



# Hong Kong College of Health Service Executives

Newsletter Issue 3 2017/18

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Dr Arthur SHAM 岑思勁

2018  
Happy  
New Year



College's website:

<http://www.hkchse.org>

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# Looking Ahead for the Year 2018



On behalf of the **College**, I wish you another year of happiness and prosperity!

With your dedication in professional work and passion for a better future, the executives' experience are never ending and your roles is ever demanding. Changing environment in health and healthcare and dynamics of people and system is always trendy and unpredictable. Let's put up a few trends for year 2018 as food for thoughts.

## **Changing the impact of multiplicity of chronic diseases and aging**

The world is witnessing the significant injection of resources in treating chronic diseases associated with increasing longevity of human being. Our elderly clients will have increasing number of chronic conditions over a longer life span. Yet, most people still choose to believe that they are still in healthier status and lack the interest to "*invest in health, create wealth*" (Theme of 2017 HKCHSE Annual Conference). The healthcare professional has been trying to get their patients to do what's good for them with various prevention measures and counseling on health and well-being. It is recognized that such intervention is a long and slow behavior change process underpinned by a complex social norms.

As healthcare executives in marketing changes, we need to know what important to our citizens is, what their most concerned issues are, and why they do

and what they do. Society changes with time, so do personal behavior. We need to break away from the usual institutional centered, educational based patient education which is loaded with scientific message of the conditions and treatments. We should re-construct a care team that could get to human's inner appeal, to build emotional bilateral relationship, to motivate their clients' unconscious desire. This means that healthcare executives are playing up an equally significant factor as their clinical colleagues to influence and to move their patients to act and engage through redesigned service planning and implementation. The challenge ahead is to induce our professional from the mindset of parental instruction to the role of mentor and a life time partner. The next initiative is to lead a cultural transformation in our patients from being inertia and inactive in aging to taking a role of "*consumerism*" facing own health challenges and personally adhered to a plan that proactively deals the journey of their medical conditions.

## **Payer Provider collaboration is a trend of health reform**

Researchers are looking into the future horizon where insurance companies will manage large complex healthcare institutions, health providers (with its investors & governing boards) can take up new roles of funders for population health. The conventional separation between who pays and who provides services will be blurred. Equally as attractive is the venture of some hospitals into the business of

insurance as an effort to take control of the complete patient lifecycle and provide more appropriate service. Such trend of cooperation and collaboration would not be unfamiliar in the arena of digital health, value-based care, management of chronic conditions and life-style care & etc.

Again, what does it mean for our healthcare executives? In future, patients will be considered as members of certain policy plans. Whilst traditionally hospitals retain patients in their follow up schedules for revenue from medical investigation and treatment, the health maintenance policies provided to employees and their families draw the customer loyalty by keeping them away from hospital admissions and avoidance of over-diagnoses and over-treatment. Instead of the downstream hospital based business, the payer-provider integration manages upstream by engaging client with prospective risk mitigation strategies. Precision medicine is around the corner. Similarly, the next generation healthcare branding will soon relate CEO's performance pledge with his effectiveness of delivering targets with "value representing well-being". It is anticipated that a number of Health Maintenance Organizations (HMOs) will be ready to promulgate their innovative models fostering preventive medicine and holistic care.

### Embracing disruptive technologies and engage market disruptors

After *FinTech*, *HealthTech* is projected to be the next innovation to sweep our landscape. Government,

policy makers, investors, health care professional and patient advocacies are leveraging the newer technologies and applications to reduce health expenditure, to improve individual productivity, to create better and meaningful living, to enhance one's self-empowerment, to enable compliance to a precise course of care management, to promote effective interaction between the community and health care providers and more.

Healthcare executives should be entrepreneurs that are visionary in leading the c-suite, risk taking to adopt new care model, inspirational to move to a next level of achievement, value-based in defining the organization's goals. The era of disruption technologies and the blooming start-up companies are the power seat for our leaders in health to deliver value based outcome and attach healthcare branding with the true meaning of population health.

While we do not have the *crystal ball* on our hands, the **College** is a resourceful platform where Fellows and Members are equipped with thoughts of strategic insights and attain the skills to anticipate and absorb changes by our willingness to sharing and mutually support.

Join us for the coming years of enjoyment, challenges and opportunities!

Dr LIU Shao Haei  
President 





▲ It was also the reunion dinner of our Fellow Class 2012.

## Hong Kong Children's Hospital - A New Vision

We were very honored to have Dr Lee Tsz-Leung (李子良醫生) (Hospital Chief Executive of Hong Kong Children's Hospital (HKCH) and our College Fellow) as our speaker for this seminar on November 2, 2017. Dr Lee presented the milestones, organization framework using McKinsey 7-S model, infrastructure, facilities and quality clinical services provision, training and research (i.e. stem cell transplant, molecular testing, pediatric medication, automatic drug cabinet) in this tertiary referral centre for children and young people.

