



The United Front – An Integrated Collaborative Model for Community Services



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Cluster Service Director (Community)

港島東聯網
Hong Kong East Cluster



Outline

- Previous collaborations
- Enhanced new model
- Strategies
- Cross sectional themes
- Evaluation

Previous Collaborations

Service	No of units	Service collaboration	Communication Platform
Elderly Service	63		
*District Elderly Community Centre (DECC) Including services for frail elderly / Carer Support Centre / Support Team for the Elderly	6	*Service Purchase Scheme *Community Rehabilitation Practitioner *Shared care in PT *Carer Training Courses	*HKEC Elderly Service Liaison Committee (Quarterly meeting, 7 major NGO service providers invited)
*Enhanced Home Care Team	2	*Service Promotion in SOPDs / GOPCs	*Project Meetings
*Integrated Home Care Service Team	9	*Patient & Carer Empowerment Program	*As advisors to elderly service in SWD District platform or NGO's Liaison Meetings
*Elderly Neighborhood Centres	8	*Community Care Volunteer Networks	
*Elderly Social Centres	20	*Case referrals	
*Elderly Day Care Centres	6		
*Elderly Homes	12		

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Previous Collaborations

Rehabilitation Service	56	Service Collaboration	Communication Platform
*Community Rehabilitation Network	1	*Patient & Carer Empowerment Program	*3 Liaison Meetings for Community Partners of chronic illness, psychiatric and, cancer respectively
*Mental Health Link	4		
*Community support	13		
*Training and Activity Centre for Mentally Ill	1	*Service Promotion in SOPD	
*Services for Disabled (adults)	8		
*Sheltered Workshops & Supported Employment	11	*Case referrals	*Project Meetings *Case conferences
*Services for Disabled (children)	5		
*Hostels / Half way houses	14		

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Previous Collaborations

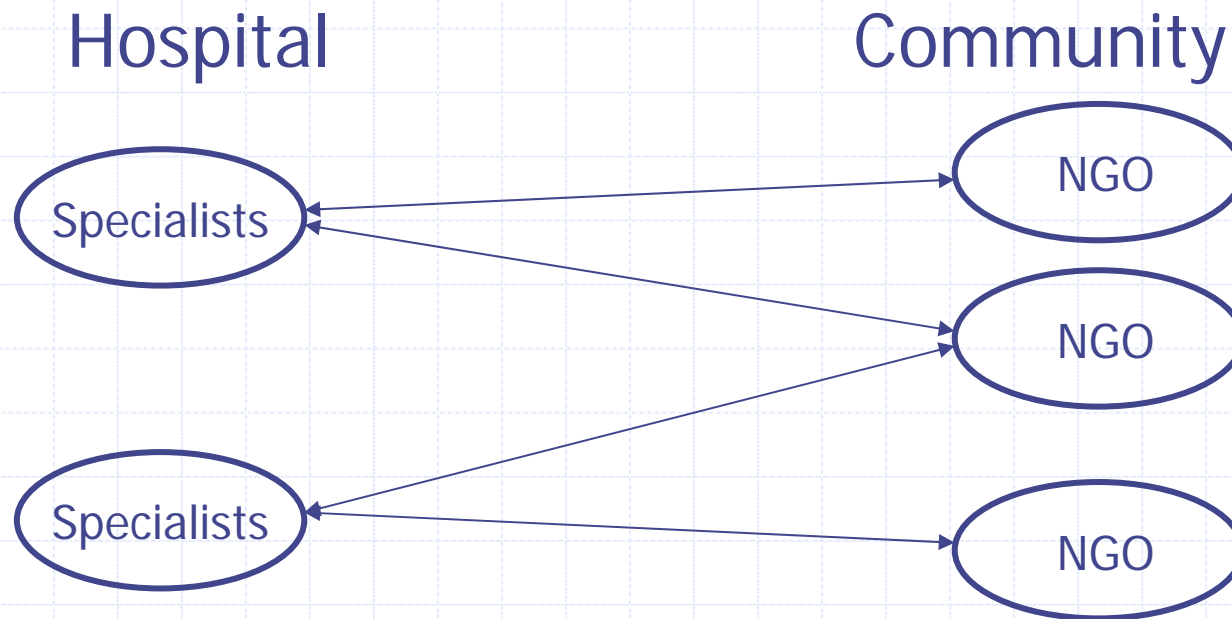
Family & Children Welfare Service	60	Service Collaboration	Communication Platform
*Family Service Centre	7	*Joint Project on community support	*Project meetings
*Centres for Special needs	1		
*Nursery	29	*Case referrals	
*Residential Services	21		
*Family Education & Support Services	2		
Youth Service	61		
*Youth and Children Centres	22	*Joint Project on volunteer service	*Project meetings
*Services for Drug Abuser	6		*TWGH Drug abuse Centre joined liaison meeting already
*Community Support Services	3	*Case referrals from school social workers	
*After School Care Services	12		
*School Social Work Service	18		
Others	1		
Total	241		

