



傑出員工及團隊
The Outstanding
Staff & Teams
2015

每年的四、五月，最令同事感到興奮和雀躍，因為新一批傑出員工和傑出團隊又將出爐。今年獲提名競逐的傑出員工有24位，而團隊有33隊，經過評審小組精挑細選，最終選出六位傑出員工，及六隊傑出團隊。

在12個得獎單位中，有低調行事的務實派，化天馬行空意念成真的行動派，亦有發放正能量的樂天派、實事求是的創新派。難得大家在醫管局研討大會期間，聚首一堂，站在鎂光燈下，與同事分享得獎感受和工作上的小故事，不分彼此，將好東西公諸同好，一起提升醫療質素，造福市民。

《協力》衷心祝賀各位得獎者，亦期盼您們繼續在工作崗位上發光發熱，將「醫者父母心」的精神傳給80後、90後的同工。

From the editor

April and May are a time of great anticipation and excitement among colleagues, with the announcement of the Outstanding Staff and Teams Award winners. This year, six individual and six team winners were selected from a shortlist of 24 individual and 33 team nominees.

Collectively, the winners reflect the diverse ways in which members of HA staff contribute to the health and well-being of people in Hong Kong. Innovation, professionalism, care and commitment – these are just some of the characteristics that unite their efforts to serve the community.

All the winners attended a special ceremony in May held as part of the Hospital Authority Convention 2015 to receive their awards, share their achievements with their colleagues and celebrate HA's mission to provide high-quality patient-centred care.

HASLink offers its sincere congratulations to the winners and looks forward to seeing them continue to drive service excellence forward and act as role models for current and future members of HA staff.

編輯委員會：葉根鈴、何敬嘉、李美鳳、李慧雯、李盈德、凌詠儀、劉少儀、馬玉蓮、舒瑞珍、談美琪、溫希琳、王莉齡、邱佩華、姚健文、楊秀玲
編輯及採訪：張宏鑾、陳月萍、蔡宜君、楊子慧
有意見或投稿，請電郵 ehaslink@ha.org.hk，傳真 2808 0242 或郵遞醫管局大樓216N室《協力》編輯組收。
上網讀《協力》：www.ha.org.hk/goto/ehaslink（互聯網）或 <http://ha.home/ehaslink>（內聯網）

© 醫管局2015年。歡迎轉載，請先聯絡醫管局總辦事處機構傳訊部。

Editorial Board: Frankie Yip, Michael Ho, Assunta Lee, Ella Lee, Esther Lee, Karen Ling, SH Liu, Evanna Ma, Linda Shu, Maggie Tam, Eunice Wan, Lily Wang, Echo Yau, Kin-man Yiu, Stephanie Yeung

Editorial Team: Lavender Cheung, Cynthia Chan, Natalie Cai, Yonni Yeung

For opinions or sharing, please email to ehaslink@ha.org.hk, fax to 2808 0242 or mail to Editorial Team at 216N, HA Building. Read HASLink online: www.ha.org.hk/goto/ehaslink (internet) or <http://ha.home/ehaslink> (intranet)

© Hospital Authority 2015. Articles may be reproduced with the prior consent of the HAHO Corporate Communication Department.

我們深以為傲！ You are the pride of HA!

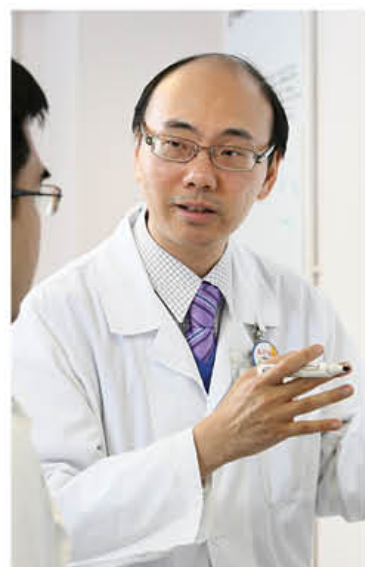
2015年傑出員工及團隊獎頒獎禮5月19日舉行，膺選的六位員工及六支團隊獲頒傑出獎，能與這群為香港公共醫療服務作出超卓貢獻的同僚共事，我們深感自豪！★

The 2015 Outstanding Staff and Teams Award presentation ceremony took place on 19 May. Six individuals and six teams received the coveted award. We are really proud of having all these dedicated and accomplished staff members! ★

傑出員工 Outstanding Staff



廖婉華
Sannie Liu Yuen-wa
P4



鄭智聰醫生
Dr Vincent Cheng Chi-chung
P5



陳潔瑩博士
Dr Sandy Chan Kit-ying
P6



董煜醫生
Dr Tung Yuk
P7



顧泰康
Job Koo Tai-hong
P8



林慶權
Andy Lam Hing-kuen
P9

傑出團隊 Outstanding Teams



港島東傷口醫護團隊
HKEC Wound Management Team
P.10



設立「特快專線」- 減省採購時間
Establishment of Express Lane –
Reduction in Procurement Lead Time
P.14



九龍西專科門診輪候時間管理團隊的神奇子彈 – 家庭醫學專科診所
The Magic Bullet of KWC Specialist Outpatient Clinic Waiting Time
Management Team – Family Medicine Specialist Clinic
P.18



兒童骨科及脊椎外科「扶苗直上 活出精彩」團隊
Paediatric Orthopaedics and Spine Surgery
“Bone FOCUS for Brighter Future” Team
P.12



基督教聯合醫院跨部門腎科團隊
UCH Multidisciplinary Renal Team
P.16



住院病人藥物處方系統執行團隊
Inpatient Medication Order Entry (IPMOE)
Implementation Teams
P.20

代筆詩人傳謝意 Clerk serves as poetic scribe to convey patient's appreciation to colleagues



日日都保持著第一日
上班的熱誠，尊重他人，
發放正能量。

*I am as passionate about my
job today as I was on my first
day of work 14 years ago.
Respect for colleagues and
patients and a positive attitude
keep me enthusiastic and
inspired!* ★★

外形高瘦，說話溫柔的廖婉華，是雅麗氏何妙齡那打素醫院風險管理及病人聯絡部的二級文員，負責處理病人的讚賞和投訴，及文書工作。她雖以「無人肯做，又幾辛苦」來形容工作，但自己卻一做便是14年。

任職多年，最令她印象深刻是素未謀面的吳伯，「偶然一次接到吳伯的電話，託我筆錄由他自創的詩，再轉交給相關同事，聊表謝意。原來吳伯每次覆診都會憑著僅有的視力，努力記下醫護人員的名字，並以此作詩，感謝他們。」在2001至2008年，電話成了她與吳伯的聯繫，她為吳伯執筆感謝過逾廿名同事，但最令她感動的是，有一天自己也成了詩中的主角！

社會投訴文化強烈，她笑言每日也「生意興隆」，有時遇到不禮貌的對待，她會給投訴人一杯水，然後細心聆聽，由同理心出發，逐步解開其心結。有時聽到長者們慨嘆輪候時間太長，也許要待百年歸老時才能看症的說話，面對此難題，她會跟長者



廖婉華（右三）是同事眼中的好幫手，也是醫院與病人的好橋樑。
In addition to offering valuable support to her colleagues, Sannie (third from right) also serves as a 'middleman' between the hospital and patients.



廖婉華
Sannie Liu Yuen-wa



廖婉華對跑步有一份狂熱，因為有助減壓和保持愉快心境。
Sannie says running is an excellent way to relieve the pressures of work.

解釋若醫生看過轉介信後，仍沒有提早約期，即代表其病情並不嚴重，實屬好事，以此來安慰及舒緩他們不滿。

她說，今次獲獎是給後勤支援同事一份極大的鼓勵，讓他們明白自己在醫療團隊中，同樣扮演著重要的角色。★

Sannie Liu is a clerk in the Risk Management & Patient Relations Office at Alice Ho Miu Ling Nethersole Hospital. With working days that typically include handling enquiries and carrying out general clerical tasks, she explains that an upbeat attitude is an essential tool in a job that sometimes involves dealing with patient complaints.

For the years from 2001 - 2008, Sannie has also served as the 'secret poetic scribe' of a long-term patient. "Mr Ng comes for regular check-ups at the hospital," she says. "Over the years, he has composed many personalised poems to thank those who have cared for

him. My role has been to write them down and deliver them to my colleagues." While Sannie has helped Mr Ng convey his poetic appreciation to more than 20 colleagues, she was still surprised and delighted when she found herself the subject of one of his creative endeavours!

Sannie's advice for handling face-to-face encounters with rude or angry complainants is to remain calm and polite and to be a good listener. "I try to respond in a constructive and positive way that demonstrates an understanding of the complainant's situation," she says. She offers the example of patients who complain about having to wait too long for an appointment. "I try to comfort them by explaining that the doctors will usually only move up an appointment date if they have serious concerns about the patient's current health," she says. "So if the doctor isn't in a rush to see them at an earlier stage, this may be a positive thing as regards their health status."

She is delighted to have won an Outstanding Staff award as she says it demonstrates recognition of the valuable role played by supporting staff. ★



吳伯讚揚廖婉華的詩。
Mr Ng celebrates Sannie as his 'secret poetic scribe' by making her the subject of one of his poems.

微生物科學者 偵緝感染元兇 An infection control 'CSI'



我喜歡具挑戰性的
工作，成功追查感染源頭，
令我很有滿足感！

*I love challenging work
and have a sense of
satisfaction when I'm
able to trace the source
of an outbreak.* ★★

鄭智聰醫生於1994年在瑪麗醫院當內科醫生，其後在1998年轉為微生物學醫生。現為該院顧問醫生及港島西聯網感染控制主任。

多年來，他憑著一絲不苟的求真精神，破解了不少難題，如2009年找到血癌病人感染腸道毛霉菌的原因，和近年成功控制抗萬古霉素腸球菌在院內傳播等。

鄭醫生一方面不分晝夜，從科學角度追查每個院內感染個案，同時亦堅信要減低傳染病爆發的風險，注重個人衛生相當重要，故積極倡導「出入口管制」措施，意即病人進餐吃藥前要潔手、且要遵守如廁衛生（如用消毒噴劑清潔廁板，及如廁後必須潔手）。他更為此在瑪麗醫院病房「巡迴演唱」，親自在醫護人員交更時，跟同事簡報傳染病的最新情況和多次重申潔手的重要性。



鄭智聰醫生（右）強調，潔手能保護自己，及有效控制細菌病毒的傳播。
Dr Vincent Cheng (right) emphasises hand hygiene is a cornerstone measure of infection control to minimise the risk of nosocomial infections.



鄭智聰醫生
Dr Vincent Cheng Chi-chung

他又於今年初在港島西的醫院邀請共197名病人服務助理在70個病房擔任「手衛生大使」，負責在每名病人進餐吃藥前，提供酒精搓手液給他們潔手。

今次獲獎，鄭醫生強調非其個人功勞，應歸功於與他每日並肩作戰的同事，因為感染控制是「人人有責」。★

Dr Vincent Cheng started his career as a physician at Queen Mary Hospital (QMH) in 1994. In 1998, he worked as a clinical microbiologist and is now a Consultant at QMH and the Infection Control Officer of Hong Kong West Cluster (HKWC). Dr Cheng reviews every case of nosocomial infection caused by epidemiologically important pathogens with a highly committed and meticulous approach.

Over the years, he has solved a number of mysteries, including why blood cancer patients suffered from a rare manifestation of intestinal mucormycosis in 2009. Recently, he has been dealing with the challenge of multiple drug resistant organisms such as control of nosocomial transmission of Vancomycin Resistant Enterococci (VRE) in Hong Kong.

Dr Cheng emphasises the importance of personal hygiene in minimising the risk of infectious disease outbreaks. He actively promotes hand hygiene among healthcare workers and advocates a campaign of 'Exit and Entry Control', which refers to observation of hand hygiene before meals and medications for all hospitalised patients (Entry Control), and the patients' personal hygiene during toileting - wipe the toilet seat

with a disinfectant and clean their hands with soap and water after using the facilities (Exit Control).

He has invited 197 Patient Care Assistants to work as 'Hand Hygiene Ambassadors' at 70 wards in HKWC. They will provide alcohol-based hand rub to all hospitalised patients before meals and medications, and maintain environmental cleanliness.

As a recipient of the Award, Dr Cheng said credit should also go to all frontline healthcare workers as infection control could not have been accomplished without the concerted efforts of every one of his colleagues. ★



愛好行山的鄭智聰醫生，試過半路中途，因醫院發現甲型流感（H7N9）個案，而被急召回醫院「開工」，非常盡責。
In just an example of his commitment: on one occasion, Dr Vincent Cheng received a call regarding a case of influenza A H7N9 when he was hiking. He immediately hurried back to the hospital and managed the situation with his team.

