

港島東醫院聯網醫社合作研討會(十)



Celebrating a Decade of Partnership towards  
Accessible Health Care

醫社同行十載情 齊心共創健康路

**Break the Walls –**

**How HKEC Succeeds to Build a Cohesive  
Community Engagement Infrastructure**

**突破界限 構建緊密的醫社合作**

**Dr CP Wong 王春波醫生**

**Specialist in Geriatric Medicine (Private Practice)  
Ex-Service Director (Primary & Community Health Care)  
Hong Kong East Cluster, Hospital Authority**



# Outline

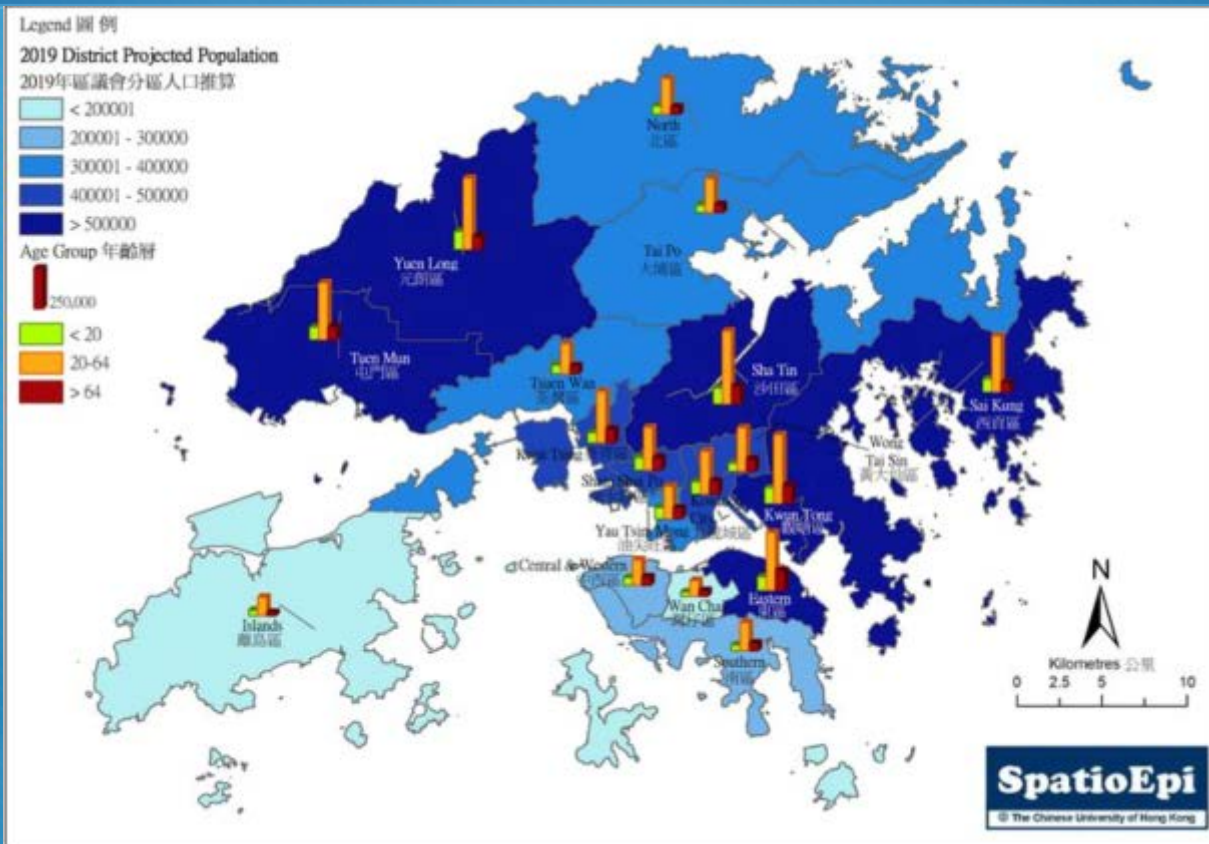
- Why do we need Community Health Services?
- A Systems Approach vs Piece Meal Approach
- Critical Success Factors



# Why do we need to shift?

- Loads of chronic diseases and aging population
- Seamless healthcare continuing with the community

