承擔。其他醫院則舉辦午間聚會，頒發各式獎項表揚同事，讓大家輕鬆度過一個中午。



聯合醫院的護士每年均亮起蠟燭，寓意把南丁格爾的精神薪火相傳下去。United Christian Hospital's candle-lighting tradition represents the passing on of the spirit of Florence Nightingale to new generations of nurses.

International Nurses Day on 12 May saw a series of events take place across the Hospital Authority network to celebrate the caring contributions of Hong Kong's nursing community.

In Kowloon Central Cluster, an experience-sharing session by the former and current Chief Managers (Nursing) began with the pair carrying a bucket to



HA hospitals celebrate caring work of nursing angels

現任與前任「護頭」廖慧嫻 (右)及馮玉娟分享護理工作的進步，源於不斷創新。The current and former nursing heads, Jane Liu (right) and Sylvia Fung, say that innovation is a key element for advancement of the profession.

the nurses' quarters, in a physical demonstration of the importance of individual responsibility and self-motivation as well as teamwork in driving the development of the nursing profession.

Pamela Youde Nethersole Eastern Hospital set up an 'appreciation tree' decorated with notes for the dedicated efforts of nursing staff. The hospital also invited C Kwan, a member of the popular Hong Kong hip hop band FAMA, to share his views on 'creativity in hospitals'. Queen Elizabeth Hospital gave a drama with the message that nursing is a profession that can influence people across the whole community. Other activities to mark the day – which is also the birthday of the founder of modern nursing Florence Nightingale – included lunch gatherings and awards presentations.



他們都跑畢十公里馬拉松，部份更在一小時內完成。余澤林 (後排左六) 更在計劃中成功減去約13公斤。All participants completed the 10km race at the Hong Kong Marathon 2014. Some of them even reached the finish line within just one hour! Yu Chat-lam (back row, six from left) successfully shed almost 13kg!

24位身體過重的青少年參加廣華醫院聯同香港浸會大學合辦的「踏出我一步！」馬拉松訓練計劃，證明「只要有恆心，鐵柱磨成針！」。他們接受為期六個月有規律及有趣味的長跑訓練，鼓勵養成經常運動的習慣，同時控制飲食、改善健康，以重拾自信。

接受長跑訓練在起初並不容易，但參加者靠著無比決心和耐力把困難一一克服，再配合兒科及骨科醫生評估，物理治療師協助，營養師的指導；以及一群香港浸會大學學生作為良師益友的鼓勵，定時做運動並戒掉暴飲暴食的习惯。結果有參加者成功減掉約13公斤，所有參加者更順利完成今年的香港馬拉松十公里賽事。

領導此計劃的梁竹筠醫生指出，參加者在完成計劃後，健康狀況和心理質素，包括平均身體質量指數 (BMI)、身體脂肪百分比、血壓、肺功能等均有所改善，自信心明顯增強，對運動的興趣

亦大大增加。梁醫生說，「我們希望這個計劃讓青少年享受到運動的樂趣及健康飲食的好處，從而引導他們建立並維持健康的生活模式。」

Keep running! Young runners 'Step Up' to lose weight and gain confidence

In a joint initiative with Hong Kong Baptist University, Kwong Wah Hospital's "Step Up!" Marathon Training Programme for Obese Teenagers recently helped 24 overweight adolescents get in shape, improve their health and gain self-confidence through a six-month structured, intrinsically motivating plan that included regular training, diet monitoring as well as lots of friendship and fun.