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Previous Communication Platforms

- Separate project meetings
- Liaison meetings with few NGOs
- SWD coordination committee meetings
- Case conferences

Piecemeal approaches



Drawbacks of the old system

- Piecemeal
- Disorganized
- No overall governance
- Uneven distribution of resources
- Duplication of efforts
- Omissions

Advantage of the old system

- Freedom of development
- Sense of ownership

Historical Precedence

Difficulties in Cross Sector Collaborations:

- Mistrust
- Misunderstanding
- Power Differentials
- Paternalism
- Resource Imbalance

The HKEC Mission

To establish a new and integrated community service model to improve community health through partnership with care-providers.

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Hong Kong East Cluster

Our Vision

**“A Healthier Community in
Hong Kong East”**

Overall Approach

- To keep the population healthy by primary prevention program and early detection of diseases in the community.
- To enhance safe and early discharge from the hospital by establishing a good support environment in the community and via development of ambulatory care services.
- To keep patients healthy and safe in the community via adequate support and secondary prevention programs.

New Structures

- Appointment of Cluster Service Director (Community)
- HKEC Community Service Steering Committee
- HKEC Community Service Management Committee

HKEC Community Service Steering Committee

Terms of Reference

- To consider and decide on the overall policies, directions and strategies pertaining to the planning, provision and development of community service in the Hong Kong East Cluster.
- To align all community services with corporate directions of HA and the Cluster.
- To advise and manage resource requirements pertaining to community services in the Cluster.
- To evaluate the performance of community service in the Cluster in accordance with the vision and mission of the HKEC community service.
- To report regularly to the HKEC Medical Committee.

HKEC Community Service Steering Committee Membership

- Dr Loretta Yam, CCE/HCE(PYNEH) (Chairman)
- Dr KT Tom, HCE(TWEH/WCHH)
- Dr HC Ma, HCE(RHTSK)
- Mrs Anita Chan, HCE(CCH/SJH)
- Dr CP Wong, CSD(Community) / RHTSK COS(IMS)
- Dr Bernard Kong, Dep CSD(Community) / PYNEH Cons
- Mrs Mary Wan, CGM(AS), HKEC
- Mrs Rita Chan, CGM(F)
- Ms Civy Leung, CGM(N)
- Mr C K Law, EM(AH & Community)
- Dr K P Leung, Dep. HCE(TWEH)
- Dr Anne Lee, CCOS(Clinical Oncology)
- Dr Daniel Chu, CSC(Family Medicine)
- Dr F K Ip, CCOS(O&T)
- Dr Betty Young, CCOS(Paed & Adolescent Medicine)
- Dr Eva Dunn, Cons(Psy), PYNEH
- Ms Daisy Wong, CSC(Community & Volunteer Services)
- Ms Anna Ng, DOM(CSSD & CNS)
- Ms Joan Ho, DOM(IMS2), RHTSK
- Ms Fion Lee, CSC(M&PR)/SHA(G&PS), PYNEH..... (Secretary)