# 2019 Population

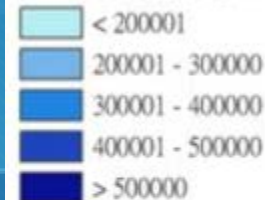


# 2019 Population

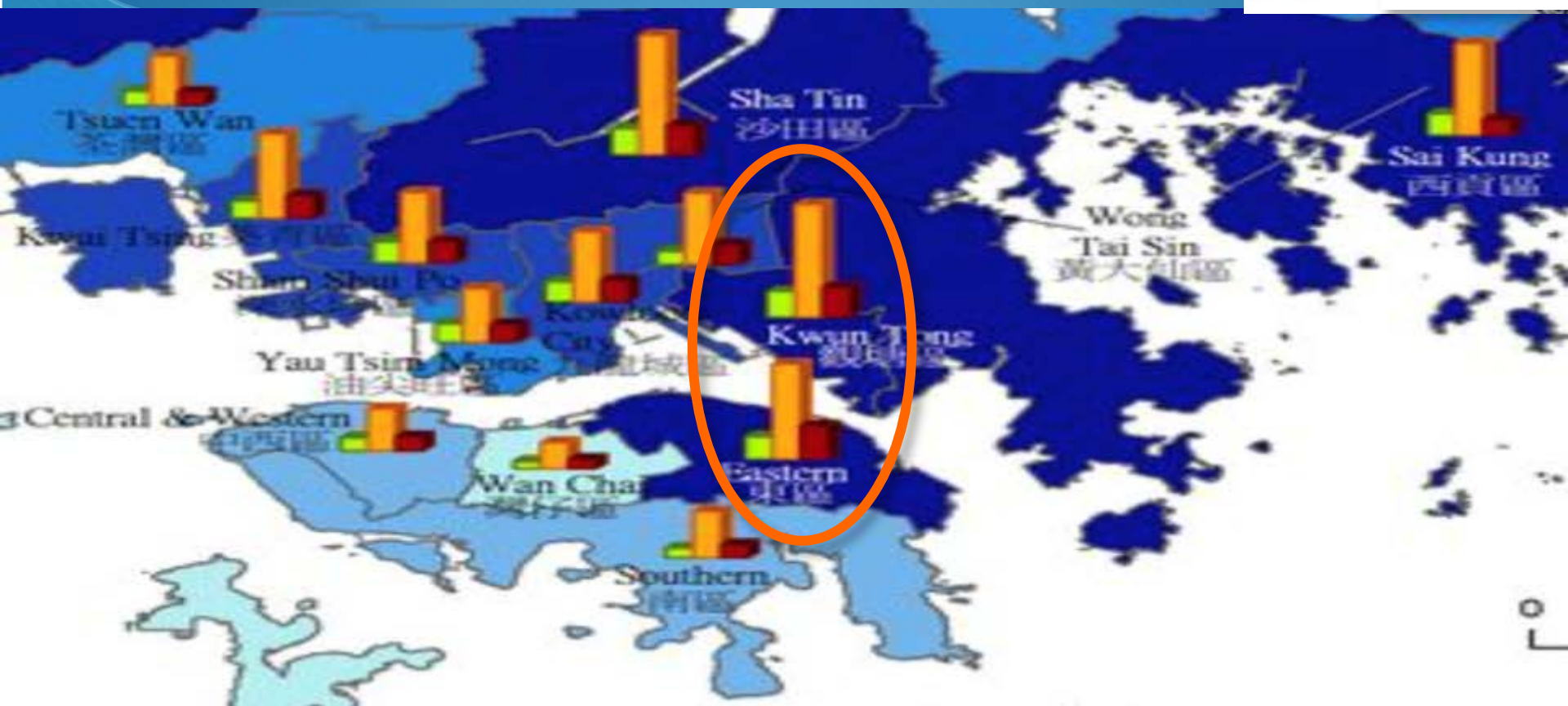
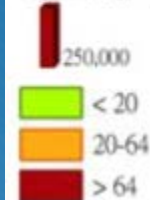
Legend 圖例

2019 District Projected Population

2019年區議會分區人口推算



Age Group 年齡層



# 2019 Population

Demographic Characteristics					
Year 2011	Eastern	Wan Chai	Islands*	HKEC Catchment	Hong Kong Overall
Population	588 100	152 600	141 300	803 500	7 071 600
Proportion of population age ≥ 65	15.6%	15.6%	9.7%	15.4%	13.3%
Year 2019					
Projected population	596 200	171 000	181 700	848 400	7 658 500
Proportion of population age ≥ 65	22.0%	22.4%	13.1%	21.6%	17.4%

\* Figures include North Lantau population which is not under the catchment of HKEC

# Acute/General Beds

#Beds	HA Total	%
3,031	27,440	11%
#Discharges	HA Total	
177,500	1,005,483	17%



# HA Strategic Service Plan

## Major Shifts in Focus

*Acute / hospital focus*



*Focus on wellness and community care options*

*Paternalistic model of care*



*Partnership model –  
patient empowerment and engagement*

*Traditional care process*



*Redesigned roles and process with focus on  
workflow and optimal use of staff & technology*





# Advantages of community care

- Greater **flexibility** in service provision
- Improved **accessibility**
- More **timely** interventions
- A **broader range** of service providers from whom they can choose their care
- Care **closer to home** with minimal disruption to their daily lives

