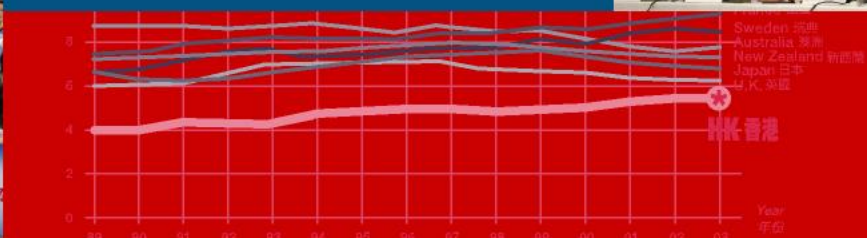


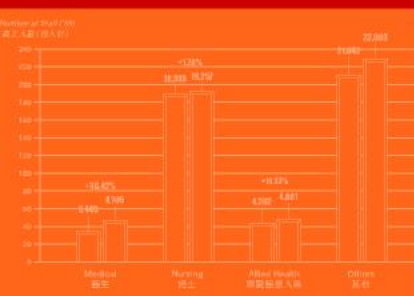
HA in Focus

醫管局 透視

2006



Health Service Expenditure as **Percentage of GDP** * **5.35%** = **2.80%** + **2.55%**
 GDP 總本地生產總值 Public 公營 Private 私营



Hospital Authority Annual Report

醫院管理局年報

2004 - 2005

Healthcare
Facts & Figures

醫訊一覽



醫院管理局
HOSPITAL
AUTHORITY

HA in Focus 2006

醫管局
透視

HA in Focus 2006 contains the Hospital Authority's 2004-2005 Annual Report and the latest healthcare facts and figures. It highlights the Authority's major initiatives, and reports on its finances in the past year. The Authority seeks to keep the public fully informed of all aspects of its work in the Hong Kong healthcare arena so as to ensure transparency and accountability.

《醫管局透視2006》備有醫院管理局2004-2005年報，
列載最新的醫療統計數據，並介紹醫管局去年的重點工作項目
和財政報告，使讀者對香港的醫療服務現況一目了然。透過這份刊物，
醫管局向公眾闡述其運作，從而體現透明度和問責性。

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Our People Provide Quality 人才致勝

Quality is something that we will not compromise and we must not forget that it is our people who deliver such value-added quality patient care services.

That is why I have put people on the top of my agenda for the Hospital Authority. The Authority must have a “People First” culture in which we respect, trust, care, value and team with each other. It is my firm belief that this will truly make our healthcare system sustainable for many years to come for the benefits of our community.

We continue to enhance training, career development and occupational safety for our staff and we have strengthened our professional workforce by recruiting more doctors, nurses, allied health professionals and health care assistants.

New Strategies

During the year, the Authority’s executives and frontline staff worked with incredible dedication and commitment to formulate effective strategies to enhance the organisation’s preparedness for future infectious disease outbreaks, reprioritise its services to improve population health, and upgrade its service quality and organisational capabilities. Many improvement initiatives were successfully implemented to strengthen the Authority’s capabilities of delivering quality healthcare services to meet the needs of the people of Hong Kong.

一直以來，醫管局都把優質服務奉為主臬，但別忘記，這些為人稱道的優質護理服務，全賴員工努力一心。

因此，我已將「人」列作醫管局議程的首要事項，希望確立「以人為本」的文化，強調彼此尊重、信賴、關懷、重視和合作。這樣，醫療體制才得以持續發展，造福廣大市民。

我們會承先啟後，加強員工培訓、工作發展及職業安全，並增聘醫生、護士、專職醫療人員及健康服務助理，整固我們的專業人員隊伍。

推行新策

去年，醫管局的行政人員及前線職員竭盡心力，制訂有效策略，加強醫管局日後對傳染病爆發的應變準備、重訂服務優次改善市民健康，以及提升服務質素及機構能力。我們成功推行多項改善措施，以加強醫管局提供優質醫護服務的能力，迎合香港市民的需要。

2

A “People First” culture sustains quality care

Hong Kong’s most valuable asset is its people. And healthcare services are no exception. It is a service delivered by the people for the people. Top of the Hospital Authority’s agenda is a “People First” culture in which a most proficient team sustains quality care. Since becoming chairman, Mr Anthony Wu has visited all hospital clusters to meet with management and frontline staff.