「全能打雜」教人勇對人生歷程 ‘Nurse almighty’ spreads her positive spirit to patients and staff



繼續將「安其心，養其身」的精神，發揚光大！

I will continue to enhance the quality of nursing! ★★

提起佛教醫院，大家都會想起他們的安養服務，能夠有今日的佳績，今屆傑出員工之一的該院護理總經理陳潔瑩應記一功。她自1992年開始籌備服務，定下要為晚期癌症病人提供最佳照顧，送上最大的安慰為宗旨。

護士出身的陳姑娘，曾在伊利沙伯醫院和瑪嘉烈醫院工作，後因細女兒出世，辭職當家庭主婦，可惜難抵關愛病人的心癮，半年後重返職場，在1987年成為佛教醫院護士。

「善終服務揚護愛 人生歷程添姿彩」這是陳姑娘當年為善終服務創作的標語，其中彰顯了她的信念：「我會積極宣揚正面人生觀，鼓勵大家積極活好每一天，當走到人生旅程最終之時，亦能活得有尊嚴，走得安詳。」她其後將這信念開展至全院其他科別的病人。

「難忘當年有位患了末期癌症的伯伯，因年青時吸毒，和家人分開，女兒怨恨他，二人多年沒聯絡。伯伯希望在臨終前見女兒一面和向女兒道歉，我們幾經辛苦，成功說服女兒前來探望伯伯，並原諒了父親。我最記得伯伯臨終時，剛好是醫護交更之際，他似乎有意等我當值才離開。最後，也是我為他『打包』，陪他走最後一程。」她憶說。

陳姑娘雖身居要職，卻是院內「全能打雜」，同事笑她「上至醫院管理，下至病房清潔，通通都懂！」，更在聯網層面擔當要職，負責九龍中醫院聯網護士診所的認證工作，亦協調督導普通科門診日常運作，「其實做事不用計較，只要無愧於心，孰得孰失，也總有得着，故我工作得很開心！」★



陳潔瑩博士
Dr Sandy Chan kit-ying



陳潔瑩（前排左五）認為，在醫院裡每個人都同樣重要，缺一不可，就如砌圖般，少了一塊也拼不出完整的圖。Sandy (first row, fifth from left) believes colleagues at all levels in the hospital each have an important role to play in the team.

Buddhist Hospital's (BH) strong reputation for palliative care excellence is due in part to the determination and drive of the hospital's General Manager (Nursing) Dr Sandy Chan, who has spent over 20 years working to provide high levels of comfort and support to end-stage cancer patients.

Sandy started her career as a registered nurse at Queen Elizabeth Hospital and Princess Margaret Hospital before taking an extended break to take care of her two daughters. But her call to the nursing vocation was strong, and in 1987 she took up a nursing position at BH where she still works today.

"My aim is to put the emphasis back on life, being positive and making the most of every day. I want to help my patients live happy and enriching lives and, when the time comes, to pass away with dignity and in peace."

Sandy recalls the case of one elderly man with end-stage cancer. "Earlier in his life, he was a drug addict. His addiction had caused his daughter to disown him and they hadn't had any contact for a long time. The patient's only wish was to meet his daughter again and express apology." Sandy was finally able to convince the old

man's daughter to pay him a visit and forgive him before he passed away. And Sandy handled the old man's deceased body as well.

Although Sandy is a general manager, she believes it is important to have an understanding of other positions to work effectively as a team. Her colleagues comment that she is knowledgeable about the roles and responsibilities of everyone at the hospital "from management to cleansing duties."

In addition to her general duties in BH, Sandy also oversees the daily operations of general out-patient clinics of Kowloon Central Cluster (KCC) and facilitates the accreditation and re-accreditation process for nurse clinics in KCC. "I really love working here and am happy to walk the extra mile to serve patients," she says. ★



今次獲獎，陳潔瑩最想感謝兩位千金多年的包容，從沒埋怨自己缺席她們的派位、放榜和畢業等大日子，反而十分支持自己以工作為首，持續進修。現時她擁有工商管理博士、法律博士的學歷和認可調解員的資格。Holding also a doctoral degree in Business Administration, a Juris Doctor and is an accredited mediator, Sandy is grateful to her two daughters for all their support as they never complain her of spending too much time working or studying.

引入不同療法 對抗癌症 Cancer treatment pioneer promotes holistic approach to medical care



並不是試盡一針一藥才叫盡責，讓無法挽回的生命走得舒服、有尊嚴，也是醫護的職責。

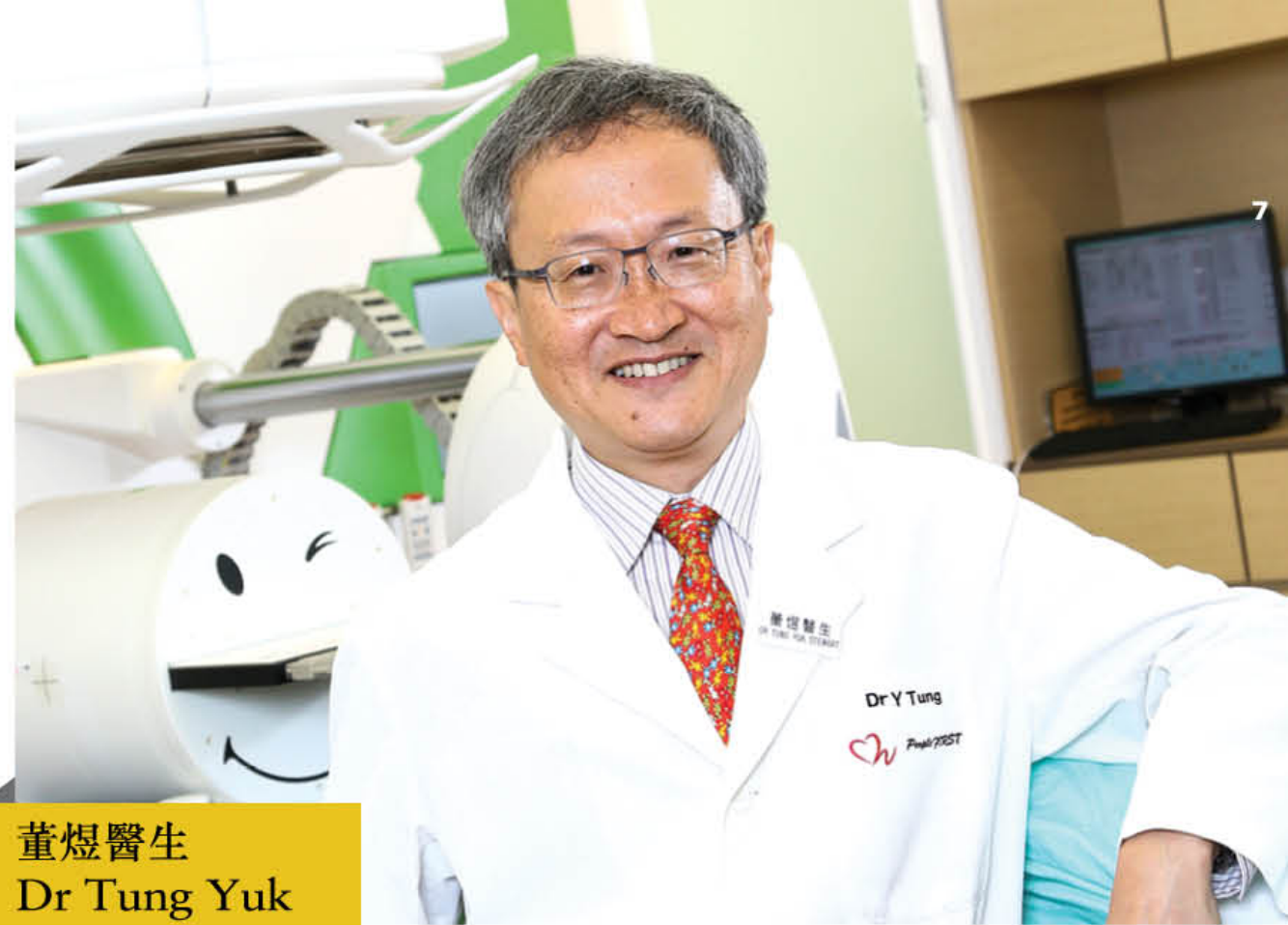
Responsible healthcare professionals should not only make every effort to save lives, but also help those terminal stage patients to walk through their last journey with dignity and in comfort. ★★

1990年，在伊利沙伯醫院工作了八年的董煜醫生，毅然轉職至新建成的屯門醫院，成為該院腫瘤科的開荒牛。「當年同行並不看好屯門醫院，由於交通不便、資源缺乏，定位也只是社區醫院。但我覺得越是偏僻，就越應該將醫院發展好，便利區內居民。」屯門醫院副行政總監及臨床腫瘤科部門主管董煜醫生說。

在臨床工作上，董醫生在屯門醫院引入多種新療法，包括針對肺癌患者的立體定位放射治療，以及針對舌癌患者的高劑量近距離放射治療等。兩種療法可以更集中、更準確地針對癌細胞，減少對患處周邊正常組織造成的傷害，因此廣為其他醫院效法。

雖然身為西醫，但董醫生以海納百川的態度看待中醫藥，結合中醫協助會診末期癌症的病人，提供舒緩治療服務。「雖然曾經有病人在服用部份中藥後出現不良反應，但藥有千百種，與其抗拒中醫，不如了解後引入，加以規管，得以中西結合。」董醫生抱著「不論白貓、黑貓，抓到老鼠就是好貓」的想法，積極推動屯門醫院參與醫管局「中西醫協作先導計劃」，希望能夠幫助更多癌症病人。

董醫生亦全力支持科研，經常推薦同事參加本地及海外醫學論壇，增長見識。他認為，上司與同事是「戰友」，待人豁達，自然有助提高工作效率。★



董煜醫生
Dr Tung Yuk

Dr Tung Yuk is the Deputy Hospital Chief Executive and Chief of Service of Department of Clinical Oncology at Tuen Mun Hospital (TMH). In 1990, after eight years of noted service at Queen Elizabeth Hospital (QEH), his decision to move to TMH to build its oncology services from the ground up may have come as a surprise to some people. "TMH was in a 'remote' district, had limited clinical resources and was considered by many people to be, at best, a community hospital," he says. "But for the residents in the district, TMH was as important as QEH to the residents of Kowloon."

With this forward thinking, Dr Tung has been driving the hospital to be the pioneer on a number of oncology services, including advanced curative treatments such as stereotactic radiotherapy for early-stage lung cancer and high-dose-rate remote after-loading brachytherapy for tongue cancer, which both provide a high level of treatment accuracy that can minimise the damage to the



董煜醫生積極領導屯門醫院的義工服務，令該院除原有基督教及天主教支援服務外，再加入佛教心靈關顧服務，讓不同信仰的病人心靈有所依。Apart from Christian Chaplaincy and Catholic Pastoral Care services, Dr Tung Yuk introduced Buddhist Pastoral Care service to TMH. Patients with various religious beliefs can now seek spiritual comforts through their own religion.



董煜醫生（前排左二）和他的親密戰友開心合照。Dr Tung Yuk (second from left, front row) and his close comrades pictured happily together.

healthy tissues around cancerous cells. TMH's success in introducing such treatment techniques has been adopted by other hospitals to treat cancer patients.

Dr Tung is also open-minded in integrating Western medicine with Traditional Chinese Medicine for providing palliative care to terminal stage cancer patients. "In our daily practice, we do occasionally see patients suffering from adverse effects of herbal medicine, but we have seen even more cases that do obtain good relief with Chinese Medicine. We should learn more about it, introduce it to our existing system through an evidence-based approach and regulate it with Western medicine's quality and safety standards." TMH is now piloting such an initiative under the Hospital Authority's Integrated Chinese-Western Medicine Pilot Programme.