The Hong Kong Children's Hospital is targeted to commence operation by phases in 2018. It will be a pivotal specialist pediatric hospital through leadership in healthcare, research and education.

Fellowship Program, Class 2012 

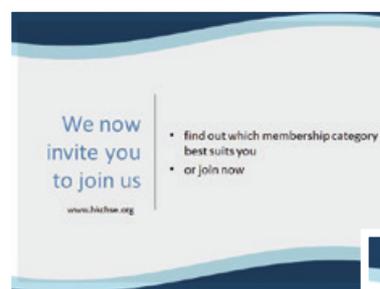
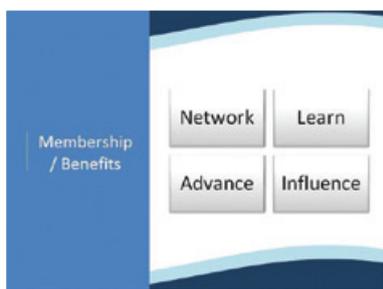




## Briefing Session for HKUS SPACE Students on 2 Jan 2018

With the support from Dr Gemma Law, Academic Director of College of Life Science and Technology, our President Dr Shao Haei Liu and Council Member Dr Flora Ko organized an introductory session and membership drive at the class opening day of Postgraduate Diploma in Health Services Management. Dr Gemma Law remarked that there has been a long relationship of collaboration between HKU SPACE and HKCHSE, both endeavor for enhancing knowledge and skill in management and healthcare administration. Dr Flora Ko also encouraged these young and emerging managers to adopt a course of continuing professional development through sharing, networking, exploring at the various opportunities provided by HKCHSE. "

Dr Flora KO 





## A Report on Bangkok Hospital Visit Trip

Our Bangkok study tour started in the morning on 30 Nov 2017 by attending a joint international seminar on “Health Care Reform in Asia Pacific”. There were around a total of 70 participants from 9 different Asian countries. The objective of this seminar was to promote sharing of essential knowledge and proven strategies in healthcare system across Asia.

Three renowned speakers were Dr. SomSak Chunharasmi, former Deputy Minister of Public Health Thailand from Thailand; Professor Dr. Peter Yuen, Dean of College of Professional and Continuing Education from Hong Kong and Professor Dr. David Brigg, Professor at Naresuan University in Thailand & University of New England in Australia. During the seminar, they shared invaluable local healthcare reform in their countries. Dr. Chunharasmi presented the primary care reform in Thailand where he stressed the importance of primary care and family care team, which is a community-based team providing all kind of continued and integrated care including palliative care and referral to hospital for all members in a family.

Professor Dr. Peter Yuen from Hong Kong presented his vigorous analysis on past and current situation of the HK healthcare system. He concluded that the HK government should shift resources from tertiary care to



primary and long-term care, and put hospital, primary care and long term care under one authority in order to be more cost-effective. Lastly, Professor Dr. David Brigg shared the establishment and development of Primary Health Networks in Australia, and introduced some innovative engagement with community such as Peoplebank launched in November 2016 – an online consultation hub to interact with communities about local health issues.

The seminar ended with a Q&A session which provided opportunities for participants to raise thoughtful questions. All participants found the seminar very

informative and useful. We, as Hong Kong delegates, not only enjoyed the hospitality of the organizer to provide us very delicious Thai style lunch right after the seminar, but also treasured this informally sharing opportunities.

In the afternoon, we were given a guided tour to the Somdech Phra Deparatana Medical Center, Faculty of Medicine, Ramathibodi Hospital.

At the Ramathibodi Hospital, the first thing that drew our attention was the display of instructions for hand hygiene. In many common areas, the entire process of proper hand washing was displayed using enlarged interesting pictures, which helped to educate not only the health care professionals but also the public about the importance of hand hygiene. The design of the lobby at different buildings of the hospital complex was different from the traditional hospital entries. It was very hard to differentiate patients from the rest of the people at the lobby. Assimilating the feeling of home, the design helped to alleviate the intense atmosphere of life and death situations that happened a hospital setting. In this spacious hospital complex, one of the user-friendly settings worth notice was the transportation service using golf carts which enabled convenient transfer of patients and their carers between buildings.

In the Somdech Phra Deparatana Medical Center, there was a well-resourced information and support centre, along with cafes, medical supply and other retail



outlets. Our first stop was the pediatric department which, as explained by the nurse on duty, opened for more than 12 hours a day. The department provided health services including disease diagnosis, treatment and doctor consultation to the public by appointment. It had a pleasant waiting area equipped with health education and promotion settings.