以人為本 優質為要

人力資源是香港最寶貴資產，醫療服務亦不例外，更把我為人人發揮淋漓盡致。醫管局議程的首要事項正是「以人為本」，由最精銳的團隊維持優質服務。自出任醫管局主席後，胡定旭主席曾多次親身到各醫院聯網，與管理層及前線員工直接溝通。



Board members feel the pulse of hospital operations

The Hospital Authority is currently managed by a Board of 23 members – 19 non-public officers, three public officers and the Authority's Chief Executive. The Board members also sit on 10 functional committees to advise on major corporate issues. The Board is very much involved in the overall management of the Authority, and members regularly participate in hospital visits and corporate activities.

大會成員 感受脈搏

醫管局由醫管局大會管理，現時有23名成員，包括19名非公職人員，3名公職人員及醫管局行政總裁。醫管局成員亦是10個專責委員會成員，就主要的機構事項給予意見。成員積極參與管理，並定期探訪醫院及參與機構活動。

醫管局亦推出多項策略處理公共醫療體制面對的迫切問題，包括與政府及志願福利機構緊密合作，全方位改善市民健康。

過去15年，醫管局成功提升公立醫院病人服務的質素，成績有目共睹。可是，改善這些高補貼服務的質素，卻令需求飆升，為人力及財政資源帶來沉重壓力。儘管醫管局近年厲行節約及推出資源增值計劃，但仍然錄得財政赤字。市民對高補貼醫療服務的需求與日俱增，但與此同時，老年人口急劇增長、新藥物及醫療科技成本急升，以及全新及固有傳染病及非傳染病的出現，均令原已緊絀的情況百上加斤。

The Authority has adopted a number of strategies to address the pressing issues of our public healthcare system, including the undertaking of a comprehensive approach to improve population health through close collaboration with the Government and non-government organisations.

The Authority's success in transforming the quality of patient care delivered by public hospitals during the past 15 years has been well recognised. However, improvements in the quality of our heavily subsidised services have boosted demand, putting tremendous pressure on both our staff workload and our financial resources. Despite stringent savings measures and efficiency enhancement programmes in recent years, the Authority still encounters operational deficits. Apart from the rising demand on our heavily subsidised services, the situation has been compounded by the rapidly growing ageing population, escalating costs of new drugs and medical technologies, and the emergence of new and old communicable and non-communicable diseases.

3

Repositioning of services

The Hospital Authority delivers 94% of the entire hospital services, and the Government heavily subsidises the cost of public healthcare. Escalating service demand warrants the targeting of public healthcare resources on the most needed areas, such as emergency care and malignant, life-threatening and chronic diseases.

服務優次 重組有序

醫管局提供全港九成四醫院服務，公營醫療服務大部分由政府資助。市民對醫療服務需求與日俱增，故有需把醫療公帑投放在最需要資助的項目，例如照顧緊急、頑疾、危疾及長期病患者。





Communications with stakeholders to educate views

To achieve sustainability of the public healthcare system, the Hospital Authority continues to assist the Government in the deliberation of long-term healthcare financing solutions. The Authority communicates regularly with all stakeholders on the issues involved. In particular, it prepares patient groups for informed participation in the process.

加強溝通 公開透明

為求公營醫療體制長遠可持，醫管局繼續協助政府研究長遠的醫療融資方案。同時，醫管局定期就這課題與各利益相關團體溝通，尤其是向病人組織提供資料，讓他們參與討論。

System sustainability

Providing quality service and promoting system sustainability amidst stringent financial constraints have remained at the forefront of our work with a multi-pronged approach involving the Government, the private sector and the entire community.