HKEC Community Service Management Committee

Terms of Reference

- To formulate and review in an on-going manner strategies and plans for the development of community service in the Hong Kong East Cluster.
- To execute and ensure the successful implementation of all strategies, plans and activities pertaining to community services in the Cluster.
- To coordinate and collaborate with different service partners within and outside the cluster hospitals in delivering community services in the Cluster.
- To define and monitor key performance indicators in general and for specific community services.
- To report regularly to the HKEC Community Service Steering Committee.

HKEC Community Service Management Committee Membership

- Dr CP Wong, CSD(Community)(Chairman)
- Dr Bernard Kong, Dep CSD(Community)(Vice-chairman)
- Dr KP Leung, Dep. HCE(TWEH) or representative
- Dr Daniel Chu, CSC(FM), HKEC
- Mr CK Law, EM(AH & Community)
- Ms Anna Ng, DOM(CSSD & CNS)
- Ms Daisy Wong, CSC(Community & Volunteer Services)
- Ms Joan Ho, DOM(IMS2), RHTSK
- Ms Mary Wan, CGM(AS) or her representative
- Representative from rehabilitation services
- Co-opt members from NGO
- Co-opt members from specialties

Planning Workshop with Community Partners





4 Strategic Areas for Enhancement

- To strengthen the community health infrastructure by setting up a liaison office as a hub and a well defined governance chart.
- To ensure quality care assurance by defining health outcome indicators, setting up protocols and guidelines, and performing evaluation studies.
- To improve networking and communications of client data by setting up seven platforms, improving information exchange and extending the High Risk Elderly Database into the community.
- To enhance staff training and development of resources in both capacity building and pooling of financial supports from the community.

7 Platforms

Elderly

Geriatrician, Ortho, Psychiatry, SAGE, TWGH, SJS, Methodist, HKFWS, YWCA...

Psychiatry

Psychiatrist, Nursing, Allied Health, BOKSS, Fu Hong, Richmond, SRACP, TWGH...

Children & Family

Paediatrician, Allied Health, IFSC & ICYSC, SWD, SJS, HKFWS, Caritas, Methodist, Baptist, HKPA, YMCA, Salvation Army, HKFYG...

Cancer

Oncologist, Physician, Surgeon, O&G, Palliative, Cancer Fund, Anti-Cancer Society, New Horizon Club, Comfort Care & Concern Gp, HK Stoma Association...

Disabled

Paediatrician, Orthopaedics, Geriatrician, Physician, Allied Health, Heep Hong, Fu Hong, Po Leung Kuk, Caritas, SJC, HKCS, PHAB...

Chronic Diseases

Physician, Rehab Physician, Allied Health, CRN...