Next to this department was the assisted reproduction centre. It was impressive that the arrangement of different departments was designed and located not based on specialties but from the perspectives of the users to accommodate their needs and to cater for their perception about the care they need.

The next stop was the surgery department where there were a lot of patients in the waiting area. The process of making diagnosis was logical, clear with minimal complexity. The plastic and aesthetic department was also very impressive in terms of their equipment such as the laser therapy centre. The site visit at the Somdech Phra Deparatana Medical Center was limited to the outpatient services. Although this medical center is a public hospital, it also has in-house

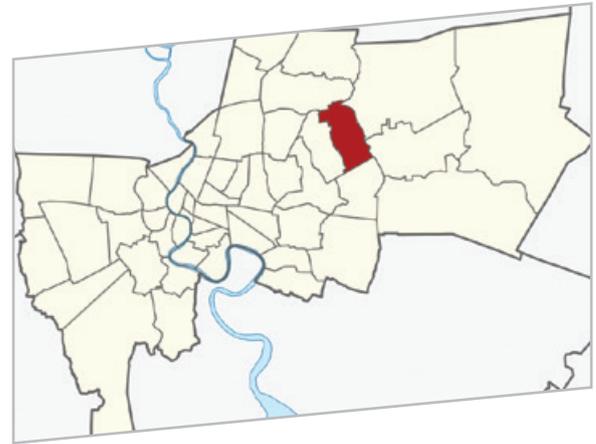


private clinics. It was believed that these high-end, private clinics generated most of the income for the hospital.

It was also learnt from the locals that, although there were 3 different health insurance systems to achieve the goal of universal health coverage in Thailand, out-of-pocket expenses was common to receive better treatment in a timely manner. Full coverage by the health insurance scheme was uncommon. It was also inspiring to see the spirits and the positive attitudes among the health workers in the hospital, which was believed to relate to the general respect for these professionals by the public. The concept of patient-centred care was well integrated in the design of the medical centre. Smart phone applications to make doctor appointment, registration station at each floor, one-stop service encompassing registration, doctor consultation, payment, examination, filling of prescription made it very easy for the patients and their carers. This advanced model was supported by a developed electronic health record system and the efficiency and reliable automatic hospital logistic transportation network (eg. MaxTruck & SmaTruck system, etc).

Our trip continued early in the next morning by visiting the Health Centre 56 Tubchareon. It is a Public Health Care Centre (PHC) serving the district of Khan Na Yao. We were told that Bangkok has a population of approximate 10 million and covers an area of 1,568.737 square kilometres and there are 68 PHCs serving 50 districts in Bangkok. PHCs are primary health care

units located throughout Bangkok, and equipped with general practice management services. Apart from the regular medical treatments, PHCs provides special programs on emergencies, pregnancy and related care, birth control program, infant immunization programs and physical therapy clinic.



▲ The district of Khan Na Yao in Bangkok

Health Centre 56 Tubchareon aims to providing primary healthcare services while spearheading the rehabilitation center in Bangkok, and of which outpatient services include general medicine, dental, physical therapy, antenatal, baby wellness, woman health, and surprisingly pet immunization.

Furthermore, Health Centre 56 Tubchareon sends their team comprising physicians, pediatricians, nurses,





social workers, pharmacists, physiotherapists and health volunteers to the community for providing house calls and continuous health care programs.

Highlights of this visit was the exceptionally warm welcome from the elderly club members. During the visit, members of the elderly club, aged from 50-80, shared with us what they do at the centres and how they enjoy the club activity. The elderly club aims to promote the senior citizen health programs on physical, mental, social and cognitive aspects. Their activities include exercise, Thai traditional massage, and recreation like art, dance, karaoke, games and internet. The elderly members greeted us with Cantonese and sang songs with us. They danced with us and taught us different hand gesture of Thai national dance. That was so entertaining and we were so into it that we almost overrun the morning schedule. The visit finished up with lots of laughter and selfie and then we continued the trip by visiting Bumrungrad Hospital in the afternoon.

Bumrungrad Hospital is a private hospital located in the Bangkok city centre. It provides both outpatient and inpatient services. The environment of the hospital is clean, comfort, spacious and quiet. Apart from the clinics and wards, it has a big area "welcome center" for enquiry, snack bar, café and library. The hospital provides diversified services with different types of facilities.

It has 45 outpatient clinics or centers with 285 examination rooms and serves over 5,500 outpatients per day. Among the 45 outpatients clinic, "Wellness Center" (Vitallife) is a very special clinic for promoting medical driven wellness, focusing on disease prevention, health optimization and rejuvenation. It aims at helping people to feel younger, look better and live longer.