In line with the Government's latest directions, the Authority reprioritised services to focus on emergency care and malignant, life-threatening and chronic diseases by implementing an improved triage system for specialist outpatient services. Patients with urgent conditions are being attended to as early as possible while stable chronic patients are being referred from the specialist outpatient clinics to general outpatient clinics with an appropriate merging of service outlets.

Cost control

The fees revision exercise implemented in 2004 was reviewed to facilitate the targeting of public subsidies at those without means and those with catastrophic or chronic illnesses. The Authority promoted the public-private interface by providing more private sector information to public hospital patients through specific websites and convenient liaison points.

And we have continued to explore all opportunities to control costs and find efficiency savings to help address the sustainability issue before long-term healthcare financing solutions could be introduced by the Government.

持續發展

在財政緊絀下提供優質服務及促進體制的持續發展，是當前首務。我們致力和政府、私營醫療機構及社區合作，希望從多方面處理問題。

根據政府最新路向，我們為醫療服務重新定位，將緊急、惡疾、危疾及長期病患者定為重點服務對象。專科門診服務已實施更完善的分流制度，確保情況迫切的病人盡快獲得診治，而情況穩定的長期病患者則由專科門診轉介回普通科門診，故部分服務點會作適當合併。

控制成本

我們檢討2004年實施的收費調整，務求公帑可集中資助貧困及危疾或長期病患者。我們亦設立網頁及方便的聯繫點，向公立醫院病人提供更多私家醫生的資訊，促進公私營醫療的聯繫。

在政府未推出長遠醫療融資方案前，我們從未間斷探索增值節流的機會，希望有助醫療體制得以持續發展。



Staff serve with professionalism

Since its inception 15 years ago, the Hospital Authority's market share rose from 85 % to 96 % in healthcare delivery while Government funding increased from \$10.3 billion in 1992/93 to \$27.5 billion in 2005/06. An ever increasing service volume has put staff under tremendous pressure. At the forefront of their mind is the constant threat of infectious disease outbreaks. Despite all this, their dedication, competence and professionalism remain undimmed. Chairman Anthony Wu has visited hospitals and paid tribute to colleagues.

專業實幹 矢志不渝

醫管局經過十五年耕耘，醫療市場佔有率由85%遞升至96%；政府資助由1992-93年度的103億增至2005-06年度的275億。儘管發展對機構帶來與日俱增的服務需求，並對前線產生巨大壓力，加上傳染病可能隨時爆發，但員工專業實幹，克盡己職的精神，依然未減。醫管局胡定旭主席造訪醫院，向同事致敬。

自出任醫管局主席後，我曾造訪各醫院聯網，與管理層及前線職員會晤，瞭解他們的關注，並一同討論他們面對的問題。身為一群專業盡責員工的主席，我感到十分驕傲和榮幸。

佳績可持

時代不斷轉變，我們亦須順時而變。此刻我們的確面對巨大壓力和艱巨挑戰，但我深信，憑著我們一群優秀專業員工的不懈支持，以及政府和社區夥伴的同心協力，定可奮力迎戰，跨越風浪，實現我們的堅定抱負，為香港市民提供優質的醫療服務。

醫院管理局主席
胡定旭

胡定旭

主席匯報全文載於
醫院管理局2004 - 2005年報

Since becoming chairman, I have visited all hospital clusters to meet with management and frontline staff to understand the issues of their concern and to exchange views on the problems they encounter. I am truly proud and am indeed most honoured to be the chairman of such a dedicated, committed and professional workforce.

Success will prevail

Times are changing and we have to change with times. Indeed we are under tremendous pressure and facing difficult challenges. However, I am confident that with the unfailing support of our dedicated staff and the concerted efforts from the Government and our community partners, we will stand up to our challenges and sail through the storms in fulfilling our uncompromised mission of providing quality healthcare services to the people of Hong Kong.

The full text of the Chairman's Overview can be found in the Hospital Authority's Annual Report 2004-2005.



Chief Executive's Overview 行政總裁匯報

The year 2004/05 continued to be one of great challenge and change for the Hospital Authority and the Hong Kong healthcare system as a whole. Despite the fact that the Severe Acute Respiratory Syndrome (SARS) epidemic had subsided for over a year, it continued to have a tremendous impact on the healthcare system and society of Hong Kong. With the effective preventive measures implemented by the Authority in collaboration with the Department of Health and other community health partners after the epidemic, Hong Kong is now in a much better position to tackle any future re-emergence of infectious diseases.

