



攜手開展 行動計劃

Show your support to Action Plan



編者的話

醫院管理局的同事一向務實進取，坐言起行，現在有三大行動，等著你的參與：

行動一：醫院管理局將於12月踏入25周年，正好來一個「全面驗身」。未來三年，醫管局將陸續開展「醫管局檢討督導委員會建議的行動計劃」，涵蓋124項具體行動，今期「封面故事」將解構幾個同事較關注的範疇，期盼你支持！

行動二：《協力》現正進行讀者意見調查，只需花一分鐘，填妥問卷，就有機會贏取\$50現金券，簡單又易做，唔填就走寶！

行動三：「新春長跑」於明年2月14日舉行，現在開始備戰！

2016年即將來臨，《協力》提早祝願大家在新一年過得更豐盛，健康長伴！

From the editor

A key strength of the Hospital Authority is a willingness to ‘walk the talk’ by putting words and ideas into action. Colleagues can demonstrate this strength by getting involved in the following initiatives:

Initiative 1: With HA approaching 25 years of dedicated service, the recent review of the Authority’s operations is a timely move in developing a strategy for sustainable future growth. HA has rolled out its Action Plan for implementing in three years the recommendations made in the HA Review. The 124 action items will require the assistance of staff in order to ensure their success. More details will be elaborated in the cover story.

Initiative 2: *HASLink* is currently conducting a readership survey. Everyone who completes the one-minute survey will have the chance to win one of several HK\$50 cash coupons – act now and you could be one of the lucky recipients!

Initiative 3: HA New Year Run will be held on 14 February 2016. Let’s get into gear now!

Last but not least, *HASLink* wishes you all a happy, healthy and prosperous 2016!

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齊心參與 提升服務質素
HA: putting words into action

醫院管理局於10月22日公布行動計劃，積極回應政府於7月發表的《醫院管理局檢討督導委員會報告》的建議。計劃就檢討報告的五個範疇、10點建議，提出了124項對應的行動措施，並於三年內開展行動。今期《協力》將解構同事比較關注的幾個範疇，重點闡述執行細節，同時重溫11月初的員工座談會。

In response to the *Report of the Steering Committee on Review of Hospital Authority* released by the Hong Kong Government in July, the Hospital Authority has formulated an Action Plan (Plan) for implementing in three years 124 action items across five areas with 10 recommendations. This issue’s Cover Story will highlight some of the Plan’s key initiatives, and reviewed the staff forum held in early November.

三院併入九龍中

一直以來，九龍中和九龍西聯網的醫療服務供求都受關注，行動計劃其中一項具體措施，就是重整這兩個聯網，將黃大仙區及旺角區從九龍西聯網劃入九龍中聯網，換言之，廣華醫院、東華三院黃大仙醫院及聖母醫院將納入九龍中，並於2016年底前行施相關的行政安排。

重整後，兩區服務人口數目差距收窄，拉近人均病床比例。全新的九龍中聯網將重組醫療服務，並與九龍西聯網作出相應調整，包括在急症醫療、延續護理、基層醫療及社區護理層面的醫護支援網絡等方面，重新規劃及協調。

Establishing a better balance between demand for and supply of medical services is a major concern in Kowloon Central Cluster (KCC) and Kowloon West Cluster (KWC). One key initiative under the Plan is regrouping Wong Tai Sin district and Mongkok area, which are currently part of KWC, under KCC. This will result in Kwong Wah Hospital, Tung Wah Group of Hospitals Wong Tai Sin Hospital and Our Lady of Maryknoll Hospital becoming part of KCC. Administrative arrangements for this regrouping exercise will be in effect by late 2016.

This redrawing of cluster boundaries will narrow the gap between the medical needs of the serviced population and the clusters’ capacity for providing such care. To give one example, there will be a better balance in terms of the number of available hospital beds per 1,000 people. The change will require the reorganisation of the provision of care in both KCC and KWC, giving appropriate consideration to acute care, extended care, primary care and community care services.

行動計劃亦建議重組個別醫院行政總監管理的醫院數目，令各人職責範圍相若，有助崗位輪調。考慮目前各醫院行政總監的任期，配合聯網界線改變，可望三年內分階段落實變動。有關建議將於12月提交醫管局大會通過。建議包括將以下聯網的醫院，歸納由七位行政總監管理，他們亦可按各院的情況，委任一名副醫院行政總監作支援。

The Plan also proposes reorganising the number of hospitals managed by HA’s various Hospital Chief Executives (HCEs) to bring the scope of duties of all HCEs to a comparable level and to facilitate job rotation among HCEs. The proposed changes will be phased in over three years, taking into account the existing service tenures of HCE incumbents and the need to dovetail with cluster boundaries. The proposed changes will be put before the HA Board for endorsement in December this year. Below are the hospitals which have been suggested and grouped to be managed by seven HCEs. These HCEs can depend on the necessity of the individual hospitals follow up on consequential appointment of Deputy HCEs to support them.

港島西 Hong Kong West Cluster
葛量洪醫院 + 東華醫院
Grantham Hospital + Tung Wah Hospital

港島東 Hong Kong East Cluster
東區尤德夫人那打素醫院 + 黃竹坑醫院 + 長洲醫院
Pamela Youde Nethersole Eastern Hospital + Wong Chuk Hang Hospital + St John Hospital
律敦治及鄧肇堅醫院 + 春磡角慈善護養院 + 東華東院
Ruttonjee Hospital & Tang Siu Kin Hospital + Cheshire Home, Chung Hom Kok + Tung Wah Eastern Hospital

九龍西 Kowloon West Cluster
東華三院黃大仙醫院 + 香港佛教醫院 + 聖母醫院
Tung Wah Group of Hospitals Wong Tai Sin Hospital + Hong Kong Buddhist Hospital + Our Lady of Maryknoll Hospital

九龍東 Kowloon East Cluster
將軍澳醫院 + 靈實醫院
Tseung Kwan O Hospital + Haven of Hope Hospital

新界東 New Territories East Cluster
沙田醫院 + 白普理寧養中心 + 沙田慈善護養院
Shatin Hospital + Bradbury Hospice + Cheshire Home, Shatin

新界西 New Territories West Cluster
博愛醫院 + 天水圍醫院
Pok Oi Hospital + Tin Shui Wai Hospital

Three hospitals join in Kowloon Central Cluster

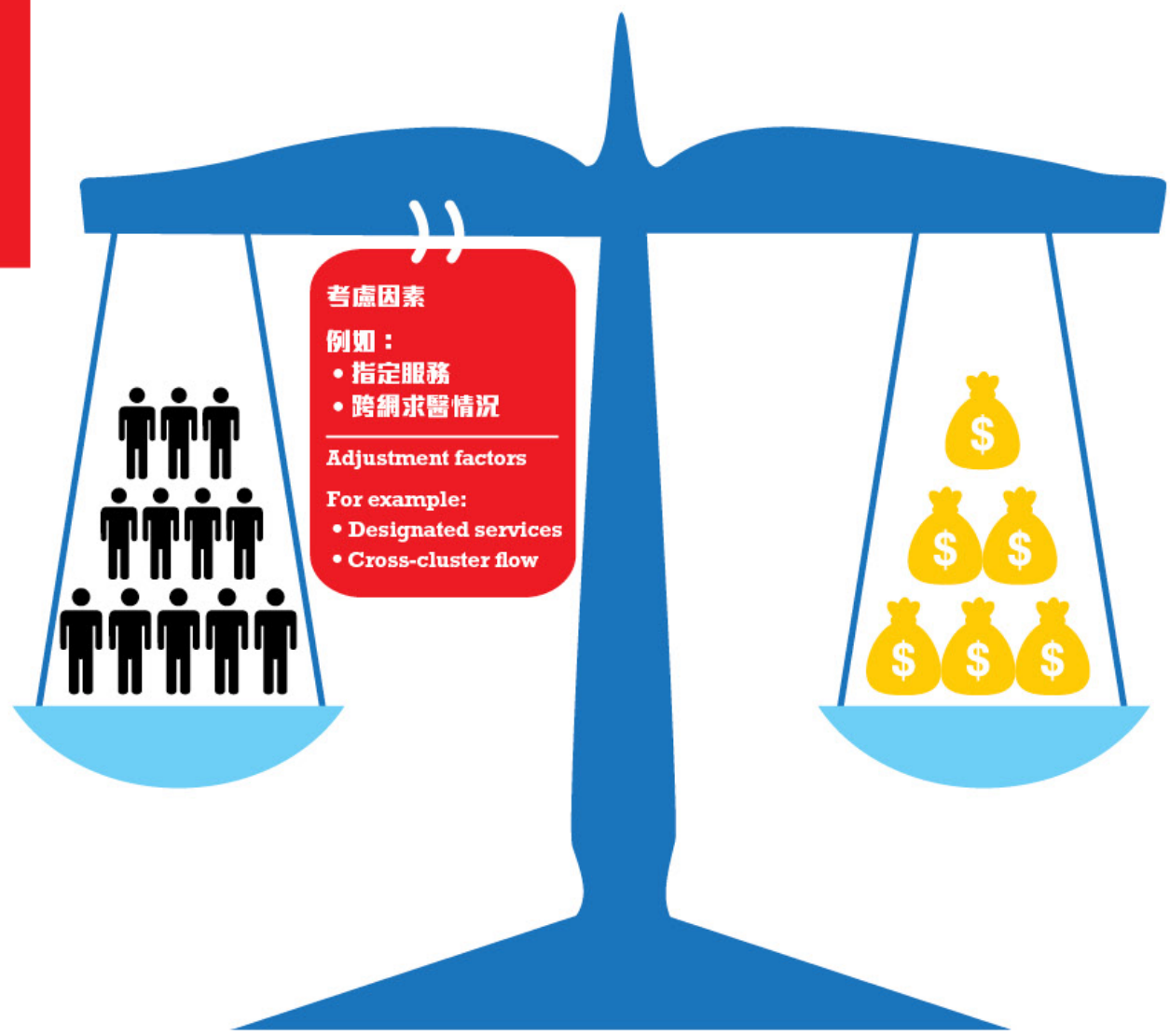


醫管局會在2015/16至2017/18年度，額外撥款三億元予九龍東、新界東和新界西三個聯網，以改善服務量不足，並考慮優先用作招聘護士、專職醫療和後勤支援等人手。

HA will mobilise in 2015/16 and 2017/18 an additional HK\$300 million to finance ‘catch-up’ plans for Kowloon East Cluster (KEC), New Territories East Cluster (NTEC) and New Territories West Cluster (NTWC). The main thrust of the plans is to address deficiencies in service capacity, particularly with respect to manpower shortfalls in nursing, allied healthcare workers and supporting staff.