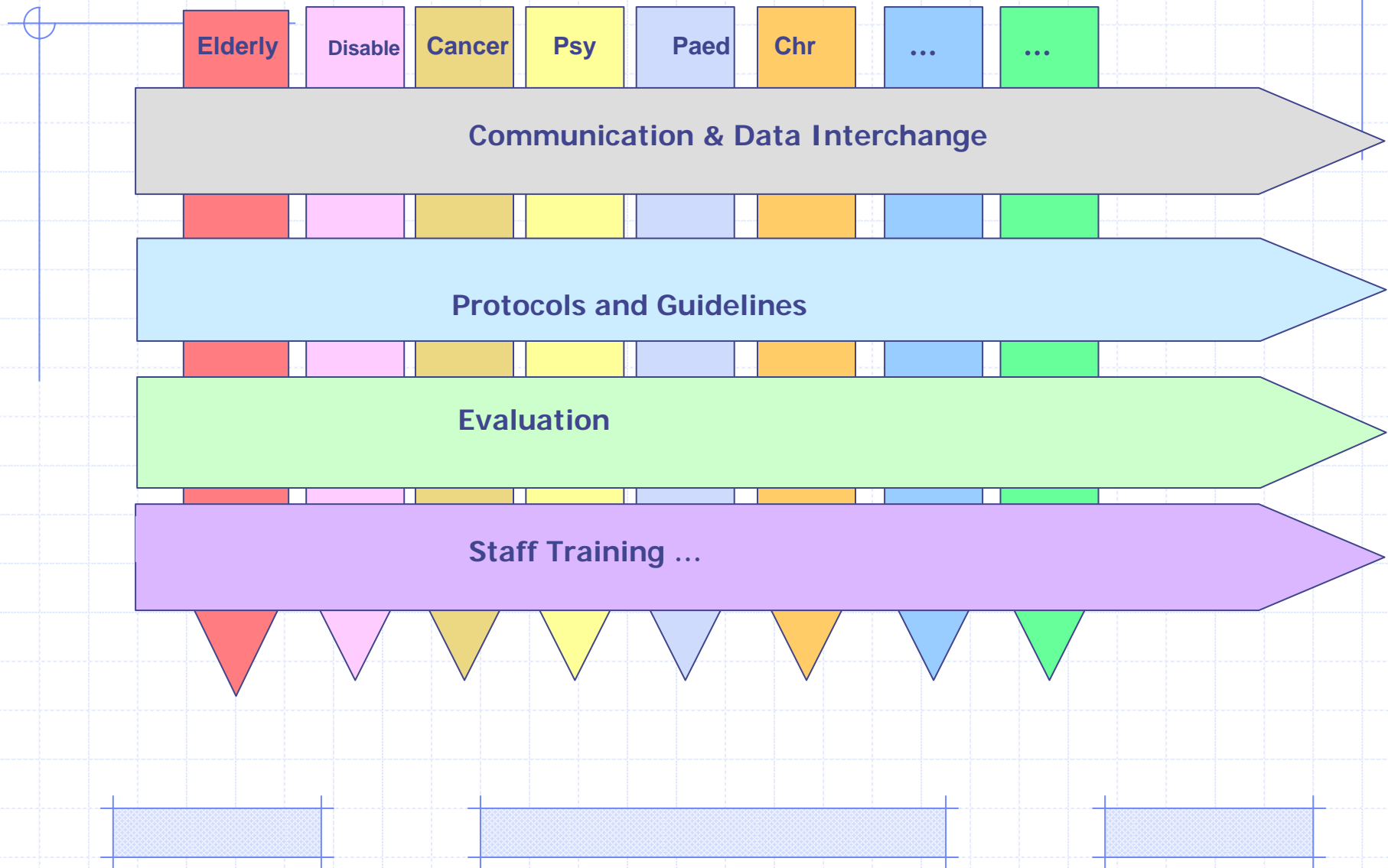
Health Education

HA Hosp PRC, HKTBA, Anti-Cancer Soc, District Councils, Dept of Health...