跑吧！孩子 馬拉松訓練 健康減磅建自信

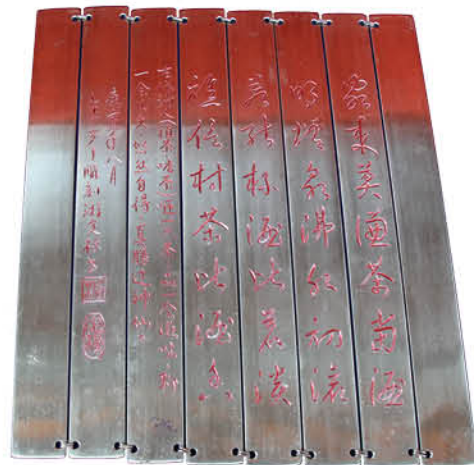
The young participants demonstrated determination and perseverance to overcome each challenge. The group received support from a team of professionals, including a paediatrician, orthopaedic surgeon, physiotherapist and nutritionist. The presence of a group of students from Hong Kong Baptist University as mentors to give friendly advice and encouragement also lent great motivation. All the youngsters successfully completed the 10km race at the Hong Kong Marathon 2014 and the 'biggest loser' shed almost 13kg!

Dr Lettie Leung, who led the programme, said that the participants achieved lower Body Mass Index (BMI), body fat percentage, blood pressure and improved lung function, as well as psychological benefits such as higher self-esteem and greater desire to continue doing exercise. "Through this programme, we hope to show young people that regular exercise and healthy eating can be enjoyable, and only then will they adopt it as a life-long habit," added Dr Leung.

屯門醫院醫護 圓病人藝術夢 Calligrapher's long-held wish fulfilled at Tuen Mun Hospital

銀色鋼片上刻著雄渾有勁的書法字，是肺癌病人游定標伯伯的作品。他以鋼鐵般的堅毅熱情，製作了無數鋼片書法雕刻作品。這位香港民間藝術家，在內地廣受認同，無奈在香港未能成功舉辦展覽。在他生命的最後兩天，屯門醫院臨床腫瘤科的醫護人員，為他完成了心願。

「伯伯病情急轉直下，大家趕著讓他參觀即將舉辦展覽的場地，有同事臨危受命，要在很短時間內，為伯伯整理儀容，和為他找尋合適的衣服。」資深護師陳雪茹憶述，當時游伯伯已是肺癌晚期，生命一分一秒在溜走，「在眾人合力協調之下，游伯伯趕及預覽自己的作品展，圓了多年願望，才安詳離世。」



游伯伯小時候曾被說寫字不好看，於是立下決心寫好一手字，更成為鋼片書法雕刻師。When Yau was a child, he was told he had poor handwriting. This was the spark that lit his desire to become a calligraphy artist.



A collection of metal-based calligraphic works of art displayed at Tuen Mun Hospital (TMH) earlier represents the realisation of a long-held dream of their creator, artist and terminal cancer patient Yau Ding-biu.

Despite achieving a significant following among artistic circles in mainland China, Hong Kong native Yau told medical workers at TMH's Department of Clinical Oncology he still had one outstanding ambition – to hold an exhibition in his hometown. Yau's carers immediately took up the challenge and, through their tireless efforts, the artist was able to see his wish fulfilled before losing his battle with lung cancer.

"Uncle Yau's condition deteriorated very quickly towards the end. We were fighting against time to make it happen," advanced practice nurse Connie Chan recalls. With the clock ticking, the task took on the tone of a precision-timed military campaign. "The passion and efficiency arising from the cooperative strength that exists in our team helped make Uncle Yau's dream a reality. One of our colleagues was instructed to help him get washed and dressed as quickly as possible and he was able to preview his own exhibition before sadly passing away the next day."



陳雪茹 (右一) 與一班屯門醫院臨床腫瘤科的醫護默默付出額外的時間和心力，爭分奪秒地籌辦了這個展覽，雖然游伯伯參觀完預展後，於第二天便走了，但愛依然長留。Connie Chan (first from right) and her team in the Department of Clinical Oncology at TMH went the extra mile for Uncle Yau – a true demonstration of the common understanding among all Hospital Authority staff that although our lives will one day come to an end, love will always remain.