優化資源分配 Optimise resource allocation



輔助服務規劃的分析工具
An analytical tool to guide service planning

要提供優質服務，資源分配必須得宜，醫管局將發展以人口為基礎的優化資源分配模式。除考慮各區人口規模外，還考慮醫院提供的指定服務及病人跨網求醫情況，進一步掌握各區服務需求，更全面地規劃短、中、長期服務發展，把有限資源投放到最適切的地區和範疇。

制定資源分配政策時，醫管局會先諮詢醫院聯網意見，於今年第三季開始，與個別聯網每年舉行兩次會議，就模式發展及分析結果的應用進行交流，亦會在明年第三季發表諮詢文件，諮詢前線同事對模式的意見，然後再委聘外界顧問，驗證模式的方法和框架，預計在 2017 年第一季敲定。

The optimal allocation of resources plays a crucial role in supporting the provision of quality healthcare services. HA will develop a refined population-based resource allocation model that uses data on local population demographics, provision of designated services and cross-cluster movement of patients to better understand current and future service needs. This model will support the development of robust short, medium and long-term service plans and ensure HA's resources are allocated to maximum service effect.

HA will solicit the clusters and frontline staff for their opinions. Starting from third quarter of this year, biannual meetings with each cluster to share ideas on model development and potential application of analysis findings will be held. In the third quarter of 2016 a consultation paper to solicit views on model from frontline will be published. An external consultant will be engaged to validate the model's approach and framework. The model will be finalised by the first quarter of 2017.

同時，醫管局亦會改善及簡化資源申撥程序，減少前線臨床人員的行政工作，又會在明年第一季為前線使用者舉辦培訓工作坊，令他們更了解系統的流程，而周年工作規劃系統則在 2017 年第一季進行十多項系統提升，加強自動化及減少行政工作。

此外，加強資源申撥及分配的透明度亦是關注點之一，計劃於每年第一季開始，向統籌委員會和中央委員會的成員，以及聯網和總辦事處的負責人員闡述作出最終決定背後的理據和考慮以及就提交建議的分配結果，向有關持份者析述對建議項目的意見。

Meanwhile, HA will simplify the procedures of resources bidding and allocation process in order to minimise the administrative workload of frontline clinical staff. Training workshops will be organised for frontline users to consolidate the workflow of Annual Planning System (APS) during the first quarter of 2016. At the same time, over 10 systems enhancements will be implemented to the APS to improve system functionality, facilitate automation and reduce administrative work.

Enhancing transparency of the resource bidding and allocation process is also one of the initiatives in the Action Plan. It is suggested that briefing forums will be held in the first quarter of every year for Coordination Committee and Central Committee members, clusters and HAHO subject officers in a bid to explain the rationale and considerations behind the final decisions and allocation result of submitted proposals. Feedback concerning the submitted proposals will be given to stakeholders involved as well.



周年工作規劃系統將在 2017 年第一季進行十多項系統提升，加強自動化及減少行政工作。Over 10 systems enhancements will be implemented to the Annual Planning System in the first quarter of 2017 to improve system functionality, facilitate automation and reduce administrative work.

縮短輪候時間 Shorten the waiting time

專科門診和急症室的輪候時間及服務，一直面對很大壓力，在專科門診方面，尤以骨科和精神科的輪候時間最急需解決。醫管局將強化家庭醫學專科門診服務，分擔骨科的穩定個案；亦會檢視如何優化及採用電子轉介表格處理頸／背痛個案。

在精神科方面，會採用新的跨專業服務策略，優化兒童及青少年和一般精神科病人（即病情比較穩定的情緒病、焦慮症病人等）的跨專科團隊服務。醫管局亦會在今年第四季開始推行中央協調的跨網預約先導計劃，讓情況合適的精神病患者，跨網至九龍西聯網新成立的精神健康診所應診。

The high demand for Specialist Outpatient Clinic (SOPC) and Accident & Emergency (A&E) services are resulting in extended waiting times for some patients, particularly for the high pressure areas in Orthopaedics & Traumatology (O & T) and Psychiatric SOPCs. For example, strengthen the role of Family Medicine Specialist Clinics (FMSC) as it will follow up on stable O & T cases where appropriate, as well as enhance and make use of the referral guidelines and electronic referral system template for neck / back pain.

To reduce the pressure on Psychiatric SOPCs, HA will strengthen the multidisciplinary teams that provide mental health services for children and adolescents and for adult patients, such as those dealing with emotional or anxiety disorders. A centrally-coordinated cross-cluster booking system will be piloted in the fourth quarter of this year, under which suitable patients with common mental disorders (CMD) from other clusters will be referred to the CMD clinic in KWC.



醫管局將加強家庭醫學專科門診的角色，以舒緩骨科專科門診的壓力。HA will strengthen the role of Family Medicine Specialist Clinics to relieve the pressure on Orthopaedics & Traumatology services at Specialist Outpatient Clinics.

在滯留等候入院問題上，九龍中的伊利沙伯醫院和新界東的威爾斯親王醫院的情況較為明顯。醫管局在 2016/17 年度，會繼續透過增加人手、增加病床、翻新醫院、小型基建及興建醫療設施等，提升兩院及其聯網內醫院的服務量。同時，將於明年第一季訂制滯留等候入院的主要表現指標，提交醫管局大會通過，以及為前線同事提供實時資訊顯示版，以便統籌病床安排。



急症室經常爆滿，醫管局將推行多項針對性措施，縮短求診人士等候時間。HA will implement a series of measures to reduce incidences of overcrowded A&E Departments and shorten waiting times for patients.



急症室方面，醫管局計畫在 2016/17 年度重整運作流程，讓「第三類別」（即緊急類別）病人盡早得到初步治療。又會增撥醫療及護士人手至急症室，讓病人獲得適時診治。對於第四及第五類別（即次緊急和非緊急）的病人，則會建立透明機制及公開平台，讓他們掌握更多輪候資訊，並進一步擴展急症室支援診症節數計劃的規模和服務範圍。

HA also plans to re-engineer the A&E work process in 2016/17 and deploy additional medical and nursing manpower to A&E Departments, with the aims of providing earlier assessment and intervention for Category III i.e urgent case patients and ensuring patients receive timely medical treatment. Action will be taken to enhance transparency with respect to making estimated waiting times available to the public and to cut waiting times for Category IV and Category V i.e semi-urgent and non-urgent case patients. The scale and coverage of the A&E Support Session Programme will also be extended.

The service access block is currently most acute at Queen Elizabeth Hospital and Prince of Wales Hospital. HA will continue with efforts to increase service capacity by allocating additional manpower and beds, undertaking refurbishment and minor works projects, and through longer-term planning with regard to the development of major medical facilities. A Key Performance Indicator (KPI) to monitor access block is being formulated and will be presented to the HA Board for endorsement during the first quarter of 2016. A dashboard will be developed to provide real-time information to facilitate bed coordination.

凝聚 醫管局 一家人

Promote the concept of 'One HA'

醫管局將提倡「一個醫管局」概念，提升地區員工對醫管局的歸屬感，包括加強高級管理人員和臨床人員的職位輪調安排。醫管局將在明年第三季制訂總行政主任或以上職級的職員輪調安排，包括甄選準則、批核程序和撥款安排和角色界定等。至 2016/17 年度，會擴展至臨床人員進行專科內的職位輪調，及聯網內臨床人員跨專科輪調等。另外，日後的所有聘書將統一格式，以凸顯「一個醫管局」的精神。

HA will promote the concept of 'One HA' to enhance the sense among staff that they are part of one united HA family, rather than just a member of an individual cluster or hospital. Enhancements to job rotation mechanisms will include formulating comprehensive role descriptions, clear objectives, selection and endorsement criteria, and funding arrangements for job rotations at the rank of Chief Executive Officer and above by the third quarter of 2016. During 2016/17, the job rotation programme will expand to include the intra-specialty and cross-specialty rotation of clinical staff. In parallel, the format and boilerplate content of HA appointment letters will be standardised to emphasise the 'One HA' family culture and the authority for deployment by HA in case of need.

同時，醫管局將善用 5.7 億元撥款，制定及推行重新聘用計劃，吸納合適的退休人員，以紓緩醫護人手短缺及鼓勵知識傳承。例如：重聘 2015/16 及 2016/17 年度退休的臨床醫生、護士、專職醫療及藥劑人員、及支援職系人員。截至今年 9 月 30 日，醫管局已重聘 60 名退休醫生，預料逾 110 名已退休的護士和專職醫療同事會在 2015 年第四季獲重聘，約 460 名支援職系人員已獲推薦重聘。

One-off funding of HK\$570 million will be allocated to implement re-employment schemes for suitable retirees to help address manpower shortages and encourage knowledge transfer. Actions under the schemes will include the re-employment of suitable clinical doctors, nurses, allied healthcare workers, pharmaceutical and supporting staff who will retire in 2015/16 and 2016/17. As at 30 September 2015, arrangements have been made to re-employ 60 retiring doctors. Over 110 retiring nurses and allied healthcare professionals are expected to have been recruited by the end of the fourth quarter of 2015, and around 460 retiring supporting staff have been recommended for re-employment.