# Urgent Need for Change



2005

# Urgent Need for Change





# Vision

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

# Mission

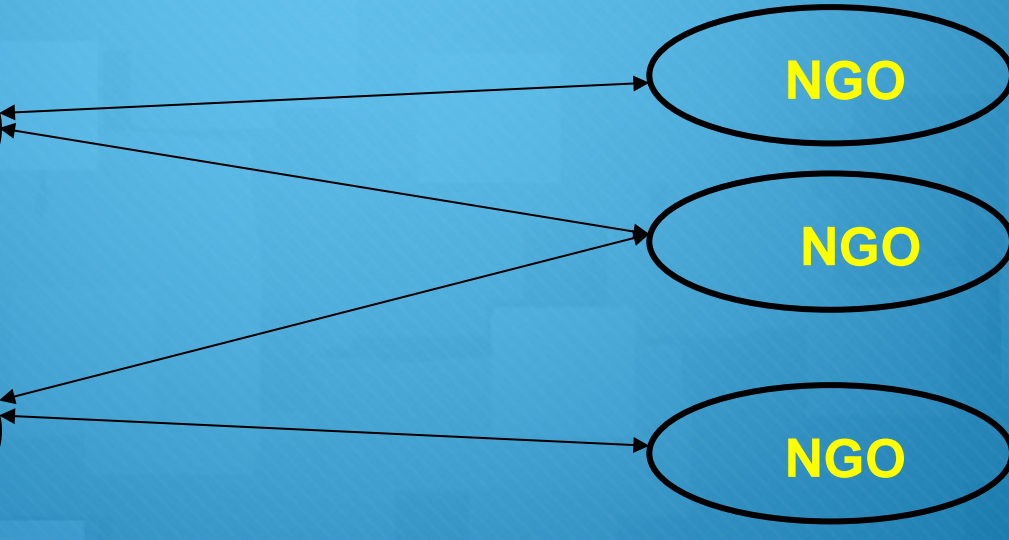
**To establish and implement a new enhance community service model to improve the health of the community through team-optimal partnership with care-providers within and outside the hospitals.**

# Status at 2005

**Hospital**



**Community**

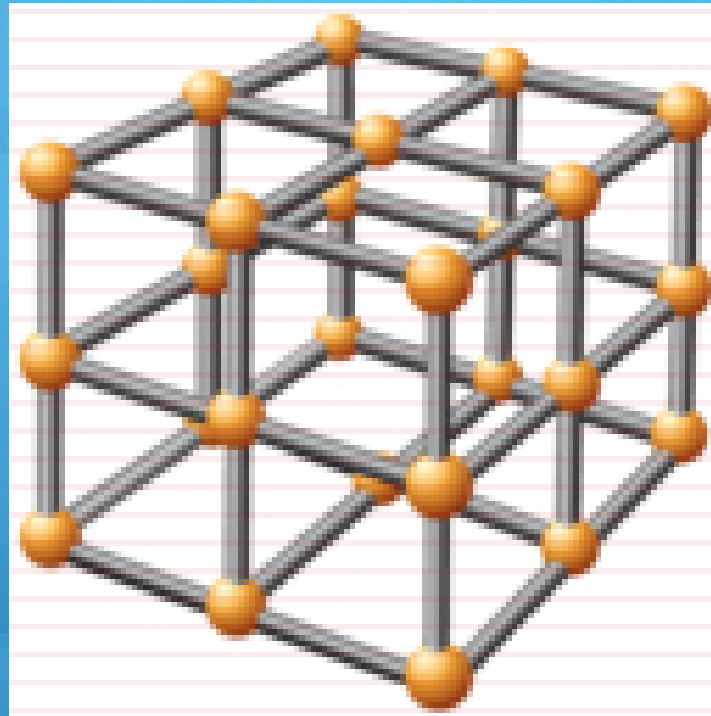




# Drawbacks

- **Piecemeal approach**
- **Incomplete and disorganized communication**
- **Duplications / omissions**
- **Development and outcome dependent on attitude and efforts of clinicians and specialties**
- **No overall governance**

# A System Approach is Needed





**2005-8-13**  
**29 Community Partners**





# Strengths found in 2005

- High density of NGO
- High household income
- Strong geriatric service
- Well developed community services
- Good experience
- Good partnering
- Good liaison work
- Good foundation
- Flexible and dynamic
- Clustered services
- HA is very resourceful



# Weakness found in 2005

- Piece meal approach
- Poor cross discipline information exchange
- Lack good systematic referral system
- Contact points scattered
- No global strategic plans
- Overlaps & Gaps
- SWD EMB DC and schools not very much involved
- Not all units in the cluster hospital committed
- Referral rate low



# What Next after Aug 05?

Proposed Strategies & Actions



# INFRASTRUCTURE

- To set up an improved referral system
- To set up a Liaison Office / Clearing House
- To set up a Client Register
- To identify gaps and remove duplications



# QUALITY ASSURANCE

- Set up protocols / guidelines
- Perform evaluation studies



# NETWORKING / COMMUNICATIONS

- ◊ Information exchange platform
- ◊ Forum for sharing
- ◊ Involve more sectors: housing SWD DC



# TRAINING & DEVELOPMENT

- Education for staff, care-givers, patients
- Resource / Manpower redistribution
- Sourcing for resources
- Pooling of resources for joint venture
- Tap patients financial resources