沙田、博愛醫院 行政總監新登場

Change in leadership at Shatin and Pok Oi hospitals



勵冠雄醫生
Dr Lee Koon-hung



楊詠岡醫生
Dr Deacons Yeung Tai-kong

勵冠雄醫生將擔任沙田醫院及白普理寧養中心行政總監，楊詠岡醫生將為博愛醫院的行政總監，二人均於今年7月履新。

勵醫生現職醫管局總行政經理（聯網運作），負責監察醫院聯網的服務表現，以及統籌跨聯網及跨專科的醫療服務。他曾出掌醫管局總行政經理（財務規劃），成功建立及優化醫管局的績效監察及問責匯報系統，以及統籌跨地區和跨聯網的醫療服務。他是香港外科醫學院、急症科醫學院及社會醫學學院院士。

楊詠岡醫生現於總辦事處出任總行政經理（財務規劃），主要負責與政府聯繫，處理撥款及收費安排的檢討工作。他是放射科專科醫生，自2004年開始參與管理職務，在過去十年曾領導醫生工作改革計劃，研究改善醫生工時過長的問題，更成功在各公立醫院推行新的病人賬務及收費系統。

The Hospital Authority has announced two Hospital Chief Executive (HCE) appointments that will come into effect from July this year. Dr Lee Koon-hung will take over as HCE of Shatin Hospital & Bradbury Hospice, while Dr Deacons Yeung Tai-kong will take up the same position at Pok Oi Hospital.

Dr Lee is HA's Chief Manager (Cluster Performance), with responsibility for monitoring cluster performance and coordinating services across clusters and specialties. Prior to his current role, he was Chief Manager (Financial Planning). Possessing a strong record of achievement in healthcare management, his accomplishments include leading the development and refinement of HA's performance monitoring and accountability reporting systems, and organising the management of cross-border and cross-cluster clinical service issues. He is a fellow of the Hong Kong Colleges of Surgeons, Emergency Medicine and Community Medicine.

Dr Yeung is HA's Chief Manager (Financial Planning), with responsibility for liaising with the Government on reviews of HA's funding and charging arrangements. A radiologist by profession, he started his management career in 2004. His many contributions to HA in the past decade include leading the Doctor Work Reform project that addressed the issue of doctors' long working hours and spearheading the successful launch of the new Patient Billing and Revenue Collection System in all public hospitals.

Temporary offices erected in hospitals' car park

To facilitate construction work under United Christian Hospital's (UCH) expansion plan, UCH administration, human resources and other support staff will move into temporary offices that will be set up in the open and underground car park at the hospital and in a three-story temporary building that will be erected in the car park at Tseung Kwan O Hospital (TKOH).



聯合醫院地庫停車場將改建為臨時辦公室。 Construction of temporary office space in the underground car park at UCH has already begun.

The decanting is scheduled for completion by the end of this year, following which four old UCH buildings will be demolished and replaced by a new Ambulatory Block. The temporary office facilities will reduce the number of parking spaces available at both hospitals.

Dr Joseph Lui, Cluster Chief Executive of Kowloon East Cluster, has taken a number of steps to ease staff concerns in this respect, including attending staff forums and participating in an informational video to provide updates on progress and ask colleagues for their support and patience in the cluster's efforts to create an enhanced environment for both staff and patients.



將軍澳醫院的露天停車場，部分將改建成三層高臨時建築物。 Part of the open car park at TKOH will turn over to a three-story temporary office facility for administrative and other staff from UCH.