Meanwhile, the Authority still needed to invest significant resources into tackling the aftermath of SARS during the year under review. These included providing comprehensive medical and psychological care for SARS survivors, constant vigilance and response to hospital infectious disease outbreaks, refinement and drills of contingency plans, construction of additional isolation facilities, continuous effort to enhance workforce capabilities in infectious diseases management, intensive care and microbiology, strengthening infection control practices in hospitals, and assisting in the establishment of a new Centre for Health Protection.

2004/05年度對醫管局及香港整體醫療系統來說，仍是充滿蛻變和挑戰的一年。儘管嚴重急性呼吸系統綜合症（沙士）已沉寂逾一年，但它對香港的醫療系統和社會仍具深遠影響。疫潮過後，醫管局和衛生署及其他社區夥伴積極合作，推行有效的預防措施，準備應付未來可能傳染病爆發。

與此同時，醫管局在年內亦投入大量資源，處理沙士的後遺症。其中包括為沙士康復病人提供全面的醫療及心理照顧、對醫院傳染病爆發保持警覺及作出應變、完善應變計劃及進行演練、增建隔離設施、持續提升職員在傳染病管理、深切治療及微生物學方面的能力、加強醫院的感染控制措施，以及協助成立新的衛生防護中心。

醫管局面對的另一項重大挑戰，就是在政府削減整體公共開支的前提下，須以

Extra isolation beds readied for future crises

The Hospital Authority has implemented all the improvement measures recommended by the two SARS reviews. In addition to comprehensive contingency plans and strategies for managing major disasters, more than 1,400 isolation beds have been provided in 14 acute hospitals. An infectious disease block is being built at Princess Margaret Hospital. These facilities have equipped frontline staff with the knowledge and skills in infection control and infectious disease management.

增設病床 應付危機

醫管局已根據兩份沙士專家檢討報告書的建議，落實所有改善措施。除制訂全面應變計劃及策略，應付大規模的災難外，已在14家急症醫院增闢超過1,400張隔離病床，瑪嘉烈醫院正在興建傳染病大樓，加強對前線的防染管理知識和技巧。





Team work to protect public health

As a major step to strengthen the public healthcare system, the Hospital Authority and the Department of Health have both seconded staff to create the Centre for Health Protection (CHP). Through close collaboration, the Authority and the CHP investigate and control outbreaks in hospitals and community institutions, including elderly homes, and implement guidelines and protocols on best practice at hospital and community levels.

群策群力 維護民康

醫管局與衛生署共同派調員工到衛生防護中心，以強化公共衛生體系對抗傳染病的工作。雙方緊密合作，監控醫院及社

區機構，包括安老院等，以防傳染病爆發，務求在醫院及社區層面有效地實施所有的防控措施及執行指引規章。

緊縮預算維持優質的公共醫療服務。雖然局方積極提升生產力、重訂服務優次及採納日間和社區護理模式，但在2004/05年度末，醫管局再次錄得約3億元赤字。人口老化導致的額外醫療需求、新藥物和新科技的成本急升，以及醫管局對培訓醫護人員的承擔，足令財政狀況更趨嚴峻。

沙士過後的概況

根據沙士專家委員會的建議，醫管局於2004年年中與衛生福利及食物局及衛生署合力成立衛生防護中心，保障香港市民免受疫症威脅。此外，我們亦設立監測系統，監察醫護人員及安老院長者集體出現呼吸系統症狀／肺炎的個案，以加強偵測沙士及其他傳染病重現。我們亦提升普通科門診診所的資訊系統，以便可在基層醫療層面採集病人數據，作疾病監測和及早偵察不尋常疾病模式之用。

在2003/04年度，醫管局根據兩份沙士專家檢討報告書的有關建議，完成所有短期改善措施；在2004/05年度，我們繼續調撥資源，去落實較長遠的建議措施。在中央、聯網、醫院和部門層面，制訂全面的應變計劃及策略，應付大規模的災難，包括沙士重臨。

Another major challenge for the Authority was to maintain its high quality public healthcare services in the face of budgetary cuts in line with the Government's curb on public expenditure. Despite vigorous efforts to enhance productivity, reprioritise services and shift to ambulatory and community care, the Authority still ran into another year of deficit of some \$300 million by the end of 2004/05. The rising healthcare needs of an ageing population, escalating costs of new drugs and technology, and the Authority's responsibility to provide training to healthcare professionals all contributed to this stringent financial position.