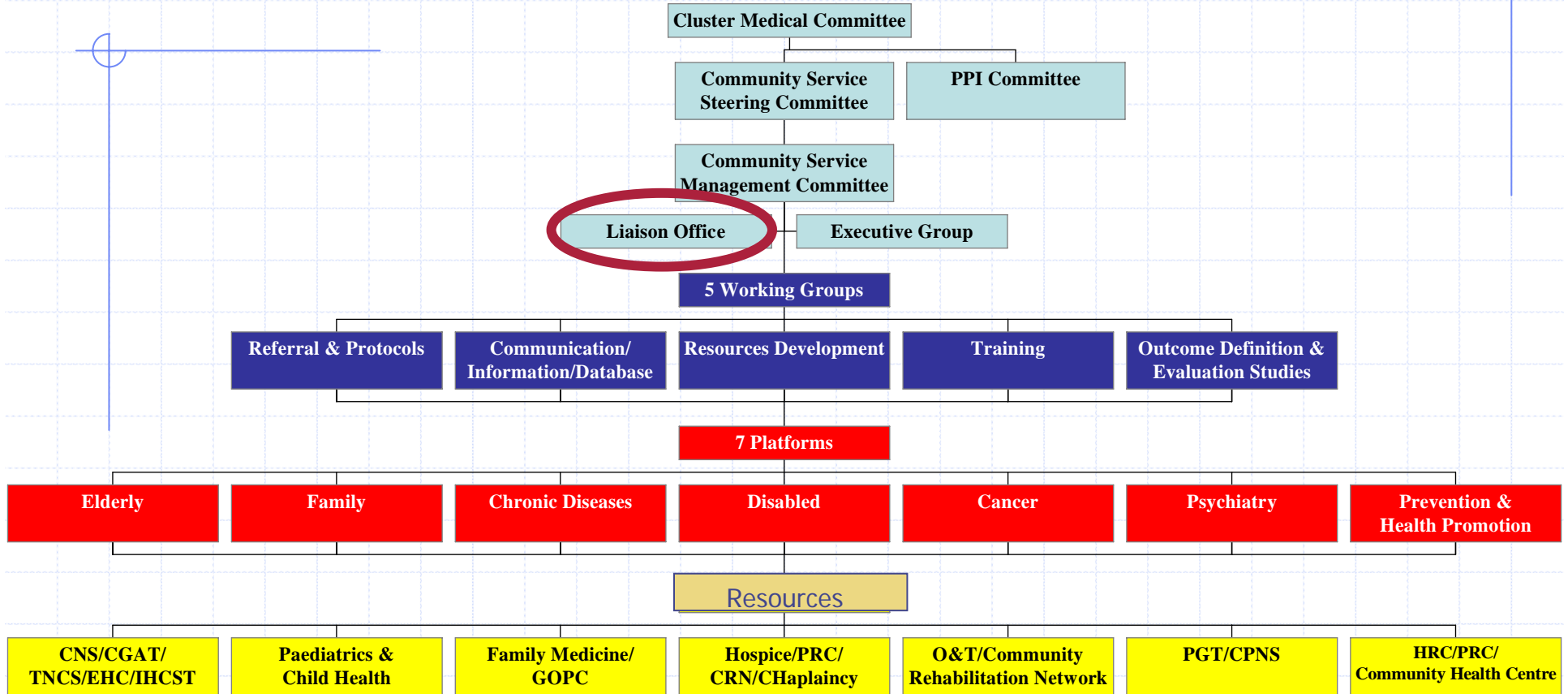
5 Working Groups

- Protocols and Guidelines: to augment and improve the present set of protocols and guidelines to further ensure the quality of care and improve the efficiency of service.
- Health Outcomes and Evaluation: to define health outcomes indicators and draft evaluation studies to evaluate programs.
- Staff Training: to increase our throughput by capacity building of both hospital and community staff.
- Development and Resources: to explore further ways to increase facilities and monetary resources with a view to further improve the scope of community service.
- Communication and Data Exchange: to further enhance communication and information interflow between hospitals and community partners.

An Integrated Infrastructure



Structure of Community Services in HKEC



Liaison Office

- Organization Liaison
 - Social Workers Team headed by Ms Daisy Wong
- Patients Liaison
 - Telephone Nursing Consultation Service