兩院停車場 變身臨時辦公室

剛完成擴建的將軍澳醫院，近月又在露天停車場大興土木，莫非又再擴建？非也。這座興建中的三層高臨時建築物，主要是供聯合醫院的行政部、人事部及後勤支援的同事於該院未來幾年擴建工程期間，作為臨時辦公室之用；而聯合醫院本身的露天及地庫停車場亦同時改建為臨時辦公室，供以上受影響的部門使用。

預計這些臨時辦公室的改建工程及搬遷工作將於今年底前完成，而聯合醫院的四座舊大樓將於明年初開始拆卸，日後取而代之的，將是一幢現代化的「雙子塔」日間醫療服務大樓及癌症中心。

施工期間，部份聯合醫院同事可能要搬到將軍澳醫院上班，兩院的車位數目亦會減少。為解同事的憂慮，九龍東醫院聯網總監雷操爽醫生除頻頻跟受影響的同事會面和出席員工論壇解畫外，還粉墨登場，拍攝短片，向同事解釋工程進度和受影響範圍，希望所有同事都支持和忍耐。雷醫生更保證，擴建完成後，大家將會擁有一個更理想的環境，為病人提供優質服務！

729位同事獲頒長期服務獎

Long-service Awards celebrates dedication to community care



醫院管理局於5月28日舉行長期服務獎頒獎典禮，表揚729位同事多年在業界所作的無私貢獻，並由代表同事上台分享多年工作苦樂。

梁玉玲
葛亮洪醫院護理總經理

在醫療界服務40年的梁玉玲，從沒想過加入醫護界，當年只是陪同同學考護士，結果連自己也考上了，正式展開護士生涯。多年來，她擔任過護士、護理教學、病人聯絡主任，及至現時崗位。她最開心是能把累積多年的工作經驗，應用於現職崗位，有助院方提升服務質素。即將於年底退休的她說：「開始時未必做到最理想的工作，但若然選擇了，就應勇往直前，只要找到工作的意義，就會愈來愈喜歡那工作！凡事相信自己和保持積極態度，定能克服難關。」

40年長期服務得獎者之一，梁玉玲曾擔任護理教學工作，小圖為其任教於伊利沙伯醫院社康護士訓練學校時所攝。 Ruby, who is one of the 40 years long-service awardees, spent time as a nursing teacher. The photo inset was taken when she was teaching the Community Nursing Course in Queen Elizabeth Hospital.

高碧霞
前瑪嘉烈和北大嶼山醫院物理治療部部門經理

高碧霞是1973年香港政府物理治療培訓學校的學生，入行後不斷進修增值，再晉升至部門經理，於今年2月退休。「我覺得最大挑戰是在病人的康復過程中，激發其心理和生理的康復潛能，每當看到他們透過反覆的練習和運動，令病情好轉，不藥而癒時，都覺得很鼓舞；而且我亦很享受與醫護團隊合作，為病人及家屬提供全人照顧。」

獎項 Awards	獲獎人數 Number of recipients
40年（醫管局） 40 years (HA)	46
30年（醫管局） 30 years (HA)	531
30年（公務員） 30 years (Civil Servants)	152
合共 Total	729



Betty Ko
Former Physiotherapy Department Manager at Princess Margaret Hospital and North Lantau Hospital

Betty Ko, who retired in February this year, joined the Hong Kong Government School of Physiotherapy as a student in 1973. After qualifying as a physiotherapist, she actively pursued professional and personal development through continuous learning and was rewarded with promotion to the position of department manager. "I think my biggest challenge came from learning how to unleash not just the physical but also the mental capacity

The continuing passion and selfless contributions of 729 caring professionals were recently recognised at the Hospital Authority's annual Long-service Awards Ceremony. Heartwarming highlights of the event included the chance to hear two colleagues share their treasured memories and experiences as long-term members of the HA family.

Ruby Leung
General Manager (Nursing) at Grantham Hospital

Ruby Leung's 40 years in the healthcare sector may have given her a fulfilling career, but her initial decision to become a nurse owed more to chance than intention. The teenage Ruby had only submitted the application for student nurse training to support her friend – but ended up being accepted as a student nurse! In addition to working as a frontline registered nurse, she has also spent time as a nursing teacher and a patient relations officer. Her various experiences have provided a wealth of knowledge that she uses in her current role to help enhance the hospital's service quality. With plans to retire at the end of this year, Ruby shared some advice for those still in the early stages of 'planning' their career. "You may not find your 'ideal' job at the very beginning, but once you have stepped onto a possible path you should go forward without fear. If you can find meaning in your work, it will soon become your passion. Always believe in yourself and be optimistic – you can overcome any challenge!"