提升 培訓發展

Strengthen training and development

優秀人才永遠是機構的重要資產，醫管局將運用三億元撥款加強員工培訓，於 2015/16 年度開始推行 11 項新的培訓措施，包括增設獎學金、託辦課程、海外培訓、模擬訓練、員工輪調計劃，並招聘替假人員，以便同事受訓期間，日常服務維持正常。海外培訓將會重點強化，讓同事與海外醫護人員交流、觀摩。同時，亦會提供網上醫護服務管理課程，加強高級管理人員的專業知識。

HA will invest a funding of HK\$300 million in enhancing staff training by launching or scaling up a total of 11 related programmes, including scholarships, commissioned training, overseas training, simulation training, staff rotation development programmes, and additional manpower support for training relief to maintain daily service operations. Particular emphasis will be placed on increasing overseas training opportunities for staff in order to facilitate awareness and transfer of best practices from other countries. A structured Healthcare Services Management Training Curriculum will be developed to enhance the core business knowledge of senior executives.

今年第四季，將於人力資源委員會下設立中央培訓委員會，負責整體培訓政策、監督和資源分配，確保各單位執行措施一致，確保公平和公正。

In the fourth quarter of 2015, HA will set up a Central Training and Development (T&D) Committee under the Board's Human Resources Committee. The T&D Committee will advise on policies and monitor resource allocation to facilitate greater consistency, parity and transparency in the provision of training programmes.



醫管局將會強化員工培訓，當中包括增加海外培訓機會，以及發展一套有 52 個單元的醫護服務管理課程系列，鞏固高級管理人員的相關知識。



HA will strengthen staff training by increasing overseas training opportunities and developing a structured Healthcare Services Management Training Curriculum with 52 e-learning modules to enhance the core business knowledge of senior executives.



總辦事處人力資源部於 11 月 5 日舉行員工座談會，同事踴躍出席提問。
The Human Resources Department at HA Head Office organised a staff forum on 5 November, at which colleagues were able to raise their questions and concerns regarding the Action Plan.



我想知道..... I want to know...

不論在員工論壇或主席及行政總裁探訪醫院時，都有同事就「行動計劃」提出心中疑問，以下是部分問與答：

Whether at the staff forums or during visits by HA Chairman and Chief Executive to hospitals, staff members frequently raised questions in relation to the Action Plan and its implementation. The following are some of those questions and answers.

問：如何確保人人可公平獲得培訓機會？日後有沒有輪調的機會？

答：同事請放心，我們將設立中央培訓委員會，負責整體培訓政策及指導，我們亦鼓勵以聯網為基礎的輪調計劃。

Q: How will HA ensure that all staff enjoy a similar level of access to training opportunities? Any rotation programmes for the staff?

A: HA will set up a Central Training and Development Committee to oversee the development and implementation of training policies. We encourage staff to make effective use of job rotation programmes on a cluster's base.

問：我是精神科社康護士，為甚麼退休重聘計劃沒有包括我們？

答：任何人手重聘，事前都會諮詢各聯網的專科，並因應地區的需求作出相應的重聘人手安排。

Q: I am a psychiatric community nurse – why isn't my job included under the retiree re-employment scheme?

A: The posts offered under the retiree re-employment scheme reflect feedback from various cluster specialists and local demand for different types of services. The types of posts offered under the scheme may change over time in line with the changing needs of the local community.

問：廣華醫院正進行重建，現在又因劃界而重組服務，會否亂上加亂？

答：我們會非常審慎處理各項細節的優先次序，不會一蹴而就。行動計劃是在未來三年內開展工作，並非三年內完成，所以同事不必過份擔心。

Q: With the re-delineation of cluster boundaries coming at the same time as reconstruction work at Kwong Wah Hospital, will the provision of services become more chaotic?

A: HA is taking great care to ensure that all initiatives are rolled out at an appropriate pace and in a manner that upholds service quality and staff well-being as central guiding principles. Colleagues may rest assured that the three-year timeline for the Action Plan refers to the implementation of the various measures – not to their completion.

問：重新劃界後，是否要兼顧「新加入」的其他醫院病人，令工作量大增？

答：重新劃界的工作安排會循序漸進，未來一年局方會先做好規劃，於明年底完成有關行政安排，再進行基礎服務重整，最後才是臨床服務重整，過程中會充份考慮同事的承受能力。

Q: With the re-delineation of certain cluster catchment areas, will this mean I will need to deal with patients at the 'new hospitals' in addition to my existing workload?

A: The process of re-delineating cluster boundaries will proceed step by step. A comprehensive plan will be developed over the next year, and administrative arrangements for the re-grouping exercise will be completed by late 2016. This will be followed by the development of the plan for reorganising the delivery of basic and clinical services. Staff workloads will be an important consideration throughout this process.

同事想重溫當日座談會實況，可瀏覽（內聯網）
<http://havideo.home/HAVOD/Video.aspx?vid=1202>。

大家亦可瀏覽報告內容：（互聯網）www.ha.org.hk/goto/HAReviewActionPlan/tc 或（內聯網）http://ha.home/visitor/?parent_id=32041&content_id=36669&language=CHIB5。

A full-length video of the staff forum on the Action Plan is available at (intranet) <http://havideo.home/HAVOD/Video.aspx?vid=1202>. To read the details of the Action Plan, please visit (internet) www.ha.org.hk/goto/HAReviewActionPlan/en or (intranet) http://ha.home/visitor/?parent_id=32041&content_id=36669&language=ENG.

歡迎梁智仁教授 續任主席 Welcomes Prof Leong re-appointed as Chairman

醫院管理局行政總裁梁栢賢醫生代表醫管局團隊，歡迎政府於11月27日再度委任梁智仁教授為醫管局主席，任期兩年，由2015年12月1日起生效。

梁智仁教授對於再度獲政府委任感到非常榮幸，他會致力聯同醫管局七萬名專業和充滿熱忱的員工，繼續攜手服務市民。

梁教授說：「兩年前我獲委任為醫管局主席，適值政府展開全面檢討醫管局的運作，並由食物及衛生局局長高永文醫生出任醫管局檢討督導委員會主席。兩年後的今日，我們已根據督導委員會報告在五個重點範疇所提出的建議，制訂了務實具體的行動計劃書。」

「縱然我們面對人手緊絀、人口老化、服務需求持續上升等重重挑戰，現時最需優先處理的其中一項任務，是必須確保在未來三年內，順利開展行動計劃書提出的逾一百項具體措施。」



"My appointment two years ago commenced shortly after the Government started its comprehensive review of the Authority through the Steering Committee chaired by the Secretary of Food and Health Dr Ko Wing-man. Two years on, we have now formulated a concrete action plans based on the Steering Committee's recommendations on five priority areas," said Professor Leong.

"One of my priority tasks ahead is to ensure the smooth implementation of over 100 concrete action items in the HA Action Plan in the coming three years, amid the daunting challenge of manpower constraint, ageing population and ever growing service demand," he added.

Professor Leong looks forward to working closely with the Food & Health Bureau to continue the endeavour in enhancing public healthcare services for the people of Hong Kong.

Dr PY Leong echoes Professor Leong's remarks and said: "His wisdom and visions, wealth of knowledge in medical profession and vast experience in public service will continue to guide us through our challenges ahead."

梁教授又期望繼續與食物及衛生局緊密合作，竭力進一步為本港市民提供更優質的公共醫療服務。

梁栢賢醫生和應梁教授所言時說：「梁教授高瞻遠矚的智慧，淵博的醫學知識和豐富的公共服務經驗，將會繼續帶領醫管局整個團隊，上下一心，克服未來的挑戰。」

The Chief Executive of Hospital Authority, Dr PY Leong, on behalf of the Authority's staff members welcome on 27 November the Government's re-appointment of Professor John Leong Chi-yan as HA Chairman for a term of two years with effect from 1 December 2015.

Speaking on the re-appointment, Professor Leong said he was honoured to be reappointed and to stay on board with the 70,000 professional and dedicated staff members of HA.

哺乳媽媽不用愁 New policy supports breastfeeding working mothers

醫管局已推行「母乳餵哺友善工作間」政策，讓升級做哺乳媽媽的同事，在職期間仍可繼續餵哺母乳。三項建議措施如下：

- 提供具私隱的空間、舒適的座椅和電插座（連接奶泵），以便員工擠母乳；
- 提供妥善儲存母乳的冷藏設施；

- 容許員工於分娩後一年內，利用授乳時段擠母乳，如一個工作天兩節，每節30分鐘或合共一小時的授乳時段。

有關推行建議措施的原則應以顧及服務／運作為大前提，同事宜盡早與主管溝通，以便安排人手。有關措施將於一年後檢討。若同事對政策有任何疑問，可向所屬聯網人力資源部查詢。

To support Hospital Authority colleagues who are new mothers and wish to continue to breastfeed their babies after returning to work, HA recently implemented a Breastfeeding Friendly Workplace Policy. The Policy sets out three recommended key initiatives:

- Providing private spaces with comfortable seating and an electric outlet for operating a breast pump.
- Providing refrigeration facilities for safe storage of breast milk.
- Allowing mothers who are breastfeeding to take lactation breaks to express breast milk (e.g. two 30-minute sessions or a total of one hour per day) for up to a year after childbirth.



伊利沙伯醫院設立「愛嬰間」提供私人空間給餵哺母乳的同事使用。The Baby-friendly Room set up at Queen Elizabeth Hospital provides a private space for colleagues who are new mothers and are breastfeeding their babies.

The primary principle in implementing the measures will be to ensure that HA patient services continue to function smoothly, and colleagues who are breastfeeding mothers should communicate with their supervisors in advance to make the necessary arrangements. The measures will be reviewed after a year. Colleagues who require further information should contact their Cluster Human Resources Office.