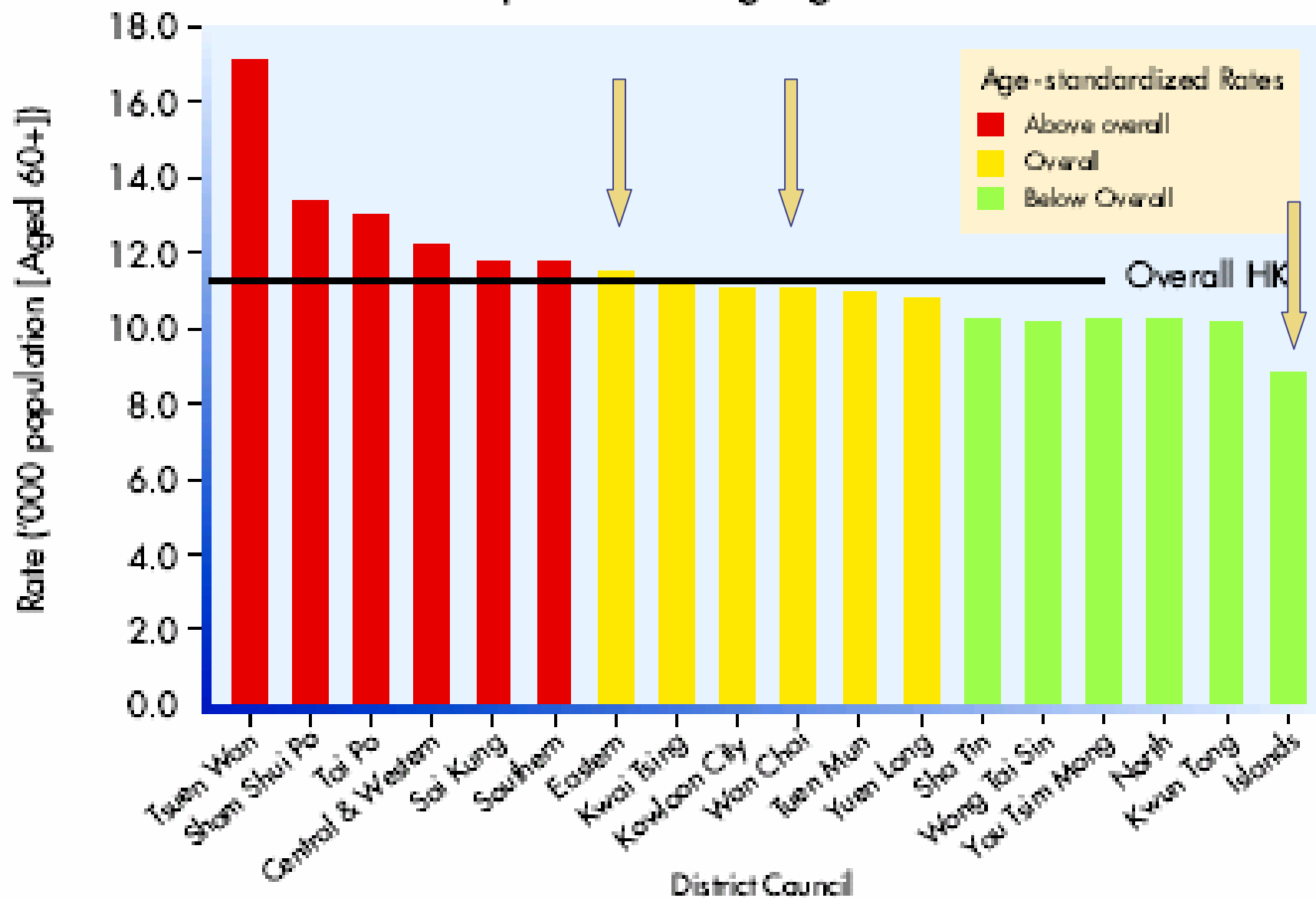
 護訊鈴
健康諮詢熱線
2572 6896

服務時間：星期一至五（上午九時至下午五時）
星期六（上午九時至下午一時）
星期日及公眾假期休息

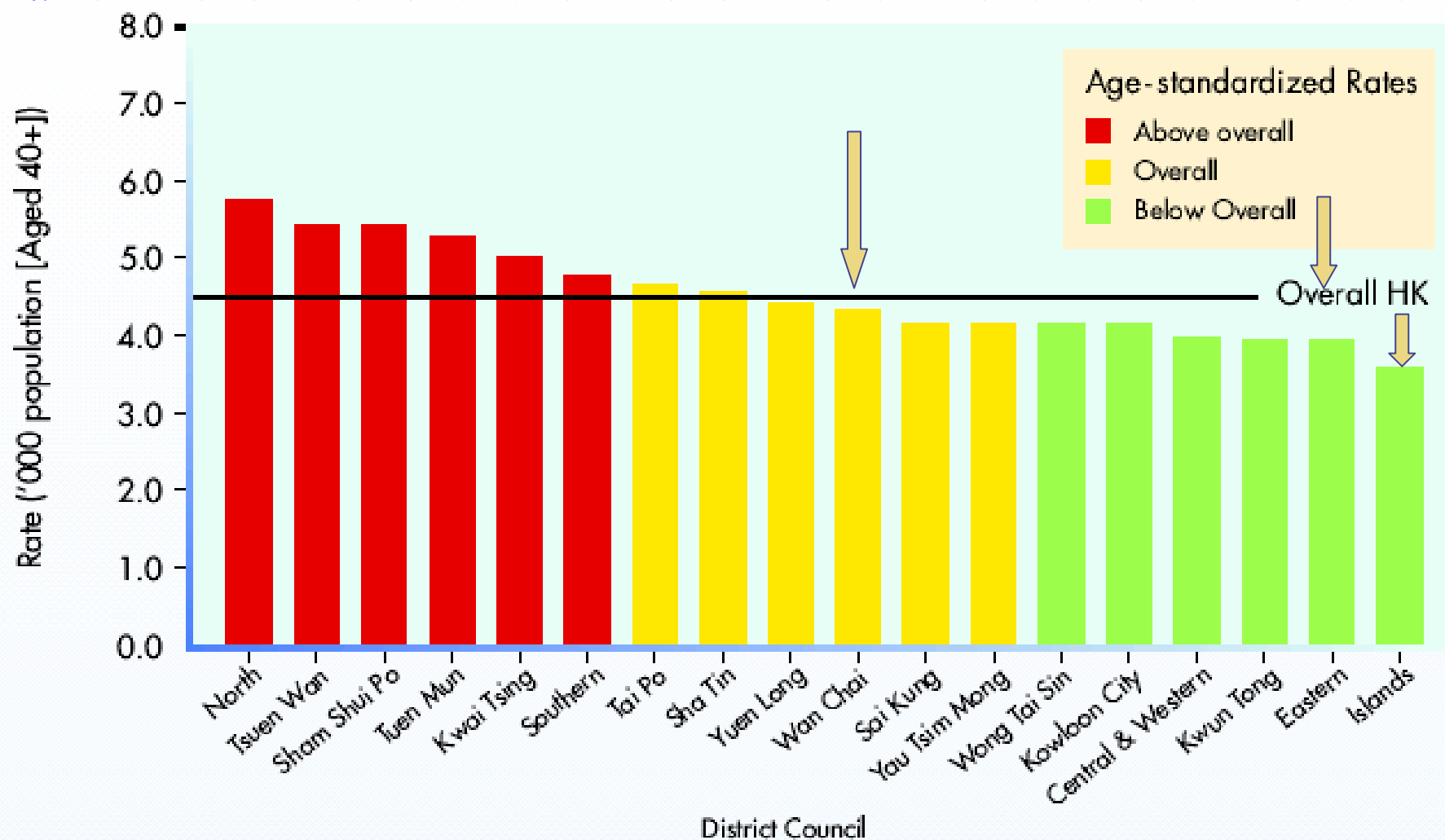
Evaluation

- Evaluation Studies
- Key Performance Indicators