已退休的高碧霞，當年的她與全班同學在實習前來張大合照，甚具紀念價值。 Betty, who retired earlier this year, posing with her classmates before the internship years ago.

of patients undergoing rehabilitation treatment. And my greatest satisfaction came from seeing people reap the recovery benefits of sticking to regular exercise and rehab practices." Betty said. "I also enjoyed working with the healthcare team to provide all-round care and support for patients and their families."



同事獲頒長期服務獎，難掩心中喜悅！ Awardees are very excited to receive the Long-service Awards.

HA歌王歌后 聲色俱備

醫管局第五屆歌唱比賽在3月25日舉行，來自各聯網的35位參賽同事大展歌喉，精心打扮，更展現了熱情奔放的台風。

九龍東醫院聯網周國峰醫生和何少微姑娘首次拍檔出賽，即以迷人風格及動人歌喉，橫掃最佳舞台表演獎（合唱）、全場最佳表演服裝獎及合唱組亞軍三個獎項。周醫生說：「為了這次比賽，我們花了不少心思，找來將軍澳醫院樂隊成員編舞，還特地配襯服裝，務求做到聲色俱備。」獨唱組冠軍，則由巨肺歌后新界東醫院聯網的巫崇愉奪得。她表示首先要了解自己，才能選到合適的歌曲，更易投入感情。事前更要充分練習，方能發揮得淋漓盡致，毫不怯場。除了獨唱和合唱環節，今屆首次加入「醫管局主題曲」組別，參賽隊伍都要選唱醫管局20週年主題曲，冠軍由陣容龐大的港島西醫院聯網隊伍奪得。



橫掃三個獎項的拍檔：周國峰醫生和何少微姑娘。Singing duo Dr Tony Chau and Jasmine Ho won three awards.



電腦版 Desktop

內聯網 Intranet
http://elc
互聯網 Internet
http://www.ha.org.hk/haelc

手機版 Mobile device

http://www.ha.org.hk/haelc/meic



HA eLC網站 增新功能！

迎來又一個夏日，醫院管理局網上學習中心以新裝，及新增多項功能，為大家送上無限驚喜！

elc.home：全新版面新登場，讓同事更輕易瀏覽及搜尋培訓課程、學習資源，及進行網上學習。
My eLC：讓你更易搜尋所屬職系之培訓資料；新增「我的培訓月曆」、「我的報名情況」及「我的培訓記錄」等功能。「影片館」內更上載了總部及聯網的學習影片，提供全新的視聽學習體驗。

Mobile eLC：透過智能電話或平板電腦，隨時隨地觀看「我的e提示」及「我的報名情況」；更可透過瀏覽學習短片和文章，賺取「獎學甘」，賺得愈多，愈有機會贏獎品！



獨唱組冠軍巫崇愉認為唱歌最緊要享受。Winning solo performer, Chloe Mo says personal enjoyment is the key to giving a good performance.

HA kings and queens of song rock out

In late March, 35 singing sensations from across the Hospital Authority network took to the stage to display their vocal talents in the HA Singing Contest.

Making their competitive debut as a singing duo, Dr Tony Chau and Jasmine Ho's perfectly matched voices and crowd-pleasing fashion sense saw the pair from Kowloon East Cluster pick up three awards on the night: best stage performance (group), best costume and first runner-up (group). "We put a lot of effort into preparing for this singing contest. We sought help from the band at Tseung Kwan O Hospital in planning our choreography and tried to find outfits that suited our choice of song to provide the audience with an entertaining audio-visual experience," says Dr Chau.