特別薪酬調整 Special pay adjustment

醫院管理局大會在11月19日的內務會議上，通過將薪金達醫管局一般職系薪級表第45點及以上、或同等薪金水平之約3,200位員工的薪酬上調百分之三。

這次的特別薪酬調整將會追溯至2014年10月1日，合資格員工會在2015年11月收到經調整的薪金和補薪。

醫管局主席梁智仁教授表示：「醫管局大會作出有關決定時考慮一籃子因素，包括員工士氣及挽留人手、醫管局薪酬的競爭力、醫管局財務狀況及早前轄下財務委員會討論的相關財務安排。」梁教授重申，醫管局的運作主要倚賴政府撥款，有責任謹慎運用資源。

大會同意透過調動內部資源及其他促進效益和節流的措施，去應付特別薪酬調整的額外經常性開支，而不影響病人服務。特別薪酬調整涉及

每年約2.16億元及在2015-2016年度一次性1億元的額外財務支出。

梁教授及醫管局大會再次感謝政府一直以來對公共醫療服務的承擔及支持，並感謝員工的熱誠投入及專業精神，為市民提供優良的公共醫療服務。

The Hospital Authority Board approved at the Administrative and Operational Meeting on 19 November a special upward pay adjustment of 3% for around 3,200 staff members at HA General Pay Scale point 45 and above or equivalent.

The special pay adjustment would be backdated to 1 October 2014. Serving eligible staff will receive the revised salary and back pay in November 2015.

HA Chairman Professor John Leong said, "In arriving at the decision the Board has considered a basket of factors including staff morale and retention,

competitiveness of HA pay scale, and HA's financial position and related arrangement which have been looked into by the Finance Committee of the Board." He also noted that HA relied heavily on Government's funding for its operation and had a duty to exercise due diligence in managing its resources.

The Board agreed that internal resources would be deployed alongside efficiency gains and savings to meet the additional recurrent financial commitment arising from this special pay rise while not affecting patient services. The additional financial commitment is about \$216 million per annum and \$100 million one-off in 2015-16.

Professor Leong and Board Members expressed appreciation to the Government for the ongoing commitment and support to public hospital services. They also thanked HA staff members for their dedication and professionalism in providing quality healthcare services to the community.

伊院新「同事」 New robotic system enhances surgical excellence at QEH

伊利沙伯醫院月前迎來了一位新「同事」：專攻精密微創手術的達文西機械臂。這是醫管局引入的第五部此類手術器械，亦為亞洲首部擁有雙控制台的同類器械，方便醫生進行手術訓練時，由導師在旁指導。醫生現已利用該機械臂為前列腺癌、直腸癌和宮頸癌患者進行手術，過程可減少出血，加快傷口的復原速度。該院新落成的鄭裕彤博士機械臂手術室全面投入服務後，預期每年會有超過150名病人可受惠此類技術。

醫管局自2005年起，已先後在威爾斯親王醫院、瑪麗醫院、瑪嘉烈醫院及東區尤德夫人那打素醫院引入了機械臂設施。



Cancer patients requiring invasive surgery at Queen Elizabeth Hospital (QEH) are now among those benefitting from the Hospital Authority's commitment to harnessing the power of advanced technology to enhance its services.

The hospital is now one of five HA institutions (the others being Prince of Wales Hospital, Queen Mary

機械手臂可讓兩位外科醫生一同做手術，同時操作全部三隻機械臂，增強手術的自由度及精確性。The dual-operator console of the 'da Vinci' robotic surgical system allows two surgeons to work together to operate and control the three arms of the robot, enabling them to perform complex or difficult surgical procedures with a high degree of precision.

Hospital, Princess Margaret Hospital and Pamela Youde Nethersole Eastern Hospital) to have introduced the use of a robotic surgical system since 2005.

At QEH, the 'da Vinci' surgical system is being used to provide prostate cancer, rectal cancer and cervical cancer patients with highly precise, minimally invasive surgical treatment. Compared with standard surgical procedures, patients treated under this new surgical system experience less bleeding and faster recovery times.

This latest robotic system is noteworthy in being the first in Asia to feature a dual-operator console that, among other things, allows for closely supervised training. Once it is in full service, the newly established Dr Cheng Yu-tung Robotic Surgery Suite at QEH is expected to be able to handle around 150 surgeries each year.

醫社攜手 為「老友記」醫心

KCH join hands with community to address mental health issues among elderly people

據政府推算，到2064年，香港男性的平均預期壽命將上升至87歲，女性則上升至92.5歲。人口老化亦帶來連串老齡精神病問題。

Average life expectancy in Hong Kong are among the highest in the world. With the Government projecting that these will continue to rise – reaching 87 years for men and 92.5 years for women by 2064 – there will be increasing demand for medical services for geriatric patients, including those that deal with mental health issues.

葵涌醫院老齡精神科於2011年推出「老齡心理健康社區護士診所」服務，先後涵蓋荃灣及葵青區，與區內的長者健康中心和長者鄰舍中心合作，為「老友記」提供一站式的心理健康評估和個案跟進服務。上月中，服務再拓展至深水埗區，讓更多長者受惠。

老齡精神科護士每月會到長者中心為「老友記」進行評估，及早識別患上精神或情緒疾病的長者，安排他們到醫院或老齡精神科門診接受進一步治療。診所亦為照顧者及長者中心職員和義工提供心理健康資訊、支援和協助，提升他們照顧患病長者的技巧及舒緩照顧壓力。



資深護師為個案作詳細精神健康評估。
Advanced Practice Nurse is providing mental health assessment for cases.

葵涌醫院老齡精神科日間中心部門運作經理蔡碧霞說：「長者中心社工了解長者的性格和社交習慣，有助我們掌握和評估他們的病情。更重要的是，及早識別患者，可避免病情惡化及延誤康復進度，甚至可以阻止悲劇發生。」

服務推出以來，已有超過700位長者接受評估，當中約四成個案被轉介至老齡精神科門診作進一步跟進治療，其中22位有自殺危機的長者，獲轉介到速治診所。

In 2011, the Psychogeriatric Department at Kwai Chung Hospital (KCH) launched the Primary Mental Health Nurse Clinic for the Elderly to serve elderly people in Tsuen Wan, and has since been rolling out services to Kwai Chung and Tsing Yi in phases. In partnership with both Elderly Health Centres and Neighbourhood Elderly Centres in the districts, the Clinic provides a one-stop mental health assessment and follow-up care services. In mid-October this year, the service was extended to cover Sham Shui Po to benefit more elderly persons.

Nurses from KCH's Psychogeriatric Department provide outreach psychogeriatric assessment services at

elderly centres once a month, in a bid to identify at an early stage elderly persons suffering from psychiatric problems or mood disorders and provide referrals to the hospital or outpatient clinics for treatment. The Clinic also provides mental health education and support for primary carers – including staff and volunteers at elderly centres – to enhance their capabilities and help them better manage the pressures of taking care of elderly people with mental health issues.

“The social workers at elderly centres are familiar with the personalities and habits of the people in their care, and can therefore greatly assist us in making our assessments,” explains Esther Tsoi, Department Operations Manager of the Psychogeriatric Ambulatory Care Centre at KCH. “Early intervention in cases of geriatric mental health issues can slow down the progression of a patient’s disease or disorder, aid faster recovery in cases where this is possible, and even help prevent tragedies.”

Over 700 cases have been assessed since the launch of service, of which about 40% were referred to outpatient clinics for consultation. Twenty two cases were identified as involving a risk of suicide and were referred to the Fast Track Clinic.

醫管局 受讚賞

Health Minister praises HA operations and staff

國家衛生和計劃生育委員會主任李斌率領代表團10月底到訪醫管局，與醫管局主席梁智仁教授及行政總裁梁栢賢醫生探討兩地醫療衛生發展議題。李斌讚揚醫管局藥物管理工作有效出色，建議加強兩地相關機構交流學習。

Minister Li Bin of National Health and Family Planning Commission visited the Hospital Authority in late October, during which time she exchanged views with HA Chairman Professor John Leong and HA Chief Executive Dr PY Leung on a variety of issues concerning healthcare development in mainland China and Hong Kong. Minister Li expressed her admiration for HA's drug management system and said HA and the healthcare authorities on the Mainland should enhance communication and cooperation in this area.



李斌（右三）亦到訪瑪麗醫院。她讚揚香港公立醫院前線醫護同事盡心盡力。
During a tour of Queen Mary Hospital, Minister Li (third from right) praised the devotion of frontline staff.



「有情人」猴年孖住跑

‘Romantic’ HA Run to welcome in the Year of the Monkey

「2016醫管局新春長跑」將於明年2月14日（正月初七）舉行，適逢當日為西方情人節，大會大搞新意，加添「有情人組」在反斗服裝大比拼中角逐。

點為之「有情人」？大會話可以係親密戰友嘅上司下屬，又可以係工作buddy、羨煞旁人嘅夫婦，唯一原則就是以二人為作賽單位。

如果同事嚟12月14日或之前報名，當日仲可以上台拉票，行行catwalk擺個靚pose。冠軍會由當日在場人士選出。選中冠軍的其中五位人士，可得超市禮券。同時，為慶祝醫管局成立25周年，每位投票人士可於投票時進行抽獎，贏取超市禮券。仲唔快啲下載表格報名 http://staff-welfare.home/upload/NYR2016/costume_contest_form.pdf！

今年長跑嘅路線同以往一樣，以威爾斯親王醫院為起迄點，環繞沙田城門河畔作賽。當日場內仲有各式小食攤位、小丑表演、吉祥物馬騮仔同大家影相添！

The schedule for next year's Hospital Authority New Year Run looks set to make it a particularly heart-warming event. As the event is being held on Valentine's Day (14 February), the Best Costume Contest, one of the programmes in the run, will for the first time include a special 'Lovers and Friends' category.

But runners who are currently without romantic attachments shouldn't despair. HA Head Office Human Resources Division, which organises the event, explains that its definition of 'couple' is very broad: two colleagues or, yes, even a husband and wife! The only criterion is that the team must have two members.