Dr Tung has a great passion for research and learning and is always supportive of his colleagues in attending conferences and courses both locally and abroad. Staff are encouraged to bring in new ideas and techniques they have learnt from their training. He notes, supervisors and staff are comrades, and should be supportive each other, as a harmonious working environment is conducive to improved efficiency and effectiveness. ★

心靈手巧 創意發明家 Engineering skills and innovative thinking provide perfect tools for Job



創意的秘訣就是「三多」：
多觀察、多看圖書、
多參觀展覽。

*There are three secrets to
having innovative ideas:
good observation,
extensive consultation and
enthusiasm for exhibition.* ★★

天生我才必有用，能發揮才智，是幸福的事。這句話或許是基督教聯合醫院職業治療助理員顧泰康的最佳寫照。他以自己的一雙手，運用創意，為病人提供實用的輔助器具。

顧泰康坦言自己讀書不夠「叻」，當年從職業先修中學工科畢業之後，成為電梯維修學徒，於1988年考入基督教聯合醫院，在職業治療這行一做就是26年，找到自己的所長。「感激職業治療師及前職業治療助理傳承手藝，因為有工科的底子，只要醫生『諗得出』的輔助器械點子，我們都有機會做得到。」至今，他已經發明了十幾種職業治療用具，可以說是聯合醫院的發明家。

關心病人的他將職業治療的功能做好，不但設計出幫助刷牙、煮飯的小用具，還有各種夾板、輔助帶、復康支架。「外國的模型，未必適合香港人。例如一個手指夾板，自己度身訂做，才可適合不同的手形，滿足不同病人的需要。」



顧泰康業餘喜歡潛水，早前捕獲一條大東星斑。
A keen scuba diver, Job proudly displays a large leopard coral grouper.



顧泰康
Job Koo Tai-hong

過去20多年，顧泰康曾為基督教聯合醫院多個部門的病人進行職業治療。他認為每個部門的工作都要有創意，而創意的秘訣，就是「三多」：多觀察、多看圖書、多參觀展覽。

除了「三多」，他常用手機拍下令自己眼前一亮的產品，回家研究製作原理。他更樂於分享，用手機拍攝短片，向同事講解製作儀器要訣，確是有創意又夠潮！★



只消五分鐘，顧泰康就可以做妥小指支架，而大型定型鉸就需要45分鐘。
Job can complete a splint for a little finger in just five minutes. Similar larger devices generally take 45 minutes.

Everyone has a unique calling in life – the trick is to find it. Occupational therapy assistant Job Koo feels fortunate to have found his at United Christian Hospital (UCH), where his responsibilities include using his exceptional craftsmanship to make various assistive devices for patients.

With limited interest in purely academic studies, Job enrolled in a prevocational college to study engineering. His first job was as an apprentice at an elevator repair firm, but in 1988 he joined UCH, where he has spent most of his time in the occupational therapy division. "I owe my teachers in college and my mentors in

hospital a debt of gratitude. Thanks to my engineering knowledge, I can turn a vague idea from a therapist into a useful device for a patient," says Job, who is now well known in the hospital as a talented inventor, having developed more than 10 assistive devices for occupational therapy patients. Among his many designs are those that help people who only have the use of one hand to wash and cook.

He has even turned his skills to custom-building products such as splints and stretching devices that are already available but that may not meet the needs of patients in Hong Kong. "Models made overseas often don't fit people in Hong Kong. But we can now tailor-make various items which fit different figures of different patients."

Although he has spent many years in the occupational therapy team, Job notes that experience gained in several other departments has helped him keep an open mind and think creatively in coming up with practical ways to meet patient needs.

Job uses his interest in technology to do research and share his development process – taking photos of existing products for analysis and sharing videos with his colleagues of how he moves from idea to innovation and invention to improve the lives of patients. ★



善用空間，將病人資料放在特別設計的架子上，整齊有條理。
Job innovatively makes room for medical record keeping.

不怕鬼神 最緊要幫到人 Helping people is what matters – there's no reason to be afraid



提起殮房，有人會怕。但我
愛在這裡工作，因可以幫到人。

*Some will be spooked at the
mention of the mortuary.
I'm passionate about my job
as I truly believe I'm helping
people.* ★★

讀文科的林慶權當年入廣華醫院病理學部做二級文員時，得到醫生講解生物及人體解剖等知識，從而對理科產生興趣，故此每當殮房主任放假，他都請纓替假；亦因這份主動態度，為他鋪下後來升任殮房主任的路。

「我有宗教信仰，對鬼神從來就覺得沒有甚麼可怕，平時工作我常是最後離開殮房的一個。」東區尤德夫人那打素醫院臨床病理學部殮房主任林慶權說，「更重要的是，這是一份能幫到別人的工作，所以越做越喜歡。」

他2009年開始正式出任現職，現時專責東區醫院的殮房服務，同時協調港島東聯網的殮房服務。

在殮房工作，面對不少離別的悲傷，林慶權盡量想辦法讓逝者家人早日釋懷，亦減低逝者家人處理親人身後事上耗費的心力及金錢。經聯網



旅遊擴闊了林慶權的眼界，亦培養了他開朗積極的人生觀。
Travel not only widens Andy's horizon, but also maintains him a positive outlook on life.



林慶權
Andy Lam Hing-kuen

投入資源，他與同事協助設立「永寧軒」禮堂服務，讓死者家人免費借用舉行送別儀式；其後再在前年設立「釋懷室」，供遺屬陪伴及瞻仰逝者遺容，因為他深信，妥善管理逝者遺體，是對逝者家人的一份安慰。

2010年，他與其他聯網醫院同事，協助醫管局實施「無線射頻辨識系統」，令辨識遺體多一重保障，亦可適時掌握遺體的存放量。至今已有12間醫院採用這個系統。

回望過去的工作，令林慶權感到高興的是，年輕人對殮房的工作逐漸接受，「以往很多人會認為，只有年紀大或學歷低的人才到殮房做事。但在我們這裡工作的職員，平均年齡只是30多歲，最年輕的是23歲，而所有殮房服務員及助理，學歷都在中五畢業或以上。」★



林慶權（後排右二）與多位年輕力壯的殮房同事（後排左一至五），聯同病理學部門經理及多位醫生一同聚餐。
Andy (back row, second from right) joined with colleagues in the mortuary (back row, first to fifth from left) and the department of pathology for a gathering.

It was while working as a Clerk II in the Department of Pathology at Kwong Wah Hospital that Andy Lam, a liberal arts secondary school graduate, gained the knowledge of biology and human anatomy that enabled him to move into his current career in mortuary services.

In 2009, Andy joined the Clinical Pathology Department at Pamela Youde Nethersole Eastern Hospital (PYNEH) as a Mortuary Officer. Currently, he also helps coordinate the mortuary services in the Hong Kong East Cluster, besides working for PYNEH.

Andy credits his religious faith for his ability to work in an environment that might spook many others. "My beliefs dispel any fear of 'ghosts' or 'spirits'," he says. "Very often I'm the last staff to leave the mortuary in the evening. I'm passionate about my job as I truly believe I'm helping people."

In a bid to create a supportive environment for bereaved family members, he helped the department in setting up the Peaceful Hall where bereaved families can bid farewell to their loved ones; and the Bereavement Room which helps families in body viewing and identification.

In 2010, Andy helped Hospital Authority successfully implement the Radio Frequency Identification (RFID) system. RFID is an effective tool in ensuring that bodies under mortuary care can be easily identified, tracked and managed. The system has now been adopted by 12 hospitals of HA.

In retrospect, Andy is delighted that the perspective of a career in mortuary services by the public has changed. "People used to think that those who work in mortuaries are old or of low education. In fact, all of my colleagues are educated to Secondary five or above and the average age here is around 30. Our youngest colleague, a mortuary assistant, is only 23!" ★

三層系統 加快見效

HKEC’s three-tier system promotes faster wound healing

港島東醫院聯網傷口醫護團隊，以跨專業合作的「三層服務模式」治理病人的壓瘡或其他非手術傷口，加快了服務流程。洗傷口的次數減少14%，而慢性足部潰瘍的傷口癒合時間就縮短逾四成。

以聯網普通科門診洗傷口病人人次與病人的對比為計，2009/10年為4.5，至2013/14年，已下降至3.86；而慢性足部潰瘍的癒合時間，亦由2009年的大約74天，大幅減至2012年的只需41天。



團隊臨床會診，加快病人傷口癒合。
Wound rounds by the multidisciplinary team ensure that patients enjoy professional wound treatment.

工作小組主要成員之一、東區尤德夫人那打素醫院副顧問醫生（內科）施鍾泰醫生說：「跨專業協作令聯網內各醫院處理傷口及壓瘡的工作標準化，病人即使轉院或改由社康護理跟進，都可得到優質的傷口護理服務。團隊每星期都有臨床傷口會診，病人傷口得到最專業的診斷護理，不同專業的同事亦互相交流，學習先進的傷口護理知識和技術。」

團隊建樹良多，他們於2012年獲歐洲傷口管理協會認證，成為香港唯一可為大中華區舉辦高階傷口管理課程的機構。團隊又不斷引入新技術，顧問護師何志偉自行研發以內視鏡檢查傷口的技術，又利用iPad應用程式分析傷口滲液顏色，了解傷口嚴重程度，及早進行介入性治療。職業治療師團隊亦在研究病人數據後，自行開發出減壓功效顯著的墊褥，成本只是坊間相若產品的兩成。

施醫生說：「病人的配合也少不得，我們不斷向病人與家屬推廣傷口護理的知識，也是減少病人傷口護理次數的重要一環。」

港島東是目前唯一以三層系統處理傷口護理的醫院聯網。2008年，聯網的質素及安全辦公室及護理服務部有見傷口護理的工作量增加，策動成立聯網傷口護理工作小組，廣獲同事響應，組成這支包括老人科醫生、外科醫生、矯形及創傷外科（骨科）外科醫生、顧問護師、專科護師、前線護士、營養師、職業治療師和物理治療師的跨專業團隊。★

港島東傷口醫護團隊

HKEC Wound Management Team

Drawing on the strengths of a multidisciplinary approach to health, Hong Kong East Cluster's (HKEC) Wound Management Team has developed a three-tier wound management model that significantly cuts 14% of the wound redressing frequency, and the average healing time for chronic leg ulcers has dropped 44%.



較複雜的傷口由顧問護師及資深護師合作處理。
More complicated wounds are treated by Nurse Consultant and Advance Practice Nurse.

In 2009/10, for example, the ratio between wound redressing attendances and patient headcount in the cluster's General Outpatient Clinic (GOPC) was 4.5. By 2013/14, this had fallen to 3.86. The average healing time for chronic leg ulcers at the cluster's GOPCs has dramatically fallen from 74 days in 2009 to just 41 days in 2012.

“Multidisciplinary collaboration has helped us achieved standardisation of wound and pressure ulcer services across the cluster's hospitals,” explains Dr Sy Chung-tai, core member of the Working Group and Associate Consultant of Pamela Youde Nethersole Eastern Hospital. “This ensures that patients will benefit from continuity of care even if they are transferred to another HKEC hospital or require post-discharge follow-up consultations by our Community Nursing Services.”

The Working Group's efforts have won endorsement from the European Wound Management Association and they are currently the only group in Greater China accredited to provide advanced level wound management training. They continue to innovate and pursue higher levels of excellence. Ho Chi-wai, Nurse Consultant (Wound & Stoma Care) and core member of the Working Group, has developed the woundoscopy – a wound assessment technology that has enhanced surgical accuracy by enabling better assessments of wound beds. He has also leveraged an existing iPad app to create a wound exudate assessment tool that gives clinicians more information to evaluate the need and urgency for invasive wound treatments. With the wound data, Occupational Therapists successfully developed a cushion that can relieve the pain of pressure ulcers at a cost 20% of the market price.

Dr Sy also highlights the importance of patient empowerment in the initiative. “Sharing wound management knowledge with our patients and their carers has significantly reduced the frequency of wound redressing that many patients might otherwise need,” he says.



團隊編製的傷口護理手冊條理清晰、圖文並茂，有助統一聯網內各醫院傷口處理的標準。
The HKEC Wound Management Team's guide to pressure ulcer prevention and management provides a standardised, evidence-based treatment protocol.

HKEC is currently the only cluster using this three-tier wound management system. In view of the expected rise in demand for certain services, the HKEC Quality and Safety Office and the Cluster Nursing Services Division set up the Working Group on Wound Management in 2008. The initiative enjoyed a positive response from a broad range of clinicians, including geriatrics specialists, surgeons, orthopaedic surgeons, nurse consultants, nurse specialists, frontline nurses, dietitians, occupational therapists and physiotherapists. ★

甚麼是三層管理系統？

What is three-tier wound management system?

第三層
3rd tier

由顧問護師負責，督導整個部門的傷口護理服務，以及處理更複雜的傷口醫護工作，同時肩負培訓及研究。
Managed by nurse consultant who supervises the wound services at the department and handles complex wounds, as well as responsible for the provision of relevant training and for research and development initiatives.

第二層
2nd tier

由更富經驗的部門統籌員處理。
Handled by a more experienced and trained departmental coordinator.