- Citizen Health Profiles

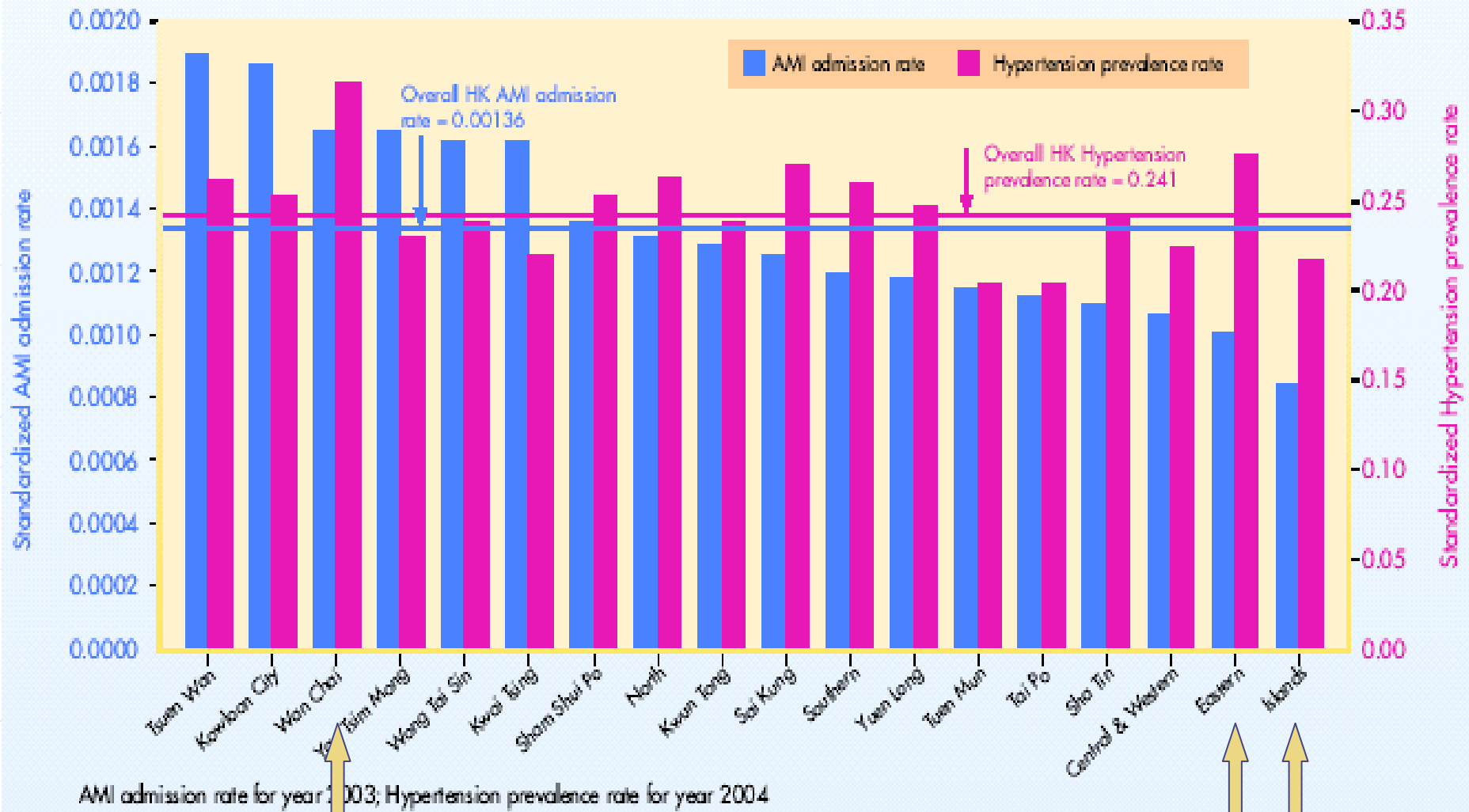
Fall Related Injuries Among Aged 60+ (Year 2003)



Stroke among age 40+ (2003)



Standardized AMI Admission vs. Hypertension Prevalence Rate among Population Aged 40+



Conceptual Framework of HKEC Community Service

“UNITED FRONT” 統一戰線 for Community Service, HKEC



Our Vision

**“A Healthier Community in
Hong Kong”**