Chloe Mo from New Territories East Cluster emerged victorious among the solo performers. When asked to share her tips, the singing queen said that all expressions of emotion need to appear natural and heartfelt, so it is important to understand oneself as this makes it easier to choose an appropriate song. She added that regular practice is the best way to avoid stage fright and ensure you give your best performance.

This year's contest also featured a new 'HA Song' category, in which groups from the various clusters had to sing the HA Song composed for HA's 20th anniversary. Following a high level of friendly inter-cluster competition, the singers from Hong Kong West Cluster were crowned the inaugural winners.



在獨唱組中，邱家賢的落力演出贏得季軍兼最佳舞台表演獎。Karen Yau's wonderful singing and dancing made her second runner-up and best stage performance in solo group.

eLC makeover enhances staff training experience

A new season, a new look! The Hospital Authority e-Learning Centre (eLC) is ushering in the summer with a revamped user interface and special new features to further enrich the learning experience of colleagues!

elc.home：Find classroom training options more easily and benefit from enhancements to the layout and format of online platform for e-Learning.

My eLC：Power up your training development plan with improved searching function for job or function-specific training and new tools such as 'My Training Calendar', 'My Enrollment Status' and 'My Training Records'. Explore the new eLC Video Gallery – an audio-visual learning channel that includes access to learning videos from Head Office and the seven clusters.

Mobile eLC：Use your smartphone or tablet device to read eLC messages via 'My e-Alert' and 'My Enrollment Status' and to review learning videos and articles to earn 'eCarrot' learning points and the chance to win great prizes!

愛是永恆 當所愛是你



過往曾探訪過一位患有慢性阻塞性肺病及大腦退化症的80多歲婆婆。她與丈夫及一名智障兒子住在西貢一條十分偏僻的鄉村內，村內的房屋不多。我們需要在村口下車，走十多分鐘山路，再爬幾百級石級才能到達他們的家。

婆婆和兒子的自我照顧能力有限，家中大小事務，包括起居飲食、洗衣煮飯、家居清潔和維修等，都由90多歲的丈夫一手包辦。為節省金錢，老伯會每天上山拾乾枯樹枝回家燒火煮食。老伯的堅毅和魄力，叫我們自愧不如。

探訪期間，老伯既對護理方面的指導表示明白及接受，又把家務打理得井井有條，真是位又合作又能幹的照顧者。可是，若有天老伯

“由於婆婆和兒子的自我照顧能力有限，家中大小事務……都由90多歲的丈夫一手包辦。為節省金錢，老伯會每天上山拾乾枯樹枝回家燒火煮食。”

病倒了，婆婆和他們的兒子怎麼辦？有誰可以照顧他們一家三口呢？

原來社會福利署的社工曾建議老伯與婆婆入住護老院，再安排兒子入住智障人士院舍，卻被老伯多次拒絕。

我們得知這事後，除了繼續評估婆婆的身體狀況和進行適切的護理外，亦努力游說老伯接受社工的建議。畢竟老伯年事已高，

1分鐘自由講 Minute Talk

要照顧太太和兒子，風險實在太大了。隨著我們的多次探訪，老伯也漸漸改變冷漠的態度，開始向我們訴說他照顧婆婆時遇到的困難和限制，並說會考慮日後的安排。

照顧了婆婆兩個多月，她的健康情況穩定下來，我們的工作也暫告一段落，社署則繼續跟進這個個案。

直至半年後的某一天，我們竟巧遇老伯！原來在我們結束婆婆的探訪不久後，老伯染上了流行性感冒並併發肺炎，需入院治療，他終於接受社署的安排：兩老遷入護老院，兒子則暫住智障人士院舍。社工特別安排老伯和婆婆入住雙人房，讓他們可以互相陪伴。