首層
1st tier

一般傷口評估及管理，由病房或診所護士處理。
A general wound assessment. Conducted by frontline clinic or ward nurses.

港島東醫院聯網 Hong Kong East Cluster

Name	Post / Department	Hospital / Cluster
Dr Wan Siu-ho (Team Leader)	Deputy Service Director (Quality & Safety)	HKEC
Mr Ho Chi-wai (Team Leader)	Nurse Consultant (Wound & Stoma Care)	HKEC
Dr Philip Sy Chung-tai (Team Leader)	Associate Consultant (Medicine)	PYNEH
Dr Gloria Aboo	Senior Nursing Officer (Quality & Safety)	HKEC
Dr Daniel Ng Chung-koi	Associate Consultant (Surgery)	PYNEH
Dr Chung Tong-shun	Medical Officer (Accident and Emergency Department)	RHTSK
Dr Lam Ping-ping	Associate Consultant (Medicine)	TWEH
Mr Anthony Cheng Ying-cheung	Nurse Consultant (Orthopaedics & Traumatology)	HKEC
Ms Connie Leung Pui-ngan	Advanced Practice Nurse (Nursing Services Division)	PYNEH
Ms Grace Lau Yuk-yin	Advanced Practice Nurse (Intensive Care Unit)	PYNEH
Ms Flora Mak Po-kit	Department Operations Manager (Medicine)	TWEH
Ms Pang Shuk-yi	Advanced Practice Nurse (Surgery)	RHTSK
Ms Cecilia Chau Lai-tim	Senior Nursing Officer (Training & Development)	HKEC
Ms Rosita Ngai Chau-kam	Advanced Practice Nurse	SJH
Ms Ko Ching-man	Ward Manager	CCH
Mr Henry Ng Yun-cheung	Occupational Therapist I	PYNEH
Ms Esther Lam Kit-wah	Physiotherapist I	PYNEH
Ms Cherry Law Pui-yee	Dietitian	PYNEH
Dr Tang Chung-ngai	Deputy Hospital Chief Executive	PYNEH
Dr Daniel Chu Wai-sing	Chief of Service (Family Medicine & Primary Healthcare)	GOPC
Dr Kwok Wai-shing	Associate Consultant (Accident and Emergency Department)	PYNEH
Dr Hon Ka-fai	Associate Consultant (Accident and Emergency Department)	PYNEH
Mr Jimmy Wong Kin-wing	Department Operations Manager (Family Medicine & Primary Healthcare)	GOPC
Mr Lau Ping-fat	Department Operations Manager (Accident and Emergency Department)	PYNEH
Ms Nora Kwok Lai-ping	Department Operations Manager (Intensive Care Unit)	PYNEH
Ms Vivienne Lee Mun-sang	Department Operations Manager (Central Sterile Supplies Department & Community Nursing Services)	PYNEH
Ms Cho Hau-ying	Department Operations Manager (Medicine)	PYNEH
Ms Eva Lo Bik-yiu	Department Operations Manager (Medicine)	PYNEH
Ms Wong Wai-kuen	Department Operations Manager (Orthopaedics & Traumatology)	PYNEH
Ms Ho Wai-fan	Department Operations Manager (Surgery)	PYNEH
Ms Monica Ng Lai-kwan	Department Operations Manager (Anaesthesia, Operating Theatre, Orthopaedics & Traumatology , Surgery, Central Sterile Supplies Department, Combined Endoscopy Unit)	RHTSK
Ms Joan Ho Kam-yee	Department Operations Manager (Integrated Medical Service)	RHTSK
Ms Amy Law Ling-ching	Department Operations Manager	SJH
Ms Mak Mei-yi	Ward Manager (Community Nursing Services)	PYNEH
Ms Vivian Yeung Wai-fun	Ward Manager (Medicine)	PYNEH
Ms Sabrina Ho Shuk-kuen	Ward Manager (Community Geriatric Assessment Team)	RHTSK
Ms Ann Chan Yin-yung	Ward Manager (Medicine)	TWEH
Ms Yvonne Chan Lai-kuen	Ward Manager	WCHH
Ms Lily Choa	Ward Manager	CCH
Ms Annette Lam Ka-ki	Advanced Practice Nurse (Family Medicine & Primary Healthcare)	GOPC
Ms Sarah Chu Shuk-wai	Advanced Practice Nurse (Accident and Emergency Department)	PYNEH
Ms Luk Yuen-man	Advanced Practice Nurse (Accident and Emergency Department)	PYNEH
Ms Grace Tam Kar-yun	Advanced Practice Nurse (Community Nursing Services)	PYNEH
Ms Doris Yeung Pui-man	Advanced Practice Nurse (Medicine)	PYNEH
Ms Ada Chan Wai-yan	Advanced Practice Nurse (Surgery)	PYNEH
Ms Ma Lai-lan	Advanced Practice Nurse	SJH
Mr Ho Man-lee	Advanced Practice Nurse	WCHH
Ms Lee Min-fai	Registered Nurse	CCH
Ms Tam Pui-kwan	Registered Nurse	CCH
Ms Dorothy Kwong Mei-yuk	Department Manager (Occupational Therapy)	HKEC

醫患情深

見醫生如「返屋企」

Brighter Future Team

builds a lasting bond

with young patients

這一支團隊，敬業樂業近60年，醫護人員與患者情同家人，小孩子見醫生不會「走夾唔抖」，而是好像「返屋企」，開開心心，盡訴心中情。

「兒童患有複雜骨科問題往往要經歷重覆手術、術後復康及身體復原等漫長過程。他們可能從出世到成人，要不斷出入醫院。而團隊會為他們安排相對固定的醫生和治療師專責跟進，故彼此能夠互信並建立出深厚感情。」大口環根德公爵夫人兒童醫院的兒童骨科及脊椎外科團隊隊長顧問醫生周宏醫生笑言，團隊付出真心關懷，回報是他們長大後，念念不忘曾經接受的治療和照顧；會邀請醫護人員參加他們的畢業禮、婚禮等，見證他們戰勝命運而改寫了的人生。



周宏醫生（右）與王嘉瓊情同父子。
Dr Chow Wang has looked after Wong Ka-king for years. He treats his young patients as "little sons and daughters".

另一位隊長脊椎骨科顧問醫生黃一華醫生指出，團隊會不斷革新手術的方法及儀器：「我們每年大約做70宗矯正脊椎側彎手術，會在一些患上早發性脊椎側彎兒童體內植入自家研發的生長棒，於體外通過無線控制伸展，減少兒童需做手術的次數並減低手術創傷。」此外，團隊十年前已經推出先進的影像存檔系統，醫護人員可以追蹤兒童經年來X光片中的微小變化。

團隊成員由骨科醫生、麻醉科醫生、護士、職業治療師、物理治療師、義肢矯形師、放射師、臨床心理學家及紅十字會醫院學校教師等組成，為兒童提供全面一站式尖端的醫療服務。

「這裡沒有等級之分，大家都可以互相拍拍肩膀，以兄弟姊妹相稱。」醫院部門運作經理黃麗清說，濃濃的情誼在兒童醫院隨處都感受到。



兒童骨科及脊椎外科「扶苗直上 活出精彩」團隊
Bone FOCUS for Brighter Future Team

「曾經有一家人，為新生兒的病情在我面前流淚，我要消除病童父母的內疚，讓他們釋懷。」一級物理治療師鄭進成說，團隊不僅幫助患病兒童，背後更支持着其整個家庭。「團隊同事大多是一畢業就加入，彼此感情深厚。對於我們，這不單是一份工。」一級職業治療師夏惠儀笑說。★



雖然有病痛，但這個病房因得團隊的照顧而滿載快樂。
The caring professionals work to wipe away the sorrow of pain and to fill the wards with laughter and happiness.

Over the past 60 years, membership of the 'Bone FOCUS for Brighter Future' team at The Duchess of Kent Children's Hospital (DKCH) at Sandy Bay might have changed yet they are linked by the common wish of assuring the young patients of a warm and supportive environment during years of consultations and inpatient treatments and regard the hospital as their home.

"Children with bone problems often need to undergo a lengthy course of treatment and follow-ups that can include multiple surgeries with the associated

rehabilitation and recovery. Some patients who first come under our care as newborns may need regular consultations into their 30s," says Dr Chow Wang, Brighter Future Team co-leader and Consultant (Orthopaedics & Traumatology) in the Paediatric Orthopaedics and Spine Surgery team at DKCH. "Such extended treatment regimes mean that strong bonds have been built up between young patients and their hospital caregivers. These close associations provide great support to patients and their families in times of challenge." He adds that his colleagues also benefit from the warmth and closeness generated by these long-term relationships, with many team members virtually becoming part of the patients' family sharing the happiness during special moments such as graduations and weddings.

Fellow co-leader Consultant Dr Wong Yat-wa explains that in addition to patient support the team is also making clinical strides, such as the use of new techniques to lower surgery risks. "On average, we carry out about 70 scoliosis surgeries a year," he says. "However, we have developed a technique that involves implanting special 'growth rods' into a patient's spine, minimising surgeries for patients in the long run." The decade-old Picture Archiving and Communication System allows doctors to accurately track the radiographic images of patients over many years, making it considerably easier to identify and monitor a patient's condition, even for very minor changes.

The multidisciplinary team consists of orthopaedic surgeons, anaesthesiologists, nurses, occupational therapists, physiotherapists, prosthetics and orthotic specialists, radiographers, clinical psychologists,

medical social workers and teachers at the Red Cross Hospital School, and provides comprehensive care for children requiring orthopaedic treatment and spinal surgery.

"There is no rigid hierarchy here. Irrespective of rank or title, every member of the team works to assist and support their colleagues with the common purpose of helping our young patients," says Isadora Wong, Department Operations Manager. As a convener of the team, she is immersed in the work culture of open discussion and mutual trust.

Physiotherapist Aldous Cheng explains that the team's service benefited not only the patients themselves. "I remember one couple crying in distress over the condition of their newborn, wondering if it was 'their fault'. Part of our job in these situations is to provide comfort and relieve the parents' sense of guilt." Occupational therapist Kennis Ha says staff in the team sees their service as a life-long commitment, rather than just a job.★



黃一華醫生（右）細心查看病人術後康復進展。
Dr Wong Yat-wa (right) carefully tracks the progress of patients during the rehabilitation process.

大口環根德公爵夫人兒童醫院（港島西醫院聯網）

The Duchess of Kent Children's Hospital at Sandy Bay

(Hong Kong West Cluster)

Name	Post / Department	Hospital / Cluster
Dr Chow Wang (Team Co-leader)	Consultant (Orthopaedics & Traumatology)	DKCH
Dr Wong Yat-wa (Team Co-leader)	Consultant (Orthopaedics & Traumatology)	DKCH
Prof Kenneth Cheung Man-chee	Chief of Service (Orthopaedics & Traumatology)	HKU / DKCH
Prof Keith Luk Dip-kei	Division Head (Orthopaedics & Traumatology)	HKU / DKCH
Dr Evelyn Eugenie Kuong Yue-ling	Associate Consultant (Orthopaedics & Traumatology)	DKCH
Dr Michael To Kai-tsun	Clinical Assistant Professor (Orthopaedics & Traumatology)	HKU / DKCH
Dr Cheung Wai-yuen	Associate Consultant (Orthopaedics & Traumatology)	DKCH
Dr Law Min Jean-claude	Consultant (Anaesthetic)	DKCH
Dr Chan Hing-tuen	Associate Consultant (Anaesthetic)	DKCH
Ms Alice Chiu	Senior Physiotherapist	DKCH
Mr Aldous Cheng	Physiotherapist I	DKCH
Ms Annie Ng	Physiotherapist I	DKCH
Ms Karlen Law	Occupational Therapist I	DKCH
Ms Kennis Ha	Occupational Therapist I	DKCH
Mr Fung Kuen-kwok	Occupational Therapy Assistant	DKCH
Ms Josephine Ho	General Manager (Nursing)	DKCH
Ms Isadora Wong	Department Operations Manager	DKCH
Ms Yau Yu-ching	Ward Manager	DKCH
Ms Estella Lo Lai-chu	Ward Manager	DKCH
Ms Leung Chung-shing	Nursing Office	DKCH
Ms Li Lai-fong	Nursing Office	DKCH
Ms Chan Suk-wan	Nursing Office	DKCH
Ms Yu Wai-ling	Registered Nurse	DKCH
Ms Fan Po-yin	Registered Nurse	DKCH
Ms Mo Yau-lin	Registered Nurse	DKCH
Ms Wong Lai-hung	Registered Nurse	DKCH
Ms Tsang Lai-fong	Enrolled Nurse	DKCH
Ms Tsang Kwai-hoi	Enrolled Nurse	DKCH
Ms Tso Shun-kam	Enrolled Nurse	DKCH
Mr Lui Kuen-sang	Operating Theatre Assistant	DKCH
Mr Yan Kwok-chiu	Operating Theatre Assistant	DKCH
Ms Damian Lau	Radiographer I	DKCH
Mr Lawrence Chan	Prosthetist & Orthotist I	DKCH
Mr Yeung Wing-cheung	Prosthetist & Orthotist I	DKCH
Ms Alice Ng	Medical Social Worker	DKCH
Mr Brian Ip	Clinical Psychologist	DKCH
Ms Harriet Ko Hay-ngar	Laboratory Technician II (Gait Laboratory)	HKU / DKCH
Ms Sandra Yu	Technician (Photo Laboratory)	HKU / DKCH
Mr Ching Ying-wah	Teacher	Red Cross
Ms Dilya Ng	Clerk II (Community & Voluntary Service)	DKCH

「特快專線」 減省採購時間

In a procurement hurry?
Time to make use of the
Express Lane...