# A New Baby is Born



# 港島東醫院聯網 社區服務委員會

## Hong Kong East Cluster Community Services Committee

醫護及專職醫療團隊  
Clinical and Allied Health  
Professional Teams

7個平台及11個專科小組  
7 Platforms & 11 Panels

社區伙伴  
Community Partners

內科  
Medicine

外科  
Surgery

婦產科  
Obstetrics & Gynaecology

兒科  
Paediatrics

骨科  
Orthopaedics & Traumatology

臨床腫瘤科  
Clinical Oncology

精神科  
Psychiatry



病人互助組織  
Patient Groups

社會服務機構  
NGOs

福利服務單位  
Welfare Services

區議會  
District Council

居民組織  
Local Bodies

學校  
Schools

義工  
Volunteers



# 11 Panels

港島東醫院聯網認知障礙症網絡 HKEC Dementia Network

心臟科、糖尿科、腦神經、腎科、呼吸科、風濕科、家庭醫學科及痛症

Cardiac, Diabetes Mellitus, Neurology, Renal, Respiratory, Musculoskeletal, Family Medicine & Pain

濫用藥物 Substance Abuse

兒童身心全面發展服務 Comprehensive Child Development Service

# 150 COMMUNITY Partners

**Elderly**

**Chronic**

**Mental  
Health**

**Cancer**

**Children  
& Family**

**Ortho**

**Disease  
Prevention**

## Community Partners in Platform

<u>NGOs</u> 6 DECC 3 EHCS 8 IHCS 1 Specific  <u>Government</u> SWD  <u>GPs</u> HKMA	<u>NGOs</u> 5 Rehab 2 Elderly 2 Health Care  11 Patient Associations  <u>GPs</u> HKMA	<u>NGOs</u> 4 ICCMW 7 Substance Abuse 2 Residential 2 Family 1 Vocational Training  <u>GPs</u> HKMA	<u>NGOs</u> 4 Cancer 6 DECC  3 Patient Associations  <u>GPs</u> HKMA	<u>NGOs</u> 7 IFSC 8 Youth 3 Rehab 2 Specific 5 School	<u>NGOs</u> 9 rehab 6 DECC 1 NEC	<u>NGOs</u> 3 HK wide 9 E&WC   <u>GPs</u>
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## Non-Platform Partners with Collaboration

1 Carer Association	6 NGOs  6 Patient Associations	1 Carer Association	1 Social Enterprise  5 Patient Associations			3 Residents Associations  2 District Council  <u>Government</u> DH, HAD, SWD
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# Chairpersons and 7 platforms

Platform	Chairpersons	No. of Clinical Members	No. of Partners	No. of Agencies/ Units	No. of Non-platform Partners
Elderly	Dr. Carolyn KNG Ms. Eleanor KAM*	21	14	11	1
Chronic Illness	Dr. K H YUEN Ms. Phyllis CHAU*	29	21	21	12
Mental Health	Dr. Eva DUNN Ms. Susanna NG*	20	14	11	3
Cancer	Dr. Rebecca YEUNG Ms. CHOW Sau Fong*	21	14	14	6
Children & Family	Dr. Wendy WONG Mr. FUNG Ching Kwong*	16	21	21	0
Orthopedics	Dr. WL TSANG	13	16	12	0
Disease Prevention	Ms. Daisy WONG (Convener)	<b>Partnership is YOU &amp; ME!</b>			

# Other Services

- **HKEC Symposium on Community Engagement**
- **HKEC Newsletter**
- **HKEC E-resources**
- **HKEC Community Service Office**
- **5 Patient Resource Centres**
- **7 Volunteer Service Centres**

# 18 Services Referrals

To: Name of Agency				Location	Tel #	Fax #	From: HKEC
<input type="checkbox"/>	SAGE Dementia Service 無憂照顧·樂社區	Chai Wan	2558 0187	2558 6266	<b>PYNEH</b> <input type="checkbox"/> GDH <input type="checkbox"/> SOPD <input type="checkbox"/> Frail elderly clinic <input type="checkbox"/> Psycho-geriatric <input type="checkbox"/> CNS <input type="checkbox"/> MSW <input type="checkbox"/> ICDS <input type="checkbox"/> Others		
<input type="checkbox"/>	TWGHs Fong Shu Chun District Elderly Community Centre	Shau Kei Wan	2967 9211	2915 3477			
<input type="checkbox"/>	YWCA Ming Yue DECC	Sai Wan Ho	2676 7067	2967 1626			
<input type="checkbox"/>	HKSR Community Rehabilitation Network	Quarry Bay	2549 7744	2549 5727	<b>RHTSK</b> <input type="checkbox"/> Memory clinic <input type="checkbox"/> CGAT <input type="checkbox"/> MSW <input type="checkbox"/> HA Patient Support Call Centre <input type="checkbox"/> Dementia Care Nurse Clinic <input type="checkbox"/> ICDS <input type="checkbox"/> Others		
<input type="checkbox"/>	SAGE Dementia Service 無憂照顧·樂社區	North Point	2563 0187	2565 7640			
<input type="checkbox"/>	HKFWS Viva 維維坊	North Point	2561 3362	2561 3315	<b>TWEH</b> <input type="checkbox"/> MSW <input type="checkbox"/> Others		
<input type="checkbox"/>	TWGHs Standard Chartered HK 150 <sup>th</sup> Anniversary Community Foundation Alzheimer's Community Support Centre	North Point	2481 1566	2512 2138			
<input type="checkbox"/>	HKADA Jean Wei Centre	Wan Chai	3553 3650	3553 3653			
<input type="checkbox"/>	SJS Kin Chi Centre	Wan Chai	2596 2506	3104 3672	<b>FM</b> <input type="checkbox"/> GOPC (Area: _____)		
<input type="checkbox"/>	SJS Kin Chi Centre	Sai Wan	2816 9009	2816 9085			