多年來，我們服務過的病人多不勝數，每天走訪多個家庭，見過不少疏離的家庭關係：有共處一室卻如同陌生人的夫婦、有互相指罵的婆媳、有絕少回家探望患病父母的子女；然而，也有很多像老伯對婆婆和兒子般，不離不棄。他堅持盡力照顧患病者的故事，令我們動容。

文：施寶蓮
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（本文節錄自九龍東醫院聯網社康護理部特刊「風雨同行四十載——我在西貢的日子」）

聯網同事 網上極速請假

自2012年5月開始，總部推行「電子假期申請」系統，同事可在網上完成申請放年假或儲備假的程序，逾九成受訪用家表示，系統方便快捷又環保。有見及此，此措施即將推廣至各聯網，惠及醫生、護士、專職醫療、管理及行政同事。

「電子假期申請」系統推行至各聯網的時間表
Schedule for rolling out eLeave system to clusters

聯網 Clusters	推行時間 Scheduled date for implementation
九龍東 KEC	2014年6月 Jun 2014
新界東、九龍中 NTEC, KCC	2014年12月 (暫定) Dec 2014 (Tentative)
港島東、港島西、新界西、九龍西 HKEC, HKWC, NTWC, KWC	2015年逐步推行 By phases in 2015

Cluster colleagues to benefit from faster online application process

In use at Head Office since May 2012, the Hospital Authority's eLeave system is saving both time and resources in the annual or sinking leave application process. Over 90% respondents of a survey indicated it is faster and environmental friendly.

To extend these benefits, the system will be rolled out for use by all professional HA staff in clusters—including medical, nursing, allied health and management / administrative colleagues—in phases.

醫管局足球隊棒盞！

HA soccer stars put best boots forward to outplay LegCo team

世界盃熱潮席捲全城，而醫管局足球隊早前率先與立法會足球隊，於小西灣運動場進行了一場友誼賽，結果，醫管局隊四比一大勝立法會隊！

當日天朗氣清，雙方熱身過後，行政總裁梁栢賢帶領由總辦事處、九龍中、新界東、新界西、港島東和港島西聯網同事組成的足球隊，穿上紅衣，齊齊落場，以最佳姿態迎戰一班平時在立法會議事廳內針鋒相對的議員。

上半場開波十幾分鐘，就由博愛醫院的鄧子謙和王炳桐輕鬆先入兩球；至下半場的20分鐘，再由剛下班的屯門醫院註冊護士葉國熙射入兩球，有心有力，的確厲害！

據了解，這是立法會十年來首度在友誼賽敗陣而回，可見同事實力非凡！當然，最重要還是友誼第一。❤️

It wasn't quite World Cup fever, but the recent friendly match between the Hospital Authority and LegCo soccer teams at Siu Sai Wan Sports Ground certainly had its fair share of enthusiastic spectator support and exciting match play. At the final whistle, our colleagues took the victor's crown after LegCo managed just a single goal in response to the four that were netted by the HA team.

Led by HA Chief Executive PY Leung and with players drawn from the Head Office, Kowloon Central, New Territories East, New Territories West, Hong Kong East and Hong Kong West clusters, the red-kitted HA squad undertook a pre-match warm-

up to ensure they were well-prepared to face the formidable LegCo team.

A little over 10 minutes into the game, Tang Tsz-him and Wong Ping-tung from Pok Oi Hospital scored goals in quick succession to put the HA team ahead at the half-time mark. Around 20 minutes into the second half, registered nurse Ip Kwok-hei from Tuen Mun Hospital put the first of his eventual two goals into the opposition's net despite having been on night shift the evening before the match.

Many congratulations to the HA team! It is said that HA's victory handed LegCo their first friendly match defeat in 10 years! ❤️

Hospital Authority

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LegCo

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不管一敵一，或一敵二，同事都搏命以扭、擋，避開對方球員。

Despite the best defensive efforts of the LegCo team, members of the HA squad used their agility and skills to successfully outmanoeuvre their opponents.



Hospital Authority 4 - 1 LegCo