Runners who enrol for the Contest on or before 14 December will be eligible to take part in a catwalk show to canvass for votes from their fellow runners. Five participants who pick the champion of the Contest will receive a supermarket voucher as reward for their bright choice! As a special bonus to celebrate the 25th anniversary of HA, everyone who votes will be entered into a lucky draw. You may wish to download the

李卓廣醫生

募血老將變「阿頭」

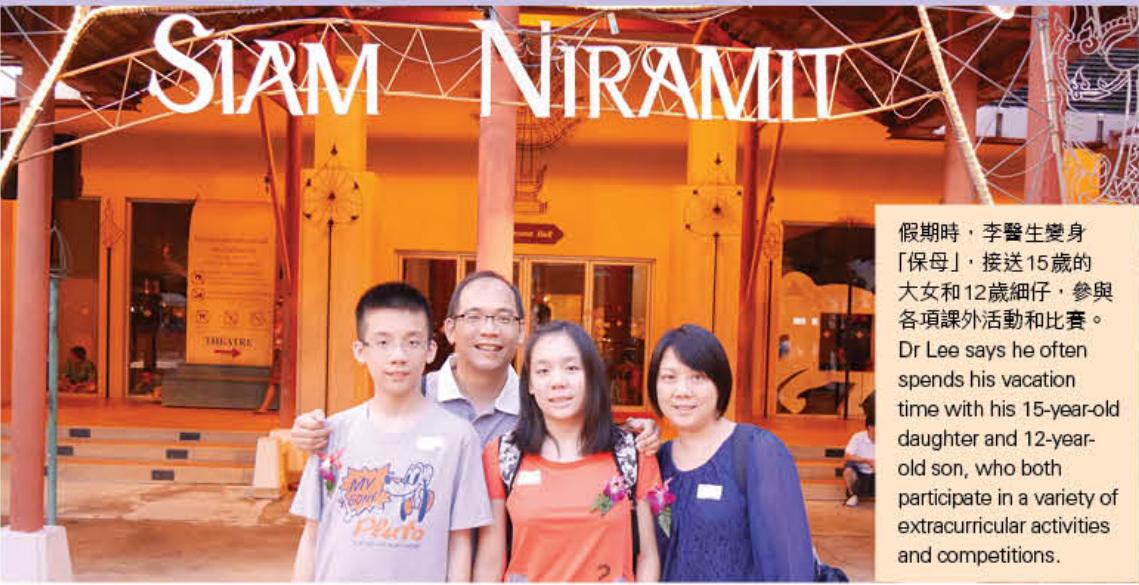
BTS veteran takes up leadership position

究竟哪份工可以令人青春常駐？新任香港紅十字會輸血服務中心行政及醫務總監李卓廣醫生的答案是：「在這裡工作！我而家個樣同十幾年前有分別，哈哈！可能與這裡充滿正能量有關，捐血者無私的愛，令你不時感受到世上的好人好事！」

輸血服務中心扮演中間人角色，將收集回來的健康血液，輸送給有需要的病人，重建生命。所以，李醫生與同事不時參考外國同類機構的做法，絞盡腦汁呼籲市民捐血，一捐再捐。未來，他會致力帶領中心為醫院提供穩定的血液供應、引進新技術加強血液的質量和血製品的安全、將捐血化成一股潮流，及更有效地運用血製品。

李醫生是位血液及血液腫瘤科專科醫生，於1999年加入輸血服務中心，之前曾於瑪麗醫院工作。

With employment-related discussions so often focusing on workload pressures and increasing responsibilities, are there really jobs out there that can keep you feeling



假期時，李醫生變身「保母」，接送15歲的大女和12歲細仔，參與各項課外活動和比賽。Dr Lee says he often spends his vacation time with his 15-year-old daughter and 12-year-old son, who both participate in a variety of extracurricular activities and competitions.

young? For Dr Lee Cheuk-kwong, the newly appointed Chief Executive and Medical Director of Hong Kong Red Cross Blood Transfusion Service (BTS), the answer is a resounding “yes”! He claims that working at the BTS makes him feel at least 10 years younger than his biological age. “My work environment is full of good people doing good work and every day there are new stories about selfless acts of caring when individuals volunteer to donate blood. This creates a positive energy that is truly rejuvenating!”

BTS is an intermediary organisation in the blood donation process and its primary tasks are collecting blood from healthy individuals and making sure it reaches institutions that need it to sustain the lives of patients in a variety of emergency and non-emergency situations. Dr Lee and his team are always looking for new ways to

increase blood donations from the public, including drawing inspiration from successful initiatives used by similar institutions in other countries.

Shortly after taking up his new role, Dr Lee set himself ‘SAFE’ objectives – ‘S’ for ensuring the sustainability of providing blood to patients; ‘A’ for advancing technologies to enhance quality and safety for blood and blood products; ‘F’ for forming a trend in leading people for blood donation; and ‘E’ for efficiency and effectiveness in using blood – SAFE in name, but challenging in nature.

Dr Lee is a specialist in haematology and haematological oncology. Before joining BTS in 1999, he worked at Queen Mary Hospital.

「愛・工作」系列之三
Passionate Professionals Series 3

六奪教師獎 一味靠問 ‘Teacher of the Year’ asks the right questions

今期的主角是連續六年獲頒香港中文大學傑出教師獎——威爾斯親王醫院腫瘤科顧問醫生梁承暉醫生。他不只有精湛的醫術和仁心，更重要的是願意將從醫多年的得著和「撞板」經驗，與下一代分享，不斷向學生發問，將知識傳承下去，造福社群。

This issue's 'passionate professionals' is Dr Leung Sing-fai. In addition to his position as Consultant in the Department of Clinical Oncology at Prince of Wales Hospital, Dr Leung is an outstanding educator who has received the 'Teacher of the Year Awards 2015– Medicine (Year 5)' for six consecutive years from the Faculty of Medicine at The Chinese University of Hong Kong (CUHK). His talent and patience as a teacher is further enhanced by his willingness to openly share his positive and negative clinical experiences with students. His highly effective approach to teaching is to ask students questions that will encourage them to think logically and find their own way to knowledge and answers.

梁承暉醫生小檔案 Dr Leung Sing-fai

年齡 Age	57歲 57
獎項 Awards	連續六年獲頒「香港中文大學傑出教師獎—醫學（五年級）」Six-year winner of 'Teacher of the Year Award – Medicine (Year 5)' from the Faculty of Medicine at CUHK
學歷 Education	香港大學醫學院本科畢業，香港中文大學醫學博士 Medical degree at Faculty of Medicine, HKU; Doctor of Medicine, CUHK
家庭狀況 Family Status	已婚 Married
興趣 Hobbies	散步，行山 Relaxing walks and hiking
座右銘 Life Motto	多留意身邊的好人好事，就會令你沒時間去為瑣碎事而動怒。 Pay attention to the good people doing good work around you, avoid wasting time and energy on getting angry about trivial issues.

應診中的梁醫生主要傳授與病人溝通的技巧給同學。▶
When students attend Dr Leung's outpatient sessions, he focuses on helping them to develop their communication skills.



▲ 梁承暉醫生多年來對教學工作的熱誠不減，皆因自身興趣及業界所需。
Dr Leung's personal belief in and professional commitment to the power and practice of medicine are what keep him passionate about teaching.

「現今醫科生處於資訊爆炸年代，背誦資料以致因超荷而窒礙獨立思考，因此我會強調重點鼓勵他們用邏輯連繫。我相信要幫學生先鞏固知識，建立信心，減少恐懼，才能兼顧關注病人的心靈。始終，適當的指導遠比硬梆梆的指引來得更重要。」威爾斯親王醫院臨床腫瘤科顧問醫生梁承暉，綜合多年教學經驗得出這份心得。

梁醫生1982年畢業於香港大學醫學院，1984年開始加入威爾斯親王醫院，專科在臨床腫瘤科。擁有逾30年的教學經驗，近年主要教授醫科五年級生，多年的臨床和教學經驗令他連續六年獲得「香港中文大學傑出教師獎—醫學（五年級）」。究竟他的教學法如何俘虜醫科生的心？

他的教學方法訣竅，在於簡單一個字「問」。「我只管發問，不怕聽到同學錯的答案，因為讓他們知道自己錯在哪裡也是很重。」平時同學在門診跟他「開工」時，他會注重傳授與病人溝通的技巧，「因現今當醫生應診時對著電腦做紀錄已成主導，與病人溝通愈來愈少，提醒同學千萬不要變成『醫生文員化』的局面」。

退休在即，梁醫生最希望將抗逆精神感染學生，讓他們在逆境中看到醫學的力量和機會，教懂他們應付醫場困境。❤



“Access to information is incredibly easy for the current generation of medical students,” says Dr Leung. “But this can lead to a loss of control when inundated with huge amount of information, if the recipient only relies on memorising. I will encourage students to process information logically. Indeed, guidance is far more important than guideline in the learning process.” Dr Leung adds that if students build a solid foundation of knowledge in this way, it will provide the confidence they need to enhance their soft skills in areas such as practitioner-patient communication.

Dr Leung graduated from the Faculty of Medicine at The University of Hong Kong (HKU) in 1982 and joined Prince of Wales Hospital just two years later. His area of specialist practice is clinical oncology. His teaching experience is over 30 years. In recent years, he has mainly taught Year 5 students.

As a six-time winner of the 'Teacher of the Year' award at CUHK, he clearly enjoys great popularity among his students – what is the secret of his success?

Dr Leung's response is a simple one – ask a lot of questions! “I love asking questions instead of just spoon-feeding students information,” he explains. “I believe it is important to let them find their way to the right answer or work out why they are wrong.” When students attend his outpatient sessions, he focuses on helping them to develop their communication skills. “I try to show students that they are not just ‘handling a case’ when they are doing a consultation – they are dealing with a human being and should show care and respect.”