Overall activities in the post-SARS era

As recommended by the SARS Expert Committee, the Authority collaborated with the Health, Welfare and Food Bureau and the Department of Health to establish a new Centre for Health Protection in mid-2004 to safeguard the people of Hong Kong from communicable disease epidemics. A system of surveillance on clustering of cases with respiratory symptoms/pneumonia among healthcare workers and elderly home residents was implemented to increase vigilance for detecting the re-emergence of SARS and other infectious diseases. Information systems of the general outpatient clinics were enhanced to capture patient data at the primary care level for disease surveillance and early detection of unusual disease patterns.

After implementing all the relevant short-term improvement measures recommended by the two SARS reviews in 2003/04, the Authority continued to mobilise its resources to achieve the longer term recommendations in 2004/05. Comprehensive contingency plans and

strategies for managing major disasters including a return of SARS were formulated at the corporate, cluster, hospital and departmental levels. Conversion works in 14 acute hospitals for 1,415 isolation beds were completed to upgrade the Authority's ability of handling future infectious disease outbreaks. Detailed proposals were also drawn up for building a state-of-the-art infectious disease block in Princess Margaret Hospital.

14間急症醫院已完成改建，開設1,415張隔離病床，提升醫管局應付未來傳染病爆發的能力。我們並已就瑪嘉烈醫院興建現代化傳染病大樓的建議制備詳細方案。

Stone of determination in the fight against infectious diseases

An Infectious Disease Centre at the Princess Margaret Hospital demonstrates the Government's commitment to public health. At the foundation stone laying ceremony on 10 June 2005 were (left to right) Anthony WU, HA Chairman; GAO Qiang, Minister of Health, The People's Republic of China; Dr Lily CHIU, Kowloon West Cluster Chief Executive; Dr York CHOW, Secretary for Health, Welfare and Food; Dr William HO, HA Chief Executive; and Hon Vincent FANG, Chairman, Hospital Governing Committee, Kwai Chung Hospital/Princess Margaret Hospital.



立下決心 對抗疫症

瑪嘉烈醫院的傳染病中心體現政府對捍衛民康的承擔。在2005年6月10日的奠基典禮上(左至右)醫管局主席胡定旭先生、國家衛生部長高強先生、九龍西醫院聯網總監趙莉醫生、衛生福利及食物局局長周一嶽醫生、醫管局行政總裁何兆煒醫生、葵涌醫院及瑪嘉烈醫院管治委員會主席方剛先生。

Recognising the importance of providing continuous medical and psychological support to the recovered SARS patients, the Authority established a "SARS patient group" to encourage mutual support and exchange of information. Comprehensive follow-up services were provided for all recovered SARS patients in designated specialist clinics, including screening for complications and the need for subsequent treatment.

我們深明，為沙士康復病人提供持續醫療及心理支援十分重要，故醫管局成立了沙士病人互助小組，鼓勵病人互相支援及交流資訊；並於指定專科診所為所有沙士康復病人提供全面跟進服務，包括檢查病人有否出現併發症及需否跟進治療。

為改善對疾病的治理，我們指定了16間普通科門診診所作為「發燒診所」，於嚴重呼吸系統疾病爆發時啟動；並與衛生署及大學合作，實施化驗室網絡安排，確保將來各化驗室在診斷沙士時備有統一規章。在沙士疫症期間，醫管局設立一套備受國際稱許的沙士電子資料系統，現已提升資料庫，以助進行「控制傳染病研究基金」資助的研究工作。