**Diagnosis (Please indicate):** \_\_\_\_\_

Signature: \_\_\_\_\_ Chop: \_\_\_\_\_ Tel: \_\_\_\_\_ Date: \_\_\_\_\_

病人或其家屬同意。  
將個人資料(姓名、年齡、性別及電話)由本院轉介至上述指定復康機構或病人組織作跟進,參加活動與否最終由病人或其家屬決定。  
簽名: \_\_\_\_\_ 日期: \_\_\_\_\_

病人或其家屬已口頭上答應。  
將個人資料(姓名、年齡、性別及電話)由本院轉介至上述指定復康機構或病人組織作跟進,參加活動與否最終由病人或其家屬決定。

Service category	Name of Agency						
	Subvented			Non-subvented			
	SAGE	YWCA	CRN	HKFWS	SJS	TWGHs	HKADA
1. Day Training	✓	✓	✓	✓	✓	✓	✓
2. In-home Training	✓	✓	✓	✓	✓	✓	✓
3. Carer Support / Group	✓	✓	✓	✓	✓	✓	✓

NGOs Dementia Services in HKEC: <http://www.healthyhkec.org/resources/elderly/other/>

**轉介及索取資料**—請攜此「轉介表」於辦公時間到下列地點,並索取有關機構之服務資料。

- 東區尤德夫人那打素醫院 - 專科門診地庫一樓「病人支援站」(近抽血站旁) (電話: 2595 6342)
- 東華東院 - 病人資源中心 (電話: 2162 6035)
- 達致治醫院 - 地下專科門診家有一老一站通 (電話: 2291 2511)

**For Reply Use (Please fax this form to Patient Resource Centre after completion of referral for record purpose)**

To:  PYNEH PRC (Fax: 2595 6085)  TWEH PRC (Fax: 2162 6039)  RHTSK HRC (Fax: 2291 1047)

From:  SAGE (CW)  SJS (Wan Chai)  SJS (Sai Wan)  YWCA  CRN  SAGE (NP)  HKFWS  TWGHs (150<sup>th</sup>)  TWGHs (FSC)  HKADA

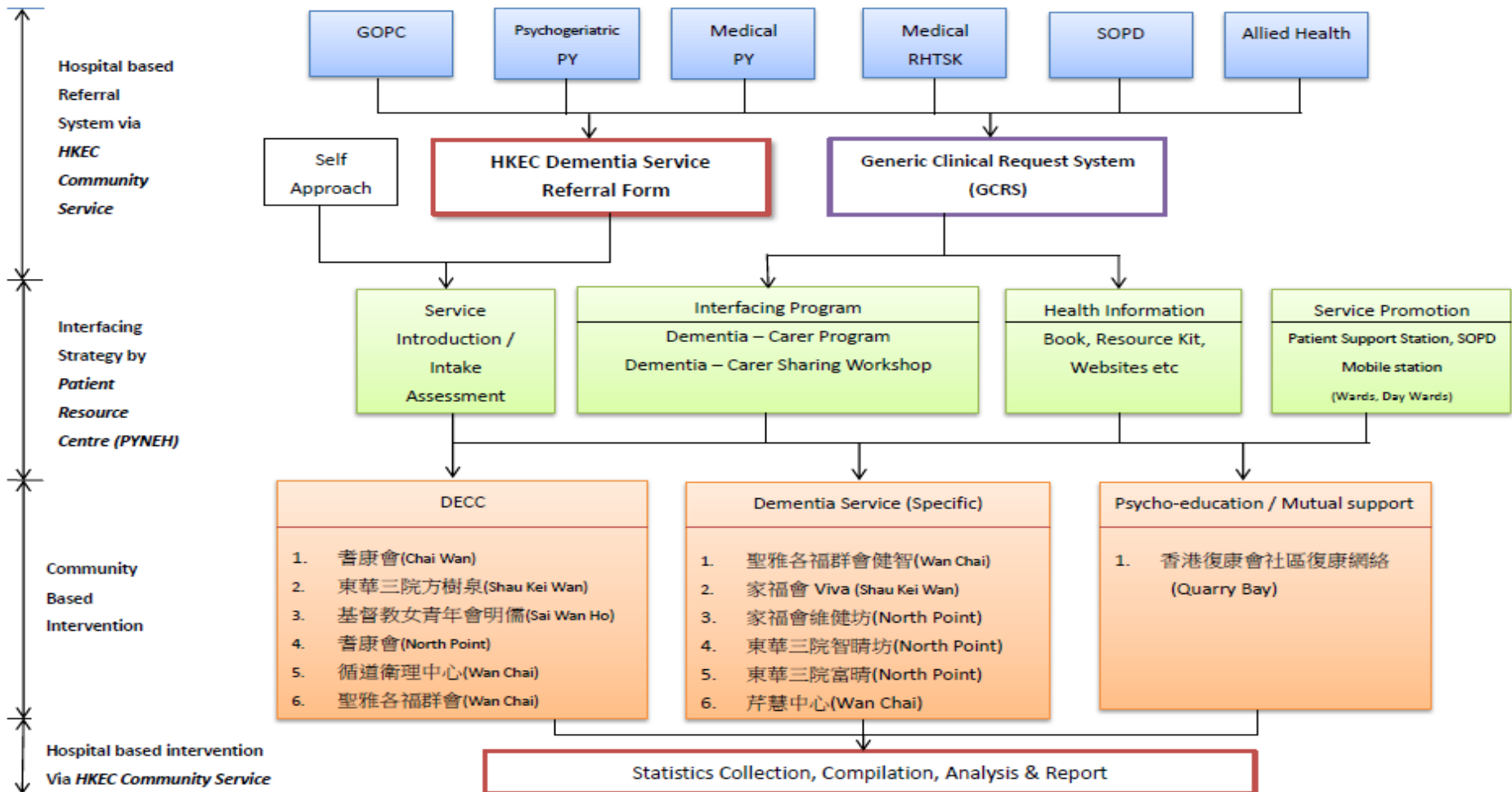
Referral Accepted (date) \_\_\_\_\_  Referral Rejected, reason(s) \_\_\_\_\_