Now close to retirement, Dr Leung's wish for future generations of students is that they will continue to understand the value of critical thinking, resilience and adaptability in dealing with patients and in developing their careers. ❤

醫護義工伴健兒摘金 Volunteers play crucial role in athletic success of transplant patients

曾接受器官移植的香港健兒，承載著捐贈者的厚愛，早前遠赴阿根廷，參加第20屆世界移植運動會，奪得四金一銀十三銅，創下香港至今最佳成績。這番成就原來同時傾注著醫管局義工同事的多年心血。

The Bauhinia flag was a familiar sight in Argentina this summer, with Hong Kong athletes bagging a record-breaking four gold, one silver and 13 bronze medals at the 20th World Transplant Games (Games). The achievements of the Hong Kong team not only paid tribute to organ donors but also reflected the compassionate care of Hospital Authority colleagues who volunteered to serve the athletes during the Games by providing medical and motivational support.

領隊伊利沙伯醫院內科部門主管周嘉歡醫生、基督教聯合醫院腎科醫生譚雋熹、瑪麗醫院外科護士何惠儀、瑪嘉烈醫院物理治療師葉錦威等九位義工，在運動會舉行的10天期間，時刻陪伴著六位本港健兒。

曾任香港移植學會會長的周嘉歡醫生說，今年是香港隊第五次出賽。由於今次旅途遙遠，運動員要從香港坐30小時飛機至阿根廷，再經歷六個小時車程轉往比賽城市，此番勞頓，不是所有人體能上都能應付；加上舉辦單位組織欠佳，令部份運動員有所顧慮，以致今年參賽的人數較往年少。



▲ 24歲的肝臟受贈者朱樂汶在跳遠項目中取得銅牌，證明了自己實力。
The 24-year-old liver recipient Chu Lok-man energetically jumps into a new life after organ transplant. He won a bronze medal in the long jump games.



從賽前熱身，賽時保護，到賽後保健，義工們全程貼身跟著運動員，從體能及精神上協助隊員。周醫生說，義工隊的醫療服務設在賽場及酒店。運動員比賽時不慎擦傷、扭傷，義工即箭步上前，利用自帶儀器，第一時間提供治療。「其中一日法式滾球、乒乓球、保齡球及Tejo四項比賽在不同的場地舉行，我們人手有限，需要預先做好統籌，確保每個賽場都有適合的義工駐場。」

如受傷情況複雜，難以在賽場處理，或需要跟進，義工便在酒店處理。周醫生笑言，由於要帶器械，義工寄倉行李時「人人都用盡quota」。

阿根廷的日夜溫度介乎3度至30度，不少運動員難以適應溫差，患上感冒，幸得醫護義工專業治療，很快康復。有些運動員在異鄉水土不服，沒有胃口，義工們又特別組織大家到當地豬肉專門店「醫肚」，關心無微不至。❤

Among the nine volunteers who accompanied Hong Kong's six participating athletes to the 10-day Games were Dr Chau Ka-foon (Chief of Service, Department of Medicine, Queen Elizabeth Hospital), Dr Tam Chun-hay (Nephrology Unit, United Christian Hospital), Ho Wai-yi (nurse, Department of Surgery, Queen Mary Hospital) and Ken Yip (physiotherapist, Princess Margaret Hospital).

Having led local teams to a total of five Games since 2007, Dr Chau explains that the number of Hong Kong athletes taking part in the Games this year was

significantly lower compared to the previous four World Transplant Games. “This was due to several factors. It takes 30 hours to travel from Hong Kong to Argentina and then there was a six-hour drive to the destination city. Just this journey alone posed a big physical challenge to many of the athletes,” says Dr Chau. “Confusion regarding in-country arrangements also created concerns.”

The trip was equally challenging for the nine accompanying volunteers, who were required to provide comprehensive and professional support every step of the way, and deal with everything from trip arrangements to injuries sustained during competition. Dr Chau says that the logistics of this undertaking were far from easy. “We had to carefully plan and coordinate as a group to make sure all athletes were adequately covered – even when, for example, four different sporting tournaments were taking place at four different venues on the same day.”

Complicated injuries that were difficult to deal with at competition venues or that required follow-up had to be handled back at the hotel, and most of the volunteers used almost their entire luggage allowance on transporting important medical equipment from Hong Kong.

With temperatures ranging from three to 30 degrees Celsius in the course of a single day in Argentina, several of the athletes caught colds during the trip. But their recovery was greatly aided by the medical care provided by the volunteers. Others in the athletic team had an easier time acclimatising – some even joking that the transition was greatly aided by the special meal the volunteers organised for the athletes in Mar del Plata! ❤

藝術相約星期二

瑪嘉烈醫院的院友特別期待每個星期二，因可以與一群亦師亦友的「紫協社」義工共度歡樂時刻。義工隊由社區健康資源中心負責招募及統籌，成員有中風後康復的熱心人士、家庭主婦、學生及醫院退休同事等，他們自2002年起推行「藝術在醫院」服務，由義工聯同醫院職業治療部同事，為近5,000名瑪嘉烈醫院的長期病患者，擔任書法及水墨畫班導師，以藝術練習，加快院友康復。這項服務剛獲第六屆「香港傑出義工獎」。



今年73歲的老人科日間醫院院友李伯伯（左二）當日第一次上書法堂，格外投入。退休護士周笑珍（左一）是義工隊的鼻祖之一，她讚賞李伯伯的書寫法趣縱有力。
The 73-year-old uncle Li (second from left) hospitalised in PMH Geriatric Day Hospital is so focused on his first calligraphy class. One of the founders of the volunteer team, retired PMH nurse Chow Siu-chun (first from left) appreciates Li's dynamic handwriting.

不一樣的藝術家

長期病患者手眼協調欠佳，義工為讓他們多練習，將作畫步驟化繁為簡。「我們教大家畫大閘蟹，會先將作畫過程拆成一個個簡易的步驟，例如以橢圓型表示蟹身，倒寫的大V字表示蟹鉗，一撇一折為蟹腳。」助教麥漢權說。本身具備良好繪畫功底的他曾因中風住院，康復後以「過來人」的心態致力將院友帶出困境。

課堂上，義工如發現院友抓筆困難，便會嘗試用海綿纏著筆桿，幫助固定執筆；如察覺院友作畫過程中手部抽筋，亦會帶著他們做手部放鬆運動。

導師幸華美義務執教了六年，她不諱言：「有人話我傻，沒錢收為何要畫畫。但我認為，畫畫可以幫人，何樂而不為呢？」多年來，院友通過畫畫改善了身體及精神狀況，是義工們繼續服務的最大動力。

為了讓更多人認識藝術對於復康的作用，醫院不同角落也掛滿院友的作品，讓來訪者一同感受藝術的力量，認識長期病患者的心理需求，同時淡化醫院冰冷的感覺，為醫院添上點點的溫暖！

專業義工隊

義工對本身的服務水準亦很有要求，所有成員均積極裝備自己，完成醫院舉辦的各種義工核心訓練課程，包括醫院防感染課程、職業安全及健康、防火、保障個人隱私及溝通技巧培訓等，勤練「十八般武藝」。



導師幸華美（右）認為，院友的每一幅畫作都反映了他們自己的經歷，獨一無二。
Tutor Hang Wa-mei (right) sees every work of art created by patients as a unique masterpiece that reflects their life experience.



Tuesdays with Arts

Every Tuesday, Princess Margaret Hospital (PMH) becomes a hive of creativity as the 'Purple Angels' volunteer team offers patients the opportunity to express their emotions and aid their recovery through the medium of art.

Volunteers, including former patients, housewives, students and retired PMH staff, serve as tutors and teaching assistants. Coordinated by PMH's Community Health Resource Centre, the team has been providing calligraphy and painting classes since 2002 and is the recipient of the 6th Hong Kong Volunteer Award presented by Agency for Volunteer Service. To date, about 5,000 patients have participated in the classes.

Artists of a kind

The classes are particularly valuable for patients struggling with poor hand-eye coordination, and the volunteers have developed a number of strategies for assisting such individuals to develop their artistic skills.

"We simplify the drawing process by breaking it down into easy-to-master steps," explains former patient and team volunteer Mak Hon-kuen who, after a long journey back from having a stroke, now devotes his time to help patients facing similar challenges. "We ask patients to think about the basic shapes that make up whatever it is they want to draw. For example, to draw a crab they simply need to draw an oval for its body, two reversed V-shapes for its pincers and some lines for its legs."

Mak adds that he and his fellow volunteers always stay alert in classes as they may need to assist patients who are having difficulty holding their brushes or guide those who may be experiencing cramp in their hand through a series of exercises to ease the tension.

"Some people thought I was crazy and asked me why I was willing to teach painting for free," says Hang Wa-mei, who served as a volunteer painting teacher for six years. "But I believe I was 'paid' by the change

I could see in patients. I was happy to use a skill I possess to create a little rehabilitation magic." Similarly, she attributes the tireless passion of the volunteers to the satisfaction of seeing physical and mental improvements in patients who take the classes.

To increase public awareness of the important role art can play in patient rehabilitation, the volunteers also organise exhibition of patients' works in almost every corner of PMH Lai King Building, which forges a special and warm moment for visitors to experience the artistic magic created by patients.

Professional volunteers

The volunteers may already possess the artistic skills and personal desire to help patients, but they must also know how to work safely and effectively in a hospital environment. They are therefore provided with training that includes infection control protocols, occupational health and safety, fire prevention, protection of personal privacy, and effective communication skills.



榮獲「香港傑出義工獎」，坊間稱得「義工屈奧斯卡」獎杯，因為這是對義工及有關同事逾10年真心付出的認同。Volunteers and staff at PMH consider their Hong Kong Volunteer Award as the volunteering equivalent of an Oscar in recognition of a decade of contributions to patient rehabilitation.