For the inpatient services, it provides 580 beds including intensive care beds. It cares not only the local





patients but also the patients from other countries. In 2016, it has cared over 630,000 international medical episodes from over 190 countries.

For promoting better services, it has a staff recognition program named "Star of Bumrungrad" which rewards its staff who provides exceptional service to patients. The hospital has designed a card "Star of Bumrungrad" for nomination by the patients. It is a good program that encourages caring attitude and atmosphere within the hospital. Besides, it also welcomes comment from the patients by providing a well-designed "Comment Form" for patients to use.

Although it is a private hospital, it aims at providing medical and service quality at a level among the world's best hospital. From 2002, Bumrungrad Hospital has been accredited by the Joint Commission International (JCI). Besides, it has received certificates of distinction for specific disease programs. In 2016, Bumrungrad Hospital is the only hospital in Thailand has received the A-HA Advance Hospital Accreditation from the Healthcare Accreditation Institute.

The study tour was a very fruitful one and at the same time a "foodful" one. We were fascinated with all the different dishes that we had, they were spicy and hot yet delicious. Moreover, we would not forget how our body and soul felt balanced after the relaxing massage. We were impressed by the Thai-people's politeness, loyalty to their nation and culture, and its modernization. The newly developed tourist area also allowed us to have real big fun during our free time.

The study tour would not have been an enjoyable without the present of all the participants. The mixing of formal discussion during seminar and visits, informal chatting during study breaks make the trip a very versatile one. The trip widened our vision of health care system and knowledge enhancement. We look forward to another study trip.

Fellowship Program, Class 2018 by  
HO In Chao, Ivy CHEUNG, Priscillia LAM,  
Clarice LAU, Juliana LEUNG, SIN Wai Ha



# Application Form



## Hong Kong College of Health Service Executives 香港醫務行政學院 Year 2017-2018 New Membership Application / Renewal Form

Title : Prof / Dr / Mr / Ms / Mrs

Name:

\_\_\_\_\_

(Surname)

\_\_\_\_\_

(Other name)

❖ please ✓ in the appropriate box

Please RENEW my membership (please fill up area of any changes that apply ONLY)

Please consider my NEW membership application (please fill up all the below items)

HKID No.:   -    X X X (X)      Sex : M / F

Professional Qualification : \_\_\_\_\_

Qualification in Health Care Management : \_\_\_\_\_

Work Position Held : \_\_\_\_\_

Place of Work : \_\_\_\_\_

(Department / Division)

(Organization / Institution)

Nature of Organization :  HA       Government Department       Private Hospital

Academic Institute       Other Public Organization

Commercial Organization

Correspondence Address : \_\_\_\_\_

Contact No. : (Off) \_\_\_\_\_ (Mobile) \_\_\_\_\_

Email : \_\_\_\_\_

Membership Type	Annual Membership Fee			
	HK Membership (HKCHSE)		Dual Membership (HKCHSE and ACHSM)	
Fellow *	HK\$500	<input type="checkbox"/>	HK\$2,200	<input type="checkbox"/>
Associate Fellow **	HK\$300	<input type="checkbox"/>	HK\$2,000	<input type="checkbox"/>
Associate	HK\$200	<input type="checkbox"/>	N/A	<input type="checkbox"/>

\* Fellow membership only applied to those who have been conferred Fellowship by HKCHSE.

\*\* Qualification for Associate Fellowship: holding a degree in management or a full time managerial position.

Please send this application with cheque payable to "Hong Kong College of Health Service Executives Ltd." to P.O. Box No. 70875, Kowloon Central Post Office, Hong Kong



*Parallel Session of  
CPCE Health Conference 2018  
Quality Health Care for ALL*

## *Technology & Innovation for Better Health Services*

Date : 12 Jan, 2018 (Fri)  
Time : 4:45 - 6:30 pm  
Venue : PolyU Hung Hom Bay Campus

Session Chairs: **Dr. S. H. LIU** President, HKCHSE  
**Ms. Inez WU** Council Member, HKCHSE

Speakers:

1. **Dr. W. K. POON**

*Sharing on Simulation Training in Healthcare*

2. **Mr. Albert AU**

*Patient Empowerment with 360-Caring Care Planning Solution*

3. **Dr. Fowie NG, Prof. Graeme SMITH, Dr. Keith CHAU**

*Service Design for Healthcare: Innovations for Better Health Services*

4. **Dr. Eddie LAW**

*Big Data Computing Platform for Hospital Information Systems*

5. **Ms. S. C CHIANG, Mr. Anthony FAN**

*Supporting Manual Drug Picking Process with Medpicker\* App*

Please register for the conference at  
<http://healthconf2018.cpce-polyu.edu.hk/>

Any enquiry, please contact Ms. Mandy WU by email: [hkchse@gmail.com](mailto:hkchse@gmail.com)