Name of NGO Staff \_\_\_\_\_ Post \_\_\_\_\_ Date \_\_\_\_\_

# Protocols & Evaluation

## Proposed Integrated Service & Flow Chart from Hospital / GOPC to Community for Carers of Dementia patients in Hong Kong East Cluster

Drafted as at 6 Mar 2014





# Training



# Resources Development

- Community Investment and Inclusion Fund (CIIF) under Labour and Welfare Bureau
  - SMARTCare Movement for Carers of chronic diseases
  - Family Networks at Community on Mental Health
- Service Purchase Scheme for Integrated Home Care & Enhance Home Community Care
- Integrated Care and Discharge Support for elderly patients, Home Support team
- Community Resource Kit

# Disease Prevention Strategy

**HKEC Community Service**

- To steer and advice Disease Prevention Planning
- To nurture leaders and promote community engagement for Disease Prevention in communities
- To improve health awareness and promote healthy lifestyle

**Healthy City (District Council)**

**Community Partners (NGOs, Local Bodies)**

**Government**

- Department of Health
- Home Affairs Department
- Social Welfare Department

**Clinical Partners**

- 6 hospitals
- 10 GOPCs
- Doctors
- Nurses
- Allied Health

**Other Community Partners**

- Non-government Organizations
- Patient Associations
- Local Bodies
- Schools
- Corporates



# Symposium on Community Engagement



2014



2013



2012

港島東醫院聯網 醫社合作研討會(九)  
HKEC Symposium on Community Engagement IX

醫社齊心同創建  
邁向健康新旅程  
Journey for a Healthy Community -  
Choice, Collaboration and Continuum of Care

2014年7月12日(星期六)  
12 July 2014 (Saturday)

上午9時至下午5時  
9:00 am - 5:00 pm

港島東醫院聯網管理及臨床技術培訓中心地下演講廳  
Lecture Theatre, HKEC Training Centre for Healthcare  
Clinical Technology, Matrix House 9, Priddy Road No. 31, Lok Wan Road, Chai Wan, Hong Kong

432  
Participants

港島東醫院聯網醫社合作研討會(八)  
HKEC Symposium on Community Engagement VIII

2013年7月6日(星期六)  
6 July 2013 (Saturday)

上午9時至下午5時  
9:00am - 5:00pm

港島東醫院聯網管理及臨床技術培訓中心地下演講廳  
香港樂雅樓民道3號  
東區尤德夫人那打素醫院內  
Lecture Theatre, HKEC Training Centre for Healthcare  
Management & Clinical Technology  
Pamela Youde Nethersole Eastern Hospital, 3 Lok Man Road, Chai Wan, Hong Kong

登記及查詢  
請致電  
Please call  
2555 6263

費用全免  
Free of charge

CME, CNE, CPD  
Accreditation pending

身心健康無界限  
醫社合作新里程  
Mental Wellness Without Boundary  
A New Focus In Community Engagement

Pre-symposium NGO Visits 研討會前機構參觀

412  
Participants

HKEC Symposium on Community Engagement VII  
港島東醫院聯網醫社合作研討會(七)

The Matrix In Integrated Community Care:  
**Knitting The Web, Filling The Gap**  
醫社同心齊結網 共織互補為民康