醫院裡的導盲犬

Guide dogs in public hospitals

狗是人類的好朋友，最近一齣電視劇更以導盲犬為主題，引起不少人的興趣。視障人士與導盲犬是否可到醫院呢？其實早在2013年12月，醫院管理局已發出指引，列明視障人士可與導盲犬一同進出公立醫院，範圍包括病房、診所、急症室，以及一般公眾地方，以保障視障人士可如普通市民般使用到公立醫院服務；醫管局同事亦需作出配合安排。

該指引指出，有別於其他寵物狗，導盲犬經特別訓練，可為視障人士提供引領服務；凡經國際導盲犬聯盟認可的導盲犬，在配有適當的身份證明下，均可與相關的視障人士，一同進出醫管局轄下的公立醫院及診所。

目前，醫管局正修訂相關的醫管局附例，以更清晰地顯示導盲犬可帶領有視障問題的病人或探訪者進出醫管局範圍。🐾

Dog is man's good friend. A recent TV series has vividly portrayed the friendship between a guide dog and its handler. Can guide dog enter hospitals with a visually impaired person? In fact, in December 2013, the Hospital Authority has issued the *Guideline on Access to Hospitals / Clinics by Visually Impaired Persons with Guide Dogs* (Guideline) as part of its efforts to ensure that visually impaired individuals have equal access to public healthcare services. The Guideline sets out HA's responsibilities in working to support access for individuals with guide dogs, including in wards,

outpatient clinics, Accident & Emergency departments and general areas.

The Guideline states that guide dogs are service animals, not pets, and are specially trained to provide mobility and independence to visually impaired individuals. On production of appropriate documentation by their users, guide dogs accredited by the International Guide Dog Federation will be allowed to enter HA hospitals and clinics.

HA is currently amending the relevant HA Bylaws with a view to allowing guide dogs to enter HA premises. 🐾



廣華門診新訪客

Special visitor impresses colleagues at Kwong Wah Hospital SOPD

2014年11月的一天，廣華醫院門診部的同事都驚慌起來，因為得悉要迎接一位特別的訪客。大家都擔心醫院環境狹窄，人多擠擁，又怕病人太熱情，會令新訪客不便。

「她來了！」——一身耀眼的金毛、明亮有神的雙眼，可愛又神氣地擺着尾巴，帶著主人到門診部覆診。她的名字叫Dina，是一隻導盲犬。

由於這是Dina首次到診，在大堂候診的人都很好奇。醫院多個部門事前則早已為Dina的到診先溝通協調，由專責同事帶領他們由地下大堂到達覆診樓層。到達候診室後，Dina靜靜地坐在主人身邊。診症後，Dina便乖乖地跟着職員帶領主人到藥房取藥，過程十分順利。為方便日後覆診，同事與她的主人商量後，決定每次都採用相同的路線到診症室，好讓Dina認路。

2015年4月一個下着大雨的早上，這已是Dina第一次到廣華醫院門診部。我們接到Dina主人的電話，便前往大堂迎接他們。Dina全身沾滿水珠，她嗅嗅我的裙子，非常友善。當Dina聽到主人一聲「Go!」，便馬上轉身帶領主人乘搭電梯，到達覆診樓層後，迅速地前往候診室。雖然Dina已來了數次，每次都相隔三四個月，但已經記得覆診路線，大家都讚嘆她的聰敏和專業。

Dina的到診，讓我們對導盲犬協助視障人士提高活動能力又有更多的了解。

廣華醫院門診部
資深護師葉麗明

In November last year, a very special visitor made the first trip to the Specialists Outpatient Department (SOPD) at Kwong Wah Hospital. These days, we smile when we hear this smart lady will be bringing her friend to the SOPD. But before her first visit we were worried that she might find the hustle and bustle of the hospital an overwhelming experience. Fortunately, our concerns were unfounded. With her glossy coat and sparkling eyes, Dina took it all in her stride. She is a guide dog whose 'job' is to help her visually impaired handler travel around Hong Kong, which include attending medical appointments at SOPD.

Several departments worked together to prepare for Dina's first visit. Following the instruction of colleagues, Dina led her handler get to the right floor in the lift and, to the pharmacy once the consultation was over. It was agreed that Dina and her handler would use these two routes on subsequent visits to make things as easy as possible.

In April this year, Dina made her sixth trip to KWH. On receiving the "go" command, she led her handler to the lift and the pair soon arrived at the consultation room. We were amazed at how Dina had remembered the route after just a few visits.

Having Dina come to the SOPD has given us precious first-hand experience of how guide dogs help ensure people with visual impairments can live full and independent lives.

Yip Lai-ming
Advanced Practice Nurse
Outpatient Department,
Kwong Wah Hospital

瑪麗建150米天橋 環保又開揚

New link bridge at QMH: Environmentally friendly with ample view

瑪麗重建進展順利，現正興建一條新的行人天橋，以連接改建後的高級職員宿舍及其他醫院大樓。天橋屬於桁架橋類型，全長150米，由八組鋼架燒焊連接而成，並以混凝土橋墩支撐。整座橋採用較少金屬，減輕了自身的重量，且節約用料，一舉兩得。天橋的頂和底部由混凝土製成，兩旁是玻璃幕牆，令天橋的設計充滿通透感，同事經過時可欣賞瑪麗醫院的建築群及沿途風景，讓眼球得以片刻放鬆。🐾

The redevelopment project at Queen Mary Hospital (QMH) is progressing smoothly. Among the most recent works to get under way is the construction of a new link bridge to connect the converted Senior Staff Quarters to other hospital blocks. The 150m-long link structure consists of eight segments of steel truss supported by reinforced concrete piers. Truss bridges are noted for their efficient use of materials, which has the additional benefit of reducing the stress placed on the bridge structure by its own weight. The roof and bottom deck of the bridge are made of concrete whereas the large expanses of glass wall elevations give an open feel and render ample views of the surrounding for the pedestrians. 🐾



吊運組件中
Truss sections cranked-
lifted into place

為減低對醫院日間運作的影響，部分橋身組件的運送、豎立和安裝工程安排於夜間進行。
Delivery, erection and installation works of some bridge truss sections carried out from late evening to early morning the next day to minimise disruption to the daytime operation of the hospital.

組件安裝完成
Installation of truss
sections completed

軟硬兼施 推動節能

HA promotes energy-saving on various fronts



「智識節能」醫院節能行動 Power Saving Action in Hospitals		巡迴宣傳活動 Roving Programme
卓越節能表現獎 Outstanding Energy Saving Award		最踴躍參與大獎 Best Participation Award
急症醫院組別 Acute Hospital category	非急症醫院組別 Non-Acute Hospital category	九龍中醫院聯網 Kowloon Central Cluster
廣華醫院、將軍澳醫院、瑪嘉烈醫院 Kwong Wah Hospital, Tseung Kwan O Hospital, Princess Margaret Hospital	青山醫院、大埔醫院、沙田醫院 Castle Peak Hospital, Tai Po Hospital, Shatin Hospital	

醫管局一直致力支持環保，早前獲中華電力有限公司教育基金支持，在將軍澳（寶寧路）普通科門診診所推行先導計劃，進行能源效益教育及推廣活動。基金為診所的改善工程提供多項節能設備，包括更能節省能源及寧靜的智能冷氣風機盤管，以及高效節能的LED反射式照明燈盤，既省電又令環境舒適度大大提高。診所亦裝設節能資訊系統，實時記錄用電數據，顯示節能裝置的成效。

另外，醫管局與中電攜手舉辦的「節約能源活動2015」已圓滿結束，「智識節能」醫院節能行動和巡迴宣傳活動中取得卓越表現的醫院和聯網，於頒獎禮上獲嘉許對推行節能的貢獻。🐾

Raising staff awareness about the importance of energy efficiency is a key element of the Hospital Authority's commitment to enhancing its environmental performance. With support from the Education Fund set up by CLP Power Hong Kong Limited (CLP), a Pilot Energy Efficiency Project has been implemented at Tseung Kwan O (Po Ning Road) General Outpatient Clinic.

The Project involves the provision of various pieces of energy-efficient equipment as part of the renovations. The equipment includes air-conditioning Intelligent Fan Coil Units which are more energy efficient and quieter in operation, and LED lighting which uses less energy than



這個製作精美的紙獎盃，是葵涌醫院病人的作品。This exquisite trophy is a paper handicraft by Kwai Chung Hospital patients.

conventional lighting and can greatly enhance levels of comfort for staff and patients. A 'Green Console' has been installed to collect real-time energy usage data and to provide information the power-saving performance of the energy-efficient equipment.

HA also worked with CLP to run the Energy Saving Promotion Programme 2015, which recently drew to a close with an Awards Presentation Ceremony at which hospitals and clusters that had achieved energy-saving excellence were recognised for their efforts. 🐾



活力凝聚九龍中 KCC sports fun

為慶祝伊利沙伯醫院踏入52周年，40名醫生、護士、專職醫療及支援職系員工，早前為九龍中醫院聯網大型體育運動「活力九龍中」組成啦啦隊，傾力打氣。在剛舉行的周年聚餐晚會上，啦啦隊再度亮相，以金色健身球，配合動感節拍和整齊舞步，在台上展現無限活力，將「醫護同心、同創高峰」的精神伸延至伊院的每一個角落。❤️

In tribute to the passion they have for working at Queen Elizabeth Hospital – which is celebrating its 52th anniversary this year – a total of 40 doctors, nurses, allied healthcare workers and supporting staff have teamed up to form a cheerleading super squad that will energise and inspire their Kowloon Central Cluster (KCC) colleagues in cluster-wide competitions and sporting events. Guests at QEH's annual dinner were also treated to a surprise view of the squad's talents

when they featured as the evening's entertainment. Their energetic performance was a fitting reflection of the vitality and great team spirit demonstrated every day by HA colleagues while serving those in need. ❤️

醫管局榮膺「積金好僱主」 HA recognised as 'Good MPF Employer'



人力資源主管李德麗醫生（左）及高級經理鄧綺文代表醫管局接受頒獎。
Head of Human Resources Dr Theresa Li (left) and Senior Manager Lina Tang, receive the certificate on behalf of HA.