透過設立傳染病控制培訓中心的設立，醫管局加強傳染病管理及感染控制的能力。我們為不同專科的醫生和護士，包括外科、兒科及急症科，舉辦了感染控制和傳染病治理的特設培訓，又舉辦高級行政人員發展課程及「建立互信的溝通」工作坊，以提升中層及高層管理人員在風險和危機管理方面的領導才能。

To improve management of the disease, 16 general outpatient clinics were designated as “fever clinics” in preparation for any severe respiratory disease epidemic. A laboratory networking arrangement has been established with the Department of Health and the universities to standardise the protocol for laboratory diagnosis of SARS should this be required in future. Building on its internationally acclaimed achievement of setting up an online web-based information system known as eSARS, the Authority used the Research Fund for Control of Infectious Diseases to upgrade its SARS database to facilitate research activities.

Infectious disease management and infection control expertise in the organisation were enhanced through the establishment of an Infectious Disease Control Training Centre. Specifically commissioned training in infection control and infectious diseases management were conducted for medical staff and infection control nurses of different specialties – Surgery, Paediatrics, and Accident and Emergency. A senior executive development programme and several “communication for building trust” workshops were held for senior to middle managers to enhance their leadership capabilities in risk and crisis management.



IT ensures quality of patient care

Information Technology has enabled the Hospital Authority's clinical and non-clinical services to reach new heights. The system achievements have been highly recognised by the international community so-much-so that its eSARS system won the Stockholm IT challenge Award 2004 (photo), and its new ePR Image Distribution System won the Bronze prize for IT Excellence by the Hong Kong Computer Society.

資訊科技 提升護理

醫管局的資訊科技協助臨床及非臨床服務再創高峰。備受國際稱許的沙士電子資料系統，更獲「斯德哥爾摩科技挑戰獎」(見圖)；另外，嶄新的電子病歷影像放送系統則獲香港電腦學會「資訊科技卓越成就獎」銅獎。

Strategic directions

Operating in the context of a rapidly changing healthcare environment resulting from the reviews of the SARS crisis and the Government's overall direction to balance its budget deficit, the Authority continued to organise its improvement initiatives for 2004/05 under five major directions:

- Improving population health;
- Enhancing organisational performance;
- Enhancing healthcare system sustainability;
- Improving quality and clinical governance; and
- Building human resources capability.

Under these directions, the Authority initiated 275 improvement targets during the year to maintain its service level and enhance service quality. All targets were achieved with results either in line with or exceeding the original targets except for two which were suspended due to changing circumstances.

Improving population health

Building on its past achievements, the Authority adopted a number of strategies to improve the overall health status of the population in

策略路向

為配合沙士後檢討，以及政府平衡赤字的整體路向，醫管局正處於急速蛻變的醫療環境。我們繼續根據以下五大路向，制訂2004/05年度的改善措施：

- 改善市民健康
- 提升體制成效
- 使醫療體制能夠持續發展
- 提升服務質素及臨床管治
- 鞏固人力資源能力

根據上述路向，醫管局在年內共推行275項工作目標，務求維持服務水平及改善服務質素。除了兩項目標因情況有變需予修訂及暫緩外，所有項目均按照或超出原定目標完成。

改善市民健康

在過往的成果基礎上，在2004/05年度，推行多項改善市民整體健康的策略。其中包括發展公營醫療機構的新

Health promotion based on evidence

The Hospital Authority launches health promotion programmes in collaboration with Government departments and non-government organisations to improve the overall health status of the population. An evidence-based approach is at the heart of the Authority's programmes. Some such activities are the

Falls Prevention Community Programme where regular Tai Chi exercises help prevent falls among the elderly, and the Easy Assessment Service for Young People with Psychosis Programme where the Authority works with non-government organisations to educate the public and promote early referral.