排隊最怕遇到「長龍」，九龍中醫院聯網物料採購及供應部以新思維，成功將採購長龍縮短逾八成。

他們借用超市「快龍」的概念，透過重整人手，以及委任專責採購員處理合約貨品的採購訂單，成功將合約貨品採購時間由10.73天，大減近九成至1.48天；五萬元以下非合約貨品採購時間亦由30.37天，大減八成至5.79天。

「九龍中聯網每年處理超過23,000張採購單，總值近10億港元，涵蓋項目五萬多個。換言之，我們30多位同事即使年中無休，每天也要處理60多張單的百多個項目的採購。過去，我們雖然都完成了任務，但仍收到一些部門投訴，要求加快完單速度。」九龍中醫院聯網經理（採購及物料管理）聶秀華不諱言過去的不足。

聶秀華解釋說：「以往，無論是合約或非合約的採購，都由同一位採購員做。非合約的單牽涉較複雜的報價及審核，與已有合約涵蓋的單一同排隊，自然拖慢後者的處理。」

有見聯網裡九成的採購單都少於五萬元，他們遂向超市「快龍」借鏡，在2012年9月設立「特快專線」，將一些已有合約涵蓋的採購訂單，撥往「快龍」。同時人盡其才，委派資歷較深的同事專責複雜的非合約採購單，其餘則由經驗較淺的同事跟進。

省時的另一招數，是成立中央資料庫，內含2,000張合約，方便採購員搜尋合約的相關資料，協助「快龍」及「非快龍」的分工。同時，他們利用資料庫的資訊，將細單合併成大批次訂購，既可統一採購的產品，亦讓聯網有更大的議價能力。

「做採購，最重要有承擔。」聶秀華說，採購的項目林林總總，醫療及非醫療的消耗品以外，還有各類儀器、服務和傢具，「病房及部門落單，表示物資快用完了，如果我們不急人所急，就會阻礙了他們的運作。『特快專線』的成效，是團隊對精益管理的追求，亦體現我們努力支援醫院服務的心意。」

團隊亦憑著這份承擔感，早前摘下2014亞洲醫院管理大獎「顧客服務改善類別」金獎。★



設立「特快專線」- 減省採購時間 Establishment of Express Lane – Reduction in Procurement Lead Time

It's difficult to imagine that waiting in a long line is anyone's idea of a good time. With queuing frustration firmly in mind, the Cluster Procurement and Supplies Department (CPSD) in Kowloon Central Cluster (KCC) has drawn inspiration from the retail sector to come up with a system that has cut the average lead time between a purchase requisition and a purchase order by 80%.

Following the express cashier counter model used in many supermarkets, the CPSD reengineered its procurement management system by separating out lower value and contract procurements into an 'Express Lane'. This change has cut the average processing time for purchase requisitions covered by contracts dramatically nearly 90% from 10.73 to 1.48 days, and from 30.37 to 5.79 days which means 81 % lower for non-contract purchase requisitions for less than HK\$50,000.

"The CPSD handles more than 23,000 procurement orders covering over 50,000 items every year with a total value of nearly HK\$1 billion. Given only 30

department staff, that means we need to process about 60 orders a day and this figure is based on no one taking any leave during the year," explains Lori Nip, Cluster Manager (Procurement & Materials Management) at KCC. "We have worked hard to achieve this daunting task year after year, but we were aware that some departments still felt the procurement process was too slow."

Lori explains "Under the previous system, a buyer could be assigned to handle both contract and non-contract procurements. Given the greater complexity of non-contract procurements, which have various quotation and auditing requirements, such tasks usually have longer processing times. Procurements covered by contracts would join the same queue as non-contract procurements and this inevitably resulted in lengthy delays."

With more than 90% of all procurement orders being for goods and services valued at less than HK\$50,000, the CPSD adopted the express cashier counter concept



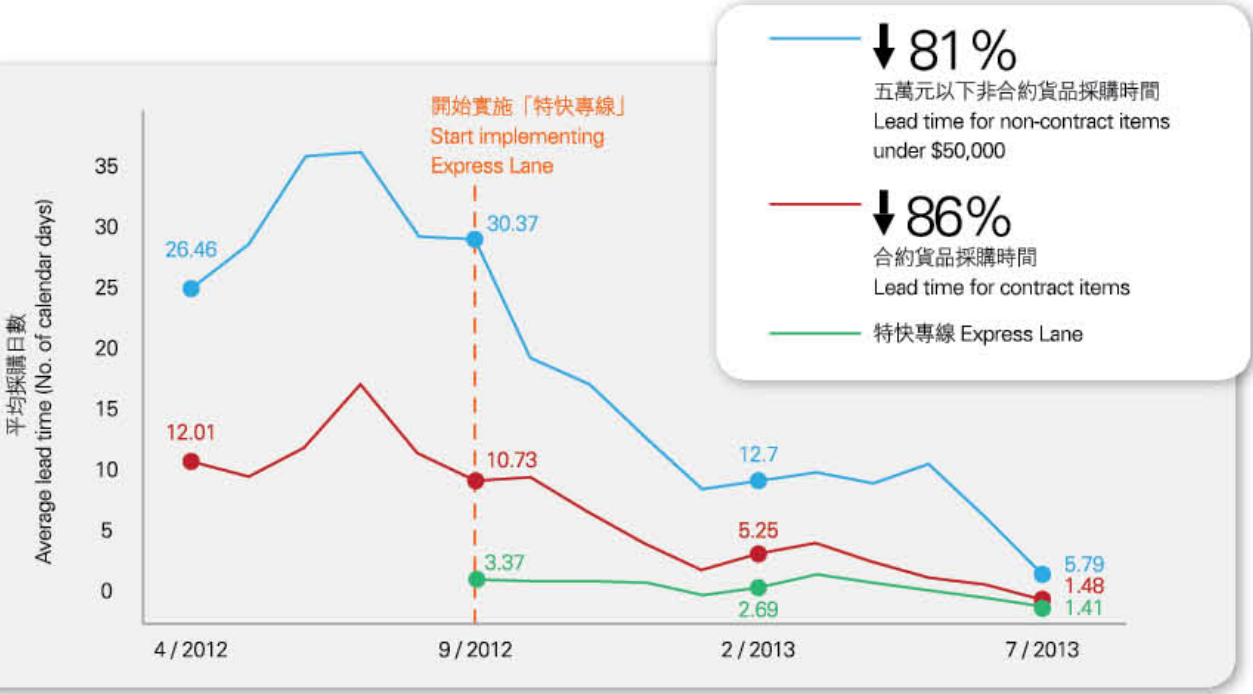
團隊細心分析採購流程，找出樽頸所在，一同找出解決方案。The team visualise the problems and work out the solutions.

– putting all its procurement orders already covered by contracts into an 'Express Lane'. At the same time, experienced buyers were assigned to handle non-contract or complex procurement orders.

A further trick to cut lead time and facilitate the split of express and non-express lanes was to set up a central database that includes some 2,000 KCC contracts and grant buyers authorisation to access and retrieve details of any contract under their ambit. This lean management strategy has not only cut processing times but has also reduced costs, with the team using the contract data to combine many small orders for the same item into bigger bulk purchases that strengthen their bargaining power and support greater standardisation in product procurement.

"The procurement department must strive for service excellence as much as our frontline departments," says Lori. "We provide the products that are critical for wards to carry out their daily operations effectively and without delay. If we fail to deliver our services efficiently, this will negatively affect our colleagues' ability to help patients. Our Express Lane initiative reflects our team's commitment providing a quality service and our passion for supporting the smooth running of our hospitals."

With this same spirit of commitment, the team also won the Gold Award in the 'Service Improvement for Internal Customers' category at the 2014 Asian Hospital Management Awards. ★



九龍中醫院聯網 Kowloon Central Cluster

Name	Post / Department	Hospital / Cluster
Miss Nip Sau-wah (Team Leader)	Cluster Manager (Procurement and Materials Management) Senior Hospital Manager (Supplies)	KCC / OEH
Ms Chan Kit-chun	Hospital Manager (E1)	KCC
Mr Lee Ping-san	Hospital Manager (E2)	KCC
Mr Chung Cheuk Kau-sam	Hospital Manager (C1)	KCC
Ms Patricia Choi Siu-har	Hospital Manager (C2)	KCC
Miss Tsang Ki-yan	Hospital Manager (S1)	KCC
Mr Wong Chi-wai	Hospital Manager (S2)	KCC
Miss Jacqueline Ho Wai-yee	Assistant Hospital Manager (Supplies) 1	KCC
Ms Chan Lok-shing	Assistant Hospital Manager (Supplies) 2	KCC
Ms Selina Chan Ka-ying	Assistant Hospital Manager (Supplies) 3	KCC
Mr Cheung Chun-cheung	Assistant Supplies Officer 1	KCC
Mr Wong Kin-wai	Assistant Supplies Officer 2	KCC
Ms Cheuk Lai-ping	Assistant Supplies Officer 3	KCC
Miss Ng Kar-wai	Assistant Supplies Officer 4	KCC
Mr Simon Kwan Wai-lun	Assistant Supplies Officer 5	KCC
Ms Cheng Suk-ngan	Assistant Supplies Officer 6	KCC
Mr Chau Lap-yan	Executive Assistant II (Procurement) 1	KCC
Miss Chan Wing-yee	Executive Assistant II (Procurement) 2	KCC
Miss Sen Ka-ki	Executive Assistant II (Procurement) 3	KCC
Miss Tang Pui-sim	Executive Assistant II (Procurement) 4	KCC
Miss Yuen Pik-lam	Executive Assistant II (Procurement) 5	KCC
Miss Wong Pik-shan	Executive Assistant II (Procurement) 6	KCC
Miss Woo Wing-ka	Executive Assistant II (Procurement) 7	KCC
Miss Christine Tang Sin-yan	Executive Assistant II (Procurement) 8	KCC
Miss Ng Kin-ying	Executive Assistant II (Supplies) 3	KCC
Mr Cheung Yiu-wing	Executive Assistant I / II (Supplies) 2	KCC
Mr Tam Ka-hon	Executive Assistant IIIA (Supplies) 4	KCC
Ms Ling Chu-lin	Supplies Supervisor (Procurement) 1	KCC
Mr Ip Kam-fu	Supplies Supervisor (Procurement) 2	KCC
Ms Patricia Chan Pik-wa	Supplies Supervisor (Procurement) 3	KCC
Ms Surain So Lok-man	Supplies Supervisor (Procurement) 4	KCC
Mr Chan Chi-ching	Supplies Supervisor II (Supplies)	KCC
Mr Mok Chi-keung	Supplies Assistant (Procurement) 1	KCC
Ms Cheung Wai-lan	Clerk I (Procurement) 1	KCC
Miss Law Sze-nga	Clerk I (Procurement) 2	KCC
Ms Wan Kit-ming	Clerk (Procurement) 1	KCC
Mr Wogn Ngai-por	Clerk (Procurement) 2	KCC

聆聽 + 研發
讓病人更自主

A listening ear leads to
service improvements for
renal patients

慢性腎病患者除了接受醫生治療，他們在復康途上，還有無數困難需要克服。基督教聯合醫院跨部門腎科團隊傾心傾力，發展出針對病人不同需要的復康計劃，讓病人可以幫助自己，活出尊嚴。

團隊多年來在本港腎科服務中取得了多項「第一」：首創24小時腎科熱線、社康護士往家訪以指導首次家居腹膜透析、為腎科抑鬱病人設立適應工作坊、在1980年推出本港首個連續性可攜帶式腹膜透析（俗稱「洗肚」）計劃、1995年創立本港首間腎科護士診所、2006年研發全港首個腹膜透析接駁輔助系統——腹膜透析中接系統，幫助手眼功能有障礙的腎衰竭病人在家中自行做腹膜透析治療。



護士教導手眼不協調的病人使用「腹膜透析中接系統」。接駁器的獨特設計及鮮明顏色，讓病人易於連接喉管。
A nurse shows a patient with poor eye hand coordination how to safely make a peritoneal dialysis connection using ultrabag connecting device.