9 June 2012 (Saturday) | 2012年6月9日(星期日)

Time / 時間  
9:30am - 5:00pm  
上午9時30分至下午5時

Venue / 地點  
Auditorium, 8/F, Hong Kong Federation of Youth Groups Building,  
21 Pak-Fai Road, North Point, Hong Kong  
香港北角匯豐道21號香港青年協會大樓演講廳

Registration & Enquiry / 登記及查詢  
Telephone 電話: 2555 6263  
Registration Fee: Free of charge (CME)  
Website 網址: www.healthyhkec.org

360  
Participants

# Symposium on Community Engagement

2015 X

**Celebrating a decade of partnership towards accessible health care**

醫社同行十載情 齊心共創健康路

2014 IX

**Journey for a healthy community– Choice, Collaboration and Continuum of care**

醫社齊心同創建 邁向健康新旅程

2013 VIII

**Mental Wellness Without Boundary – A New Focus In Community Engagement**

身心健康無界限 醫社合作新里程

2012 VII

**The Matrix In Integrated Community Care: Knitting The Web, Filling The Gap**

醫社同心齊結網 共織互補為民康

2011 VI

**Are We Ready?**

醫社合作 · 你我做得到

2010 V

**Family - The Key to a Healthy Community**

健康社區 · 由家開始

2009 IV

**Healthy Community: We Can Make A Difference**

醫社合作創新猷

2008 III

**Creating Synergy for Community Health**

共創健康社區

2007 II

**Building a Successful Partnership in Community Care**

攜手共創優質社區照顧

2006 I

**Platform in Networking**

社區服務發展網絡平台

# Newsletters

Issue 7



**HONG KONG EAST CLUSTER**  
港島東醫社合作通訊

第七期  
二零一四年七月

傳訊地址：香港東區維多利亞道東區尤德夫人那打素醫院港島東醫社社區服務部  
網址：www.healthyeast.org

### 港島東醫院聯網 基層及社區醫療服務總監 榮休贈言

作為港島東醫院聯網基層及社區醫療服務總監，見證過去九年港島東醫社合作發展，甚感純熟、溫暖，我感非常高興。

其實早於二十多年前，「醫社合作」的概念已經開始萌芽，律敦治醫院在1992年創立老人科，而東區尤德夫人那打素醫院亦聯建在1993年落成，作為港島東市民提供醫療服務外，也開展醫社間的合作。在2006年，港島東醫院聯網成立革新的服務單位 - 社區服務，有系統地處理不同層面上的活動，同時亦促進各個架構、溝通網絡的組成，令整個醫社合作發展往前跨一大步。

我認為醫社合作的成功有賴三個主要的因素：領導層的認真、中醫管理層的努力及合作伙伴的呼應。首先，領導層提出前瞻性的概念，制定配合醫社合作發展需要的策略，中醫管理層的努力不懈把領導的卓見逐步實行，將各方面不同的資源聯繫、整合，並與社區伙伴的服務接軌。最後，社區機構透過和醫院密不可分的工作關係，在地區上的服務作出配合。透過以上三方面的配合，醫社合作作為傳統醫療模式帶來新局面，進一步優化病人康復之路，這是今天的成績。

展望未来，醫社合作尚有兩方面可以加以改進。首先，鼓勵醫護人員的投入性未夠全面，我希望更多前線醫護人員明白醫社合作的概念及重要性，不單只是轉介病人到社區服務機構，更期望病人能在社區中康復，減低再入院的機會。另外，我希望繼續與各界伙伴的合作，尋求更多多元化的服務網絡，攜手建立健康社區，讓港島東數十萬的受惠。

我將會在今年的七月十五日卸任港島東醫院聯網基層及社區醫療服務總監一職，明年年初會退休離開醫管局，但我不會離開社區界，我將在灣仔區開設診所，繼續為社區服務。希望我的接班人能夠秉承醫社合作二十多年的心血，繼續開創，繼續提高服務水平。我有信心大家可以做得越來越好，文化相融，有更大的發展。

港島東醫院聯網服務總監 王杏蓮謹啟



Issue 6



**HONG KONG EAST CLUSTER**  
港島東醫社合作通訊

第六期  
二零一四年六月

### 港島東醫院聯網社區服務部新晉總監

王杏蓮 醫生

王杏蓮醫生，醫學博士，內科專科，曾任職於香港中文大學醫學院，擔任多個專科主任及副院長。她於2006年加入港島東醫院聯網，擔任社區服務部總監。她擁有豐富的臨床及社區服務經驗，致力於提升社區醫療服務水平。

Issue 5



**HONG KONG EAST CLUSTER**  
港島東醫社合作通訊

第五期  
二零一四年五月

### 港島東醫院聯網社區服務部新晉總監

王杏蓮 醫生

王杏蓮醫生，醫學博士，內科專科，曾任職於香港中文大學醫學院，擔任多個專科主任及副院長。她於2006年加入港島東醫院聯網，擔任社區服務部總監。她擁有豐富的臨床及社區服務經驗，致力於提升社區醫療服務水平。