東主有喜！七萬多位同事殷勤服務的醫管局，最近獲強制性公積金計劃管理局嘉許為2014/15年度「積金好僱主」，表揚醫管局致力為同事提供額外退休保障安排，包括提供多於一個強積金計劃選擇（景順強積金策略計劃及富達退休集成信託），以及在強積金制度下提供其他形式的退休福利（即醫管局公積金計劃）。

為增強同事對強積金計劃及退休投資策劃的認識，醫管局總辦事處強積金組與醫管局強積金計劃獨立顧問攜手推出一系列教育及交流計劃，講解包括強積金服務供應商表現、投資策略部署、識別投資陷阱等實用知識。

醫管局人力資源部更準備推出手機流動程式，同事將可隨時隨地查閱個人退休保障計劃的資料！❤️

Hospital Authority (HA), currently with 70,000-plus employees, has just been awarded the Good MPF Employer Award 2014 / 15 by the Mandatory Provident Fund Schemes Authority. The Award recognises HA's efforts in taking extra steps towards enhancing the retirement protection of its employees, which include providing more than one MPF schemes (Invesco Strategic MPF Scheme and Fidelity Retirement Master Trust) for employees to choose from and offering other form of retirement benefits (i.e. the Hospital Authority Provident Fund Scheme).

To enhance colleagues' understanding of the MPF scheme and knowledge of retirement investment, HA Mandatory Provident Fund Unit has teamed up with the independent consultant of HAMPFS to jointly conduct a series of education and communication programmes.

Through education seminars and newsletters, colleagues will obtain useful information such as investment strategies, potential pitfalls and performance of HAMPFS service providers etc.

In addition, the Human Resources Division of HAHO is in preparation of launching a mobile app. Colleagues will soon be able to access information about their own personal retirement protection scheme anytime and anywhere! ❤️



提意見，贏獎品。《協力》現正進行一項讀者意見調查，同事只需花一分鐘填妥問卷，30位幸運同事就會贏得\$50現金券乙張，截止日期為12月22日。詳情請瀏覽：電子版 http://ha.home/haslink_readers_survey/ 或印刷版 http://ha.home/visitor/view_content.asp?parent_id=32027&content_id=36887&language=CHIB5&visit_mode=A。❤️

Hospital Authority colleagues are invited to participate in a readership survey by HASLink, which should only take you a minute or two to complete. Participants will have the chance to win one of 30 \$50 cash coupons. The survey can be completed in electronic (http://ha.home/haslink_readers_survey/) or paper (http://ha.home/visitor/view_content.asp?parent_id=32027&content_id=36887&language=ENG&visit_mode=A) format and the deadline for submission is 22 December. But why wait?! Act now to register your views and have the chance to win a prize! ❤️

打流感針話咁易 GET SHOT TO GUARD AGAINST FLU RISK

天氣開始轉涼，又是踏入流感肆虐的季節。預防流感，接種疫苗仍是最有效方法。早前醫管局主席梁智仁教授及行政總裁梁栢賢醫生聯同食物及衛生局局長高文醫生，齊齊到觀塘社區健康中心接受注射，同時呼籲醫護同事早打流感針。❤️

As the temperature starts to drop, the risk of catching influenza rises. The most effective way to guard against this risk is to get a flu vaccination.

Secretary for Food and Health Ko Wing-man, Hospital Authority Chairman Professor John Leong and HA Chief Executive Dr PY Leung are calling on healthcare workers to get vaccinated early this year and are leading by example, having recently received their shots at Kwun Tong Community Health Centre. ❤️



梁智仁教授（後排右）及行政總裁梁栢賢醫生（前排右二）盛讚護士打針「手勢好」，感覺「一D都唔痛」。HA Chairman Prof Leong (right, back row) and Chief Executive Dr PY Leung (second from right, front row) give thumbs-up to the nurses for their painless injection technique.

妙手施法 仁心伴行

人生無常、是禍是福，徘徊旦夕之間。

人在健康時，不知道自己有多愛「你」，當有事發生時，方才知道自己有多需要「你」。

死神來了

5月13日，既尋常又不尋常的星期三中午，同事突然被死神召喚，在工作時倒下，心臟「瞬間」停頓。

幸好他命不該絕，遇上港島西醫院聯網最棒的醫護團隊，將他從鬼門關硬搶回來。

陪着你走 愛無私

在這不尋常的下午，我見證了他被天使相牽同行的場景。一雙雙手在他身上舞動的難忘片段，成功及時搶救及為病人提供適時治療。

原來醫者之智、仁、勇是病人的最佳恩物。能再度燃亮一個希望、延續病人生命、成就一個家庭之圓滿。

感激路過的腎科團隊之仁心，即時進行有效的急救。在心導管室內、於深切治療部.....一幕幕搶救情景、至今歷歷在目。

感恩讓我目睹兩大強隊妙手施法。由衷多謝心臟科專科及深切治療醫生之巧手，配合他們的專職醫護團隊，並以先進儀器（心導管介入治療、植入人工心肺，輔以呼吸機）治療，結合專科護士加護照顧，成功救活他。

感激遇上港島西醫院聯網最優秀的團隊，讓我感受醫護同心，同舟共濟之精神。

在此多謝每一位過路人。祝願大家以堅定信念，繼續懷大愛好好工作、好好生活、好好感受這個世界帶給我們的美好。

愛是無所不能，人生途上充滿愛。



馮劍玲

東華醫院內科部部門運作經理

1分鐘自由講 Minute Talk

練功

不倒翁

正所謂「家有一老，如有一寶」，好好照顧這個「寶」，其中一項是減少他們跌倒的機會。九龍東醫院聯網防跌診所的物理治療部和職業治療部同事，特意從「太極十八式」及「健身八段錦」挑選幾個必學招式，教大家如何護「寶」。

Good workout helps older people reduce fall risks

To quote a well-known Chinese idiom, the elderly are "the treasures of a family". An important part of safeguarding these 'treasures' is to help them stay fit and healthy in later life. Working to maintain good flexibility and balance skills not only keeps older people active, but can also significantly reduce the risk of falls. The team of physiotherapists and occupational therapists at Kowloon East Cluster Fall Prevention Clinic has shared some simple Tai Chi and Baduanjin exercises that can help our 'treasures' maintain good health and avoid falls.

太極十八式

18-form Tai Chi

一、馬步雲手

紮穩馬步，左手提起至肩膀高度，右手置於腰間，吸氣時轉身向左及雙手由右掃向左，然後上下交替，呼氣轉換方向重複動作。

功效：訓練肢體活動和腦神經協調

Cloud hands in horse stance

Adopt the horse stance. Raise left hand to shoulder height, right hand puts on the waist. While breathing in, turn body to the right with right arm at chest height and left arm in front of abdomen. Switching the position of arms and breathing out. Good for: Strengthening the legs and neuromuscular coordination.



二、撈海觀天

左腳向前，身體向前移動，呼氣時雙手向前及向下撈，接著重心改為右腳，吸氣時雙手向上伸展同時抬頭。

功效：訓練平衡力

Scooping the sea

Put left leg forward. Breathing out, bend forward, bringing arms towards each other in a 'scooping' motion to cross hands in front of knees. Slowly return to the starting position while breathing in, opening up arms and looking towards the sky.

Good for: Improving balance.



三、踏步拍球

左腳提起，右手提升至肩膀高度，接著吸氣，手腳放下時呼氣，轉換另一邊手腳重複動作。

功效：強化平衡力和協調性

Marching while bouncing ball

Breathing in, raise left leg by bending left knee and raising it towards waist. At the same time, raise right arm to shoulder height in front of body. Exhale while lowering raised arm and leg. Repeat on opposite side.

Good for: Building strength, coordination and balance.



健身

八段錦

Baduanjin

一、兩手托天理三焦

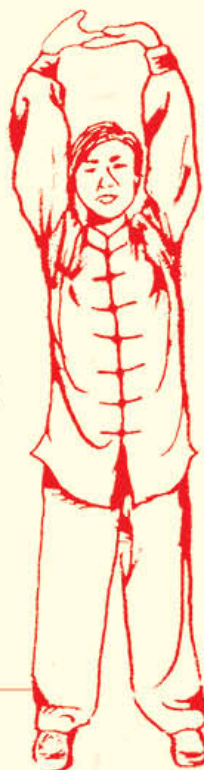
雙手高舉托天，掌心向上，兩手指尖相對，兩眼看手，定住兩三秒，然後雙手兩邊緩緩放下，兩腿膝關節微屈。

功效：伸展上肢及腰背的肌肉、軟組織，增強下肢能力，平衡力及手腳協調。更使三焦通暢，氣血調和。

Two hands hold up the heavens

Palms facing up, stretch up to raise arms above head. Focus vision on hands during movement.

Good for: Stretching arms, back muscles and soft tissues. Improving coordination of limbs.



二、搖頭擺尾去心火

沉腰坐馬，身軀向右傾，眼望右足。身軀向左擺，頭、腰、臂和背部搖動向右方。重複動作，身軀向左傾。

功效：加強頸、腰、髖的關節靈活性，亦增強下肢肌力及改善平衡力。亦能刺激多個腧穴，疏經泄熱，去除心火。



三、攢拳怒目增氣力

沉腰坐馬，左拳向前擊出，兩眼睜大，虎視前方，反掌收回腰間。右拳重複動作。

功效：強化下肢肌力全身肌肉，促進整體氣力。

Sway the head and shake the tail

Squat in a low horse stance and place hands on thighs with elbows pointing out. Lean to right while twisting body to left (looking at right foot while twisting). Return to centre and repeat on other side.

Good for: Increasing joint mobility in neck, back and hips. Improving overall balance.



Clench the Fists and Glare Fiercely

Look forward and clench fists tightly. Making alternating punch movements with arms.

Good for: Improving general vitality and muscular strength.