「當年有一位腎衰竭病人，因視力欠佳，無法獨立進行腹膜透析，亦沒有照顧者可協助。團隊為幫助這位病人，遂努力鑽研，最後研發出這個腹膜透析中接系統。這項發明，充份展現了團隊以人為本的服務精神。」團隊隊長腎科顧問醫生黃思豪醫生說。

4R
復康概念
Rehabilitation
Concept

Re-build ability
重建能力
Re-able

Re-adjustment
重新適應
Re-adjustment

Role fulfillment
重履角色
Role fulfillment

Realisation of potentials
重展潛能
Realisation of potentials

腎科團隊的4R復康概念貫串各腎科復康活動，旨在幫助病人在社區中健康生活。
'4R' Rehabilitation Concept is the guiding principles of various renal rehabilitation programmes, aiming at keeping the renal patients healthy in the community.

基督教聯合醫院跨部門腎科團隊
United Christian Hospital
Multidisciplinary Renal Team

醫生由於工作繁重，往往沒有足夠時間聆聽病人講述病情。不過，黃醫生說，「如果我們能抓緊機會，如在腎友分享會中，細心聆聽病人傾訴，便能明白他們的困難，亦較容易找到幫助他們的方法。」

病房經理林煥娥姑娘對與病人建立良好關係，有助病人康復上亦深有體會。她說，「不少病人當知道自己需長期接受洗腎時，情緒上一時間難免無法接受。所以護士在病人洗腎前，要先開導病人，幫他們做好長久作戰的心理準備；並細心教導他們腹膜透析的操作方法和技巧，當他們掌握了有關方法，就能增強自行洗肚的信心。」

「醫護人員和病人彼此能如好朋友一樣，自能幫助病人更積極面對疾病，及加快康復。」林姑娘說。★

The assistance needed by patients dealing with chronic diseases can often extend beyond purely medical care. The Multidisciplinary Renal Team at United Christian Hospital (UCH) offers patients psychological support and practical help with the tasks of daily living as part of

its efforts to ensure those suffering from chronic renal conditions enjoy full and dignified lives.

The team is widely recognised for its pioneering work in renal services development in Hong Kong. It started the first 24-hour renal hotline and the first community nurse home visit to support patients' first peritoneal dialysis (PD) exchange at home, and opened an adjustment workshop for the depressed dialysis patients. The team initiated Hong Kong's first continuous ambulatory peritoneal dialysis (CAPD) programme back in 1980 and established the city's first renal nurse clinic in 1995. In 2006, it



黃思豪醫生（右）希望腎病患者在他的團隊治理下，能克服困難，重過正常生活。
Dr Sunny Wong (right) hopes that with his team's treatment and support, renal patients can get through the difficulties and enjoy full lives again.

invented the ultrabag connecting device (UC device), which was revolutionary in enabling eye hand impaired renal patients to undertake their own PD treatment at home independently.

The idea for developing a CAPD connection assistance device came from the determination to help a patient with poor eyesight, the team leader Renal Consultant Dr Sunny Wong Sze-ho explained. "He was a very positive patient who participated actively in rehabilitation, but because

of the poor eyesight, he could not perform self CAPD connection. There was no helper to help him either," Dr Wong says. The team responded to the issue by developing the UC device, which dramatically reduces eye hand impaired patients' reliance on others to complete their dialysis.

Doctors are often too busy to listen to patients' stories. But Dr Wong says, "If we can seize every chance to listen to our patients, like in a patient sharing programme, we will understand more deeply what problem they are facing and how to help them."

Ward Manager Lam Woon-or says that team members have made great efforts to establish true friendship with patients, and that these bonds provide patients with additional strength and support in facing the long-term treatment for their renal condition.★



團隊於1999年推出本港腎科第一個腎友社區復康計劃，在東九龍成立六個社區互助小組，並由病友統籌活動，組織病人進行例如耍太極的運動。
The team launched in 1999 Hong kong's first community rehabilitation programme. Six community exercise groups in East Kowloon were formed and led by patients for exercises like Tai Chi.

基督教聯合醫院（九龍東聯網）
United Christian Hospital (Kowloon East Cluster)

Name	Post / Department	Hospital / Cluster
Dr Sunny Wong Sze-ho (Team Leader)	Consultant (Department of Medicine and Geriatrics)	UCH
Dr Ho Yiu-wing	Part-time Consultant (Department of Medicine and Geriatrics)	UCH
Dr Anthony Tang Wing-chung	Associate Consultant (Department of Medicine and Geriatrics)	UCH
Dr Chan Siu-kim	Associate Consultant (Department of Medicine and Geriatrics)	UCH
Dr Tam Chun-hay	Associate Consultant (Department of Medicine and Geriatrics)	UCH
Dr Lam Chi-kwan	Associate Consultant (Department of Medicine and Geriatrics)	UCH
Dr So Hing-shing	Consultant (Department of Surgery)	UCH
Ms Joanne Leung	Assistant Social Work Officer (Medical Social Service Department)	UCH
Ms Lee Ka-yee	Department Operations Manager (Community Nursing Service)	UCH
Ms Athina Poon	Occupational Therapist I (Occupational Therapy Department)	UCH
Mr Sam Wong Chin-wai	Physiotherapist I (Physiotherapy Department)	UCH
Ms Li Sin-man	Pharmacist (Pharmacy Department)	UCH
Mr Patrick Luk	Dietitian (Dietetic Department)	UCH
Dr Anthony Tong	Clinical Psychologist (Clinical Psychology Department)	UCH
Mr Tang Siu-keung	Department Operations Manager (Department of Medicine and Geriatrics)	UCH
Ms Lam Woon-or	Ward Manager (Department of Medicine and Geriatrics)	UCH
Ms Cheng Yuk-yee	Nurse Specialist (Department of Medicine and Geriatrics)	UCH
Ms Hui Yun-ho	Nursing Consultant (Department of Medicine and Geriatrics)	UCH
Ms Chung Sau-kuen	Nursing Officer (Department of Medicine and Geriatrics)	UCH
Mr O Tak-keung	Nursing Officer (Department of Medicine and Geriatrics)	UCH
Ms Leung Shan-shan	Nursing Officer (Department of Medicine and Geriatrics)	UCH
Mr Chan Wing-hing	Advance Practice Nurse (Department of Medicine and Geriatrics)	UCH
Mr Chan Kin-hung	Advance Practice Nurse (Department of Medicine and Geriatrics)	UCH
Ms Cheung Wai-man	Advance Practice Nurse (Department of Medicine and Geriatrics)	UCH
Ms Wong Wai-man	Advance Practice Nurse (Department of Medicine and Geriatrics)	UCH
Ms Mok Siu-kuen	Registered Nurse (Department of Medicine and Geriatrics)	UCH
Ms Chu Yin-chun	Registered Nurse (Department of Medicine and Geriatrics)	UCH
Ms Ko Hung-mui	Registered Nurse (Department of Medicine and Geriatrics)	UCH
Ms Wong Po-kwan	Registered Nurse (Department of Medicine and Geriatrics)	UCH
Ms Tsang Pui-yiu	Registered Nurse (Department of Medicine and Geriatrics)	UCH
Ms Yu Lau-ching	Registered Nurse (Department of Medicine and Geriatrics)	UCH
Ms Lam Wai-yin	Registered Nurse (Department of Medicine and Geriatrics)	UCH
Ms Wun Che-san	Registered Nurse (Department of Medicine and Geriatrics)	UCH
Ms Shing Yee-man	Registered Nurse (Department of Medicine and Geriatrics)	UCH
Ms Hung Lai-ching	Registered Nurse (Department of Medicine and Geriatrics)	UCH
Ms Chow Yuk-ling	Registered Nurse (Department of Medicine and Geriatrics)	UCH
Ms Leung Shuk-fan	Registered Nurse (Department of Medicine and Geriatrics)	UCH
Mr To Ko-yung	Registered Nurse (Department of Medicine and Geriatrics)	UCH
Ms Chung Sum-wan	Registered Nurse (Department of Medicine and Geriatrics)	UCH
Ms Yu Hoi-yan	Registered Nurse (Department of Medicine and Geriatrics)	UCH
Ms Ho Wai-yuk	Registered Nurse (Department of Medicine and Geriatrics)	UCH
Ms Hong Yuk-ching	Registered Nurse (Department of Medicine and Geriatrics)	UCH
Ms Hui Ching-fong	Registered Nurse (Department of Medicine and Geriatrics)	UCH
Ms Mok Wing-sze	Registered Nurse (Department of Medicine and Geriatrics)	UCH
Ms Yormi Wong Wing-man	Registered Nurse (Department of Medicine and Geriatrics)	UCH
Ms Ng Yuk-ling	Registered Nurse (Department of Medicine and Geriatrics)	UCH
Ms Shek Wai-yin	Ward Steward (Department of Medicine and Geriatrics)	UCH
Ms Elo Cheung Wai-lan	Health Care Assistant (Department of Medicine and Geriatrics)	UCH
Ms Lo Fung-ling	Health Care Assistant (Department of Medicine and Geriatrics)	UCH
Ms Siu Kin	Health Care Assistant (Department of Medicine and Geriatrics)	UCH

★

★

★

跨部門分流 減專科輪候時間

‘Magic Bullet’ cuts SOPC waiting times

九龍西聯網的家庭醫學專科診所，透過跨部門合作，大大減低專科病人的輪候時間。在2009年，該聯網22間專科門診診所中，病人輪候時間高於醫管局平均數的有13間；到了2014年，已減至只有兩間仍高於平均數。

團隊著力為診所及治療中心分流。一方面與專科醫生合作，在聯網的外科、泌尿科、骨科及內科病人中選擇適合家庭醫生治療的個案，轉介到家庭醫學專科診所治療；另一方面，急症室及普通科門診醫生亦會向家庭醫學專科診所轉介個案病人。

團隊組長九龍西醫院聯網服務總監（質素及安全）麥永禮醫生，他於2007年參加行政人員領袖培訓，當時做的一份功課，就是縮短專科門診輪候時間。「最後發現大概三分之一轉介看專科的病人，其實在家庭醫生處就可得到適當治療，計劃有效舒緩嚴峻的情狀。」麥醫生笑說，當時的導師正是醫管局行政總裁梁栢賢醫生。



麥永禮醫生總結團隊的成功有賴三個因素：

Dr Tony Mak identifies three key factors in achieving success:

- 專科醫生放手
Convincing specialists to let go
- 家庭醫生接手
Empowering family doctors
- 病人樂意接受
Acceptable to patients

團隊另一位組長，聯網家庭醫學及基層醫療服務部門主管姚玉筠醫生解釋：「團隊由家庭醫生及專科醫生組成。合作初期，家庭醫生和專科醫生需要磨合，專科醫生擔心病人在家庭醫生處未必得到適合的治療。其實，部分家庭醫生有外科經驗，可以熟練處理相關個案。」通過多次合作，同事的擔心才慢慢減低。

團隊亦落足心思取得病人的信任，家庭醫學專科診所醫生主管陳建偉醫生說，他們特別為負責電話通知病人的前線同事提供培訓指導，讓他們熟悉專科診症流程，以便詳細解答病人的疑問，贏得初步信任。當病人知道輪候時間縮短了，而服務質素同樣好，口碑就會一傳十，十傳百。★



九龍西專科門診輪候時間管理團隊的神奇子彈——家庭醫學專科診所

The Magic Bullet of KWC Specialist Outpatient Clinic Waiting Time Management Team – Family Medicine Specialist Clinic

Thanks to multidisciplinary cooperation at the Family Medicine Specialist Clinic (FMSC) in Kowloon West Cluster (KWC), waiting times for consultations at Specialist Outpatient Clinics (SOPC) in the cluster have been significantly reduced.

In 2009, average waiting times at 13 of KWC’s 22 SOPCs were longer than those for SOPCs across the Hospital Authority as a whole. By 2014, this figure of 13 had been reduced to just two, due in large part to the efforts of the FMSC team, which is now informally referred to as the ‘Magic Bullet’ team based on its success in finding a solution for a challenging healthcare problem.