Issue 4



**HONG KONG EAST CLUSTER**  
港島東醫社合作通訊

第四期  
二零一四年四月

### 港島東醫院聯網社區服務部新晉總監

王杏蓮 醫生

王杏蓮醫生，醫學博士，內科專科，曾任職於香港中文大學醫學院，擔任多個專科主任及副院長。她於2006年加入港島東醫院聯網，擔任社區服務部總監。她擁有豐富的臨床及社區服務經驗，致力於提升社區醫療服務水平。

Issue 3



**HONG KONG EAST CLUSTER**  
港島東醫社合作通訊

第三期  
二零一四年三月

### 醫社合作的真諦與意義

王杏蓮 醫生

王杏蓮醫生，醫學博士，內科專科，曾任職於香港中文大學醫學院，擔任多個專科主任及副院長。她於2006年加入港島東醫院聯網，擔任社區服務部總監。她擁有豐富的臨床及社區服務經驗，致力於提升社區醫療服務水平。

Issue 2



**HONG KONG EAST CLUSTER**  
港島東醫社合作通訊

第二期  
二零一四年二月

### 港島東醫院聯網社區服務部新晉總監

王杏蓮 醫生

王杏蓮醫生，醫學博士，內科專科，曾任職於香港中文大學醫學院，擔任多個專科主任及副院長。她於2006年加入港島東醫院聯網，擔任社區服務部總監。她擁有豐富的臨床及社區服務經驗，致力於提升社區醫療服務水平。

Issue 1



**HONG KONG EAST CLUSTER**  
港島東醫社合作通訊

第一期  
二零一四年一月

### 醫社合作 益人健康

王杏蓮 醫生

王杏蓮醫生，醫學博士，內科專科，曾任職於香港中文大學醫學院，擔任多個專科主任及副院長。她於2006年加入港島東醫院聯網，擔任社區服務部總監。她擁有豐富的臨床及社區服務經驗，致力於提升社區醫療服務水平。

# Website

(<http://www.healthyhkec.org/>)



- Started from 2006
- Hit rate: 538,427

# Success factors??

- **Shared value** on continuum of care
- **Clinical Leadership** and ownership
- Appropriate **networks** and collaboration
- Respect to **patient's choice**
- Adequate **support** and sustainability





# Success factors??

- **Involvement** of all key stakeholders
- **Whole systems** approaches
- Providing **care based on levels of need**
- **Not running (competing)** services in parallel
- **Not** assuming that shifts will **reduce costs**



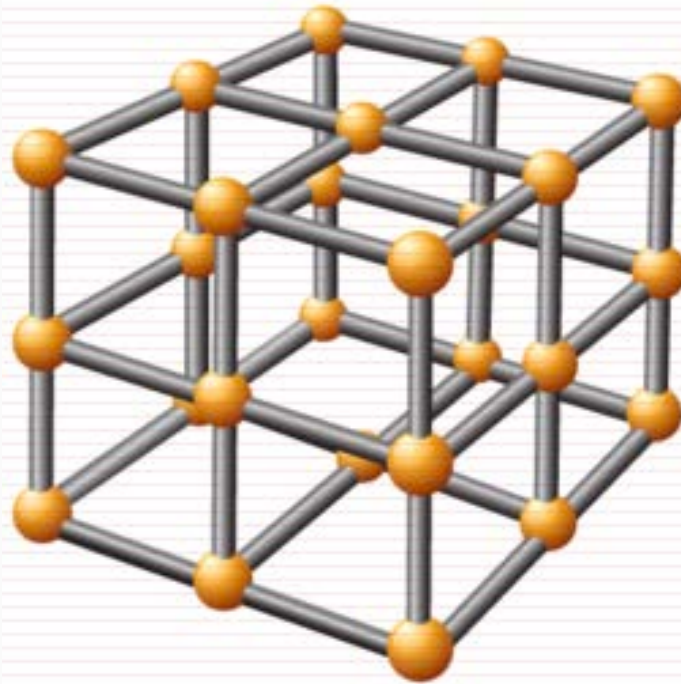
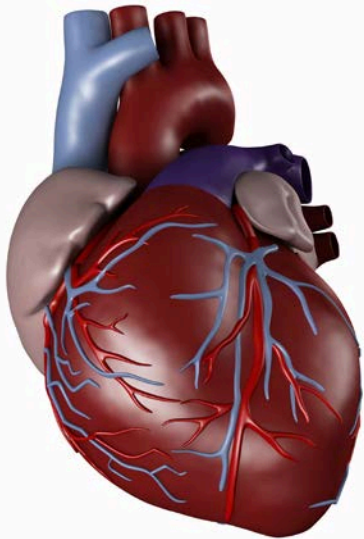
# Success factors??

- **Previous** Collaborations
- Stakeholders **feel important**
- Appropriate **cross section**
- Efficient & adequate **communications**
- Availability of **resources**
- Long term **commitment**

# The Way Ahead??

- **More platforms and panels**
- **Needs of frontline clinical partners**
- **Extension of networks**
- **Use of collaborative strategies**

# Conclusions





Thank You

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