The FMSC team is configured to provide both triage clinic and treatment centre services for patients who have been identified from Surgery, Urology, Orthopaedics and Medicine department referrals made across KWC as being good candidates for family medicine rather than specialist consultations. Suitable patients can also be identified by doctors in Accident and Emergency departments and at General Outpatient Clinics.

The idea was the brainchild of team co-leader Dr Tony Mak, KWC Service Director (Quality & Safety). He participated in an Executive Leadership Programme in 2007 and chose the reduction of SOPC waiting times his project topic. “I never imagined that my ‘homework’ would blossom into such a fruitful real-life initiative. Through the project, we found one-third of patients referred to SOPCs could actually be appropriately treated by family doctors,” says Dr Mak, who was fortunate enough to have HA Chief Executive Dr PY Leung as his mentor in the programme.

Team co-leader Dr Yiu Yuk-kwan, Chief of Service in the Department of Family Medicine and Primary Healthcare at KWC, explains, “The team consists of family doctors and



陳建偉醫生（左）及姚玉筠醫生認為，選擇適合個案要細心。Dr Louis Chan Kin-wai (left) and Dr Yiu Yuk-kwan say selecting patients who may be appropriately treated by family practitioners at the FMSC requires close assessment.

SOPC specialists. But there was some friction in the beginning. Some specialists concerned that family doctors would not be able to provide appropriate treatment for patients.”After a series of successful cooperation, the two groups have developed trust and confidence.

The final part of the puzzle was building patient trust. Dr Louis Chan Kin-wai, KWC Family Medicine Specialist Clinic Doctor in Charge, says, call centre professionals were trained to clearly explain the FMSC assessment process and to be able to provide concrete feedback to inquiries. As time has gone by, a demonstrable record of shorter waiting times and effective treatment has built confidence among patients. ★



家庭醫學專科診所的小型手術室可為病人進行乙狀結腸鏡檢查，鑒定例如大便出血的成因。With access to a variety of diagnostic equipment, doctors at FMSCs can carry out a wide range of specialised assessments.



肩周痛症病人在家庭醫學專科門診亦可得到物理治療。Patients suffering from frozen shoulders can seek physiotherapy treatment at FMSCs.

九龍西聯網 Kowloon West Cluster

Name	Post / Department	Hospital / Cluster
Dr Tony Mak (Team Co-leader)	Service Director (Quality & Safety)	PMH / KWC
Dr Yiu Yuk-kwan (Team Co-leader)	Chief of Service (Family Medicine and Primary Healthcare)	KWC
Dr Doris Tse	Clinical Service Coordinator (Medicine)	CMC / KWC
Dr Luk Wan	Consultant (Family Medicine and Primary Healthcare)	KWC
Dr Maureen Wong	Chief of Service (Medicine)	CMC / KWC
Dr Chan Kin-wai	Associate Consultant (Family Medicine and Primary Healthcare)	KWC
Dr Vincent Yeung	Chief of Service (Medicine)	OLMH / KWC
Dr Tam Ho-shan	Resident Specialist (Family Medicine and Primary Healthcare)	KWC
Dr Law Chun-bon	Chief of Service (Medicine)	PMH / NLTH / KWC
Dr Li Wing-shun	Associate Consultant (Family Medicine and Primary Healthcare)	KWC
Dr Loar Mo	Chief of Service (Medicine)	YCH / KWC
Dr Lau Po-shan	Associate Consultant (Family Medicine and Primary Healthcare)	KWC
Dr Miranda Chan	Chief of Service (Surgery)	KWH / KWC / OLMH
Dr NG Ming-shing	Associate Consultant (Family Medicine and Primary Healthcare)	KWC
Dr Francis Mok	Chief of Service (Surgery)	CMC / KWC
Dr Janet Tam Chung-yin	Associate Consultant (Family Medicine and Primary Healthcare)	KWC
Dr Chiu Ying-wah	Senior Medical Officer (Surgery)	OLMH / KWC
Dr Yiu Ming-pong	Associate Consultant (Family Medicine and Primary Healthcare)	KWC
Dr Ho Leung-sing	Chief of Service (Surgery)	PMH / NLTH / KWC
Dr Peter Anthony Fok	Associate Consultant (Family Medicine and Primary Healthcare)	KWC
Dr Kong Chi-kwan	Chief of Service (Surgery)	YCH / KWC
Dr NG Tsz-kin	Associate Consultant (Family Medicine and Primary Healthcare)	KWC
Dr Cheung Fu-keung	Consultant (Surgery)	PMH / KWC
Dr Cheung Wing-wo	Resident Specialist (Family Medicine and Primary Healthcare)	KWC
Dr Wong Wing-cheung	Chief of Service (Orthopaedics)	KWH / OLMH / KWC
Dr Lai Pui-yan	Resident Specialist (Family Medicine and Primary Healthcare)	KWC
Dr Stephen Hsu	Chief of Service (Orthopaedics)	PMH / NLTH / KWC
Dr Ng Ching-luen	Associate Consultant (Family Medicine and Primary Healthcare)	KWC
Dr Irene Lee	Chief of Service (Radiology)	PMH / NLTH / KWC
Ms Margaret Lam Choi-hing	Ward Manager (Family Medicine and Primary Healthcare)	KWC
Dr Lorna Ng	Senior Medical Officer (Family Medicine and Primary Healthcare)	KWH / KWC
Ms Chan Bo-ying	Advance Practical Nurse (Family Medicine and Primary Healthcare)	KWC
Dr Winnie Chan	Associate Consultant (Family Medicine and Primary Healthcare)	OLMH / KWC
Ms June Lau Mee-ping	Registered Nurse (Family Medicine and Primary Healthcare)	KWC
Mr Philip Choi	Cluster General Manager (Nursing)	PMH / KWC
Ms Eva Chan Shuk-king	Pharmacist	PMH
Ms Liza Cheung	Department Operations Manager (Ambulance Care)	CMC / KWC
Mr Joseph Tam Chi-yin	Physiotherapist (Family Medicine and Primary Healthcare)	KWC
Ms Tammy Tam	Department Operations Manager (Community Nursing Service & Outpatient Department)	KWH / KWC
Ms Anna Wong Yuen-ling	Dietitian (Family Medicine and Primary Healthcare)	KWC
Ms Grace Yeung	General Manager (Nursing)	KWC
Ms Fion Chan Siu-fun	Occupational Therapist (Family Medicine and Primary Healthcare)	KWC
Mr Cheung Kwok-on	Department Operations Manager (Family Medicine and Primary Healthcare)	KWC
Mr Yip Hin-ting	Optometrist (Family Medicine and Primary Healthcare)	KWC
Ms May Wong	Department Operations Manager (Specialist Outpatient Clinic)	PMH / KWC
Ms Lui Ka-sin	Patient Care Assistant (Family Medicine and Primary Healthcare)	KWC
Ms Josephine Chan	Department Operations Manager (Outpatient Department)	YCH / KWC
Ms Cheng Yuen-man	Clerk (Family Medicine and Primary Healthcare)	KWC
Mr Fred Wan	Hospital Administrator (Performance Monitor Unit)	PMH / KWC
Ms Ngai Yun-fong	Operation Assistant (Family Medicine and Primary Healthcare)	KWC

20

高效準確
住院病人藥物處方系統
IPMOE system wages
war on medication
prescription errors

醫療安全是醫療服務的重中之重，由醫院及醫院管理局總辦事處同事組成的團隊，活用科技，研發出住院病人藥物處方系統，成功加強病人安全及改善臨床工作效率。

以往藥物處方皆由醫生手寫，若然字跡不清晰，有可能引起誤會而導致藥物事故。有了這個系統，相關問題大大減少。醫生可以使用系統方便地在病房開藥，其後的配藥、派藥及餵藥會由藥劑師及護士在系統上檢查確認後執行，有效地加強了信息的準確度。藥物上均設有指定二維碼，護士派藥前會以條碼掃描器掃描病人手帶，如核對後發現有錯誤，掃描器即時會發出警示。系統自2013年在醫院試行以來，不但節省紙張，還將藥單錯漏大幅減少約三成，大大減少藥物事故的發生。

回想起開發過程，團隊組長資訊科技及醫療信息主管張毅翔醫生衷心感激隊員付出的努力。「科技項目通常要『煲』，我們早在2006年就構思了這個系統，但由於住院病人的藥物繁多，又要克服無線網絡盲點，整個系統需要很多時間準備，所以要到2009-2010年度項目才『開波』。」

設計程序之前，團隊遠赴美國醫院研究當地同類系統，但發現外國的系統不盡符合香港「快捷、同事方便、病人安全及無紙化」的多種需求，於是團隊開始一手一腳打造系統。

位於瑪嘉烈醫院荔景大樓的內科病房，正是系統的發源地。瑪嘉烈醫院副行政總監（臨床服務）羅振邦醫生，於2010年在內科病房和同事根據實際需求，反復測試，改善系統。

21

住院病人藥物處方系統執行團隊
Inpatient Medication Order Entry (IPMOE)
Implementation Teams

將軍澳醫院及威爾斯親王醫院亦於2013-14年開始實施系統。威爾斯親王醫院內科顧問醫生（腎科）梁志邦醫生及將軍澳醫院內科部顧問醫生及部門主管劉業添醫生，在過程中提出不少改良意見，並積極組織同事參加相關講座，幫助大家熟悉系統運作。隨後北大嶼山醫院及律敦治醫院亦開始應用該系統。★

In a demonstration of the power of good collaboration, individuals from Hospital Authority (HA) Head Office and three HA hospitals have been working as a team to develop, launch and maintain HA's closed-loop Inpatient Medication Order Entry (IPMOE) system, which has enhanced patient safety by improving clinical workflow efficiency and reducing clinical risk.

The electronic system helps avoid dispensing errors created by handwritten prescriptions. Doctors can now complete prescription orders on the wards using mobile tablet devices. Vetting, dispensing and administering of medications will then be carried out by the pharmacists and

nurses, who will also use mobile devices to conduct verification checks at key points in the process. At the final stage, the ward nurse will use a hand-held scanner to cross-check the QR codes on the medication packaging and on the patient's wrist ID bracelet to verify everything is in order before dispensing the drugs. An alarm will sound on the scanner if there is a mismatch or any other error.

Since the implementation of the IPMOE in HA's acute hospitals in 2013, medical errors have fallen by 30%, with the virtual elimination of errors caused by illegible handwriting. The system has also dramatically cut paper consumption.

Team leader Dr Cheung Ngai-tseung, Head of Information Technology and Health Informatics at Head Office, credits the project's success to the determination and dedication of his teammates. "The complexity of IT projects means it can sometimes be several years from vision to reality," he says. "We had developed a prototype for IPMOE



隊長資訊科技及醫療信息主管張毅翔醫生積極向同事推介系統。
Team leader Dr Cheung Ngai-tseung, Head of Information Technology and Health Informatics, introduced IPMOE to frontline staff.

back in 2006, but were unable to launch the project until 2009/10. Issues such as the large number of patient medications and wireless connectivity blind spots created administrative and technical obstacles that needed to be overcome before the 'real' project work could begin."

Before embarking on in-house development of the system, the team members visited the United States to study a similar set-up but found that it would not adequately meet HA's specific requirements.

A ward in Princess Margaret Hospital (PMH) Lai King Building is the cradle of IPMOE, where Deputy Hospital Chief Executive (Clinical Services) Dr Law Chun-bon and his colleagues had been staying up to test and improve the system based on on-site needs.

The pilot implementation of the project was expanded to include Tseung Kwan O Hospital (TKOH) and Prince of Wales Hospital (PWH) in 2013/14, and later to North Lantau Hospital and Ruttonjee Hospital. PWH Consultant Physician (Nephrology) Dr Leung Chi-bon, and TKOH Consultant and Chief-of-Service in Department of Medicine Dr Lau Ip-tim have given precious inputs and helped colleagues to familiarise the system through workshops. ★



訪評選小組主席
評選醫護群英 故事感動人心

An interview of selection panel Chairman
Stories of outstanding HA staff touch
hearts of selection panel members



每個感動人心的小故事，
都體現了同事對工作的
熱誠、不計較及精益求精的特質。

*The selection panel is
deeply moved by the stories
behind the Award
nominations as they all
demonstrate the dedication
and passion of Hospital
Authority staff. These
individuals and teams don't
ask for special treatment
or reward – they just try to
provide high-quality services
to patients.*

今屆有50多個提名單位競逐個人和團隊獎項，他們分別來自不同的崗位，有管理層、前線醫護和支援服務的同事。今屆評選小組主席、醫管局大會成員及醫管局人力資源委員會主席馬清鏗表示：「候選人各有千秋，大家不但在自己的專業領域上有出色的表現，還將醫管局的核心價值（以人為先、專業為本、敬業樂業、群策群力）發揮得淋漓盡致，為病人謀福祉，成績有目共睹。」

他稱，希望藉著簡單而隆重的頒獎禮，表揚一群傑出同事和團隊的同時，亦感謝所有獲提名的同事多年來為社會作出無私的貢獻。★

This year's Outstanding Awards attracted more than 50 nominations that included individuals and teams from management, frontline staff and supporting colleagues. "All the nominees have not only exhibited in an outstanding performance in their specific fields, but have also made significant contributions to upholding HA's core values: people-centred care, professional service, committed staff and teamwork," says Chairman of this year's selection panel, Patrick Ma, who is also an HA Board Member and Chairman of HA's Human Resources Committee.

He adds that the panel is delighted to be able to recognise the efforts of outstanding HA staff and teams in this way, and wishes to thank all the nominees for their dedication to patients and selfless efforts to enhance the well-being of society. ★

評選小組
Selection Panel

主席 Chairman
馬清鏗先生
醫管局大會成員
醫管局人力資源委員會主席
Mr Patrick Ma
Hospital Authority Board Member
Chairman of Human Resources
Committee, Hospital Authority

成員 Members
梁栢賢醫生
醫管局行政總裁
Dr P Y Leung
Chief Executive, Hospital Authority

甘博文博士
醫管局大會成員
Dr Kam Pok-man
Hospital Authority Board Member

徐德義醫生
九龍東醫院聯網總監
Dr Chui Tak-yi
Cluster Chief Executive,
Kowloon East Cluster

李德麗醫生
醫管局總辦事處人力資源主管
Dr Theresa Li
Head of Human Resources,
Hospital Authority Head Office

劉詩敏醫生
伊利沙伯醫院副顧問醫生（內科）
（上屆傑出員工之一）
Dr June Lau
Associate Consultant (Medicine),
Queen Elizabeth Hospital
(Winner of the Outstanding Staff
Award 2014)

秘書 Secretary
陳蘇美娟女士
醫管局總辦事處高級經理
（員工康健）
Mrs Ivy Chen
Senior Manager (Staff Wellbeing)
Human Resources,
Hospital Authority Head Office

一位得獎者的誕生
Three steps for standing out

第三步

評選小組會按醫管局核心價值（以人為先、專業為本、敬業樂業、群策群力）甄選入圍名單，進行面試。面試前，評選小組先進行全方位360°評審，收集候選人的上司、工作夥伴和下屬的意見；而候選團隊方面，則收集兩位非團隊同事的意見。其後的面試，包括自我介紹和評選小組提問。經過嚴謹的「過三關」評選，新一屆的傑出員工和團隊終於誕生。

Third step

The selection panel will consider the performance and achievements of the nominees with respect to HA's core values: people-centred care, professional service, committed staff and teamwork. The panel will also give a '360-degree' assessment to the questionnaires that have been completed by the supervisor, a colleague and a subordinate of each Staff Award finalist. For the team award finalists, two colleagues other than the team members will be asked to complete the questionnaires. The finalists will then be invited to participate in face-to-face interviews, which require the nominees to make a self-introduction and answer questions from the selection panel, after which the panel will choose the winners!

第二步

醫院聯網人力資源部收集聯網內的候選人資料後，送交醫院聯網總監評閱，定出參選名單；而總辦事處的提名就先遞交至總辦事處人力資源部中央人力資源組，然後再將資料交予所屬部門總監評閱。所有候選人或團隊資料，全部送交至評選小組秘書。

Second step

The cluster HR office will send nominations to the CCE for consideration. For staff and teams working at HA Head Office, nominations are sent to the Corporate Human Resources Unit of the Human Resources Division, which will gather all the necessary information and send it to the relevant Directors for further review. The details of those selected under these processes will be put forward for consideration by the Outstanding Award selection panel.

第一步

各醫院或聯網提名優秀同事，並將候選人資料交給醫院聯網人力資源部。

First step

Hospitals or clusters nominate top performers and send relevant information to their cluster HR office.



傑出員工 Outstanding Staff

廖婉華 Sannie Liu Yuen-wa

二級文員, 雅麗氏何妙齡那打素醫院, 新界東醫院聯網
Clerk II, Alice Ho Miu Ling Nethersole Hospital,
New Territories East Cluster

提名人 馮淑姿, 護理總經理, 雅麗氏何妙齡那打素醫院 / 大埔醫院,
新界東醫院聯網

Nominated by Gigi Fung Shuk-chi, General Manager (Nursing),
Alice Ho Miu Ling Nethersole Hospital & Tai Po Hospital,
New Territories East Cluster

鄭智聰醫生 Dr Vincent Cheng Chi-chung

瑪麗醫院顧問醫生(微生物學部門)
港島西醫院聯網感染控制主任
Consultant (Microbiology), Queen Mary Hospital
Infection Control Officer, Hong Kong West Cluster

提名人 袁國勇教授, 微生物學部門主管, 瑪麗醫院, 港島西醫院聯網
徐錫漢醫生, 瑪麗醫院副醫院行政總監II / 急症科部門主管,
瑪麗醫院, 港島西醫院聯網

Nominated by Professor Yuen Kwok-yung, Department of
Microbiology, Chief of Service, Queen Mary Hospital,
Hong Kong West Cluster

Dr Tsui Sik-hon, Deputy Hospital Chief Executive II / Chief of
Service (Accident & Emergency), Queen Mary Hospital,
Hong Kong West Cluster

陳潔瑩博士 Dr Sandy Chan Kit-ying

護理總經理, 香港佛教醫院, 九龍中醫院聯網
General Manager (Nursing), Hong Kong Buddhist Hospital
Kowloon Central Cluster

提名人 廖綺華, 九龍中醫院聯網總經理(護理)
伊利沙伯醫院總經理(護理)

Nominated by Eva Liu Ye-wah, Cluster General Manager
(Nursing), Kowloon Central Cluster / General Manager (Nursing),
Queen Elizabeth Hospital

董煜醫生 Dr Tung Yuk

屯門醫院副行政總監 / 屯門醫院臨床腫瘤科部門主管 / 新界西醫院聯網
Deputy Hospital Chief Executive, Tuen Mun Hospital / Chief of
Service (Department of Clinical Oncology), Tuen Mun Hospital /
New Territories West Cluster

提名人 高拔陸醫生, 新界西醫院聯網總監 / 屯門醫院行政總監

Nominated by Dr Tony Ko Pat-sing, Cluster Chief Executive,
New Territories West Cluster / Hospital Chief Executive,
Tuen Mun Hospital

顧泰康 Job Koo Tai-hong

職業治療助理, 基督教聯合醫院, 九龍東醫院聯網
Occupational Therapy Assistant, United Christian Hospital,
Kowloon East Cluster

提名人 馬楊秋玲, 高級職業治療師, 基督教聯合醫院

Nominated by Louisa Ma Yeung chau-ling, Senior
Occupational Therapist, Occupation Therapy Department,
United Christian Hospital

林慶權 Andy Lam Hing-kuen

殮房主任, 東區尤德夫人那打素醫院, 港島東醫院聯網
Mortuary Officer, Pamela Youde Nethersole Eastern Hospital,
Hong Kong East Cluster

提名人 鄧偉倫醫生, 港島東醫院聯網臨床病理部服務總監 /

東區尤德夫人那打素醫院臨床病理部部門主管, 港島東醫院聯網
Nominated by Dr. Tang Wai-lun, Service Director, Hong Kong
East Cluster Pathology Service / Chief of Service, Pamela
Youde Nethersole Eastern Hospital, Hong Kong East Cluster

傑出團隊 Outstanding Teams

港島東傷口醫護團隊

HKEC Wound Management Team

港島東醫院聯網
Hong Kong East Cluster

提名人 彭佳源醫生, 署任質素及安全服務總監, 港島東醫院聯網

Nominated by Dr Pang Kai-yuen, Deputizing Service Director
(Quality & Safety), Hong Kong East Cluster

兒童骨科及脊椎外科「扶苗直上 活出精彩」團隊

Paediatric Orthopaedics and Spine Surgery “Bone FOCUS for Brighter Future” Team

大口環根德公爵夫人兒童醫院, 港島西醫院聯網
The Duchess of Kent Children's Hospital at Sandy Bay,
Hong Kong West Cluster

提名人 程偉權醫生, 大口環根德公爵夫人兒童醫院 / 東華三院馮堯敬
醫院 / 麥理浩復康院醫院行政總監

Nominated by Dr Ching Wai-kuen, Hospital Chief Executive
The Duchess of Kent Children's Hospital / Tung Wah Group
of Hospitals Fung Yiu King Hospital / MacLehose Medical
Rehabilitation Centre

設立「特快專線」- 減省採購時間

Establishment of Express Lane – Reduction in Procurement Lead Time

九龍中醫院聯網
Kowloon Central Cluster

提名人 高玉瑩, 九龍中醫院聯網行政事務總經理 / 伊利沙伯醫院行
政事務總經理

Nominated by Susanna Ko Yuk-ying, Cluster General Manager
(Administrative Services), Kowloon Central Cluster / General
Manager (Administrative Services), Queen Elizabeth Hospital

基督教聯合醫院跨部門腎科團隊

UCH Multidisciplinary Renal Team

基督教聯合醫院, 九龍東醫院聯網
United Christian Hospital, Kowloon East Cluster

提名人 徐德義醫生, 九龍東醫院聯網總監 /
基督教聯合醫院行政總監

Nominated by Dr Chui Tak-yi, Cluster Chief Executive,
Kowloon East Cluster / Hospital Chief Executive,
United Christian Hospital

九龍西專科門診輪候時間管理團隊的

神奇子彈 — 家庭醫學專科診所

The Magic Bullet of KWC Specialist Outpatient Clinic Waiting Time Management Team – Family Medicine Specialist Clinic

九龍西醫院聯網
Kowloon West Cluster

提名人 黃德祥醫生, 九龍西醫院聯網服務總監(基層及社區醫療) /
聖母醫院醫院行政總監

Nominated by Dr Wong Tak-cheung, Service Director (Primary &
Community Health Care), Kowloon West Cluster / Hospital Chief
Executive, Our Lady of Maryknoll Hospital

住院病人藥物處方系統執行團隊

Inpatient Medication Order Entry (IPMOE) Implementation Teams

瑪嘉烈醫院、威爾斯親王醫院、將軍澳醫院及醫管局總辦事處
Princess Margaret Hospital, Prince of Wales Hospital,
Tseung Kwan O Hospital and Hospital Authority Head Office

提名人 區結成醫生, 質素及安全總監, 醫院管理局總辦事處

Nominated by Dr Derrick Au, Director (Quality & Safety)
Hospital Authority Head Office

優異員工 Merit Staff

易柏堅 Yick Pak-kin

高級藥劑師, 律敦治及鄧肇堅醫院, 港島東醫院聯網
Senior Pharmacist, Ruttonjee & Tang Shiu Kin
Hospitals, Hong Kong East Cluster

許懿德醫生 Dr Hui Yee-tak

副顧問醫生(內科), 伊利沙伯醫院, 九龍中醫院聯網
Associate Consultant (Medicine), Queen
Elizabeth Hospital, Kowloon Central Cluster

李月英博士 Dr Grace Lee Yuet-ying

老齡精神科專科職業治療師, 葵涌醫院,
九龍西醫院聯網
Senior Occupational Therapist (Advanced
Practitioner in Psychogeriatrics),
Kwai Chung Hospital, Kowloon West Cluster

徐若萍博士 Dr Maria Chui Yeuk-ping

護理總經理, 沙田醫院 / 白普理寧養中心,
新界東醫院聯網
General Manager (Nursing), Shatin Hospital /
Bradbury Hospice, New Territories East Cluster

優異團隊 Merit Teams

運動障礙團隊

Movement Disorder Team

伊利沙伯醫院, 九龍中醫院聯網
Queen Elizabeth Hospital, Kowloon
Central Cluster

新界東醫院聯網社區外展服務團隊

NTEC Community Outreach Services Team

新界東醫院聯網
New Territories East Cluster

屯門醫院社區服務中心及義工團隊

Tuen Mun Hospital Community Services Centre (CSC) & Volunteer Team

屯門醫院, 新界西醫院聯網
Tuen Mun Hospital,
New Territories West Cluster