合作平台、推行市民為本的健康防護計劃，以及透過加強社區醫療減少病人對醫院服務的倚賴。

新合作平台

醫管局發展願景是與其他醫護提供者合作，發揮最大的醫療效益。在2004/05年度，加強與非政府機構及福利機構的合作，改善市民健康。為讓情況穩定的療養病人及中央療養服務輪候名冊上的病人可轉往非醫院環境的院舍接受護理，我們制訂了一套護理標準和人手組合指引，以便社會福利署可將非醫院式療養院舍的經營外判予非政府福利機構。荔枝角醫院的荔康居已於2004年8月關閉，原有的400名院友已遷往由香港明愛管理的一間新設長期護理院。

促進健康計劃

在預防疾病和促進健康方面，醫管局繼續根據流行病學數據，對造成重大負擔的疾病訂定資源運用優次。在2004/05年度，我們與衛生署及其他非政府機構合作，推行市民為本的健康計劃，例如流感注射計劃、防跌計劃、高血壓控制計劃及製備病人教育配套。

2004/05. These included developing new collaborative platforms in the public sector, launching population-oriented health protection programmes, and reducing reliance on hospital care by strengthening community healthcare delivery.

New collaborative platforms

The Authority's corporate vision is to collaborate with other healthcare providers to maximise healthcare benefits. In 2004/05, collaboration with non-government organisations and the welfare sector to improve population health had been intensified. To facilitate the transfer of stable infirmed patients and those on the Central Infirmary Waiting List to receive residential care, a set of criteria – care standards and guidelines on staff mix – were developed for the Social Welfare Department to contract out the operation of non-hospital infirmary institutions to non-government welfare organisations. The decommissioning of Lai Chi Kok Hospital HACare Home was completed in August 2004 with its 400 residents being relocated to a new long stay care home run by Caritas Hong Kong.

Health protection programmes

For disease prevention and health promotion, the Authority continued to prioritise its resources in the burden of major diseases according to epidemiological data. In 2004/05, population-oriented health programmes – influenza vaccination, fall prevention, hypertension control and patient teaching packages – were launched in collaboration with the Department of Health and other non-government organisations.

推廣健康 實證為本

醫管局與政府及非政府組織合作，大力進行健康教育推廣，以提升市民整體健康狀況。實證為本至為重要，其中「社區長者防跌計劃」是向長者推廣太極運動，希望減低

摔跌；醫管局亦與非政府組織合作推行青少年思覺失調服務計劃，鼓勵市民及早轉介有需要人士接受治療。





Health InfoWorld promotes better health for a better Hong Kong

Health InfoWorld is the Hospital Authority's springboard to promote health through community partnership. Leveraging the immense wealth of professional medical expertise in the Authority, Health InfoWorld develops care empowerment programmes to cater for the needs of patients, their families and the public, especially the high-risk groups.

健康資訊 推動社康

醫管局擁有龐大醫療專業隊伍和醫護知識，健康資訊天地橫桿於這個優勢，成為推廣健康的跳板。透過社區夥伴，發展一系列切合病友、其家人及不同年齡組別的市民的學習班，尤其是向高危群灌輸健康及護理照顧技巧。

Community-based healthcare

The advantages of community-based healthcare, such as better health outcomes and enhanced cost-effectiveness, are well established. With new initiatives and programmes the Authority's expenditure on ambulatory and community care has been increasing by 10 per cent over the past three years.

To further strengthen healthcare delivery in the community and reduce reliance on hospital care, the Authority recruited 87 private practitioners as Visiting Medical Officers to manage chronic diseases and episodic illnesses of residents at homes for the aged. Allied health services (including physiotherapy, occupational therapy and dietetic services) in the community were strengthened through a pilot community partnership project and by extending training programmes to community allied health practitioners. A pilot public-private partnership programme for community drug compliance and counselling service was implemented in collaboration with local pharmacy professional bodies.

Mental health

Like many other developed countries, the burden of managing the mentally ill for our society is substantial. In 2004/05, the Authority instigated a number of initiatives to promote mental health among the local population. Community-oriented care for psychiatric patients was improved by taking forward the early assessment service for young persons with psychosis (EASY) programme, the extended-care patient intensive treatment, the early diversion and rehabilitation stepping-stone (EXITERS) project, and the elderly suicide prevention programme. The EASY programme was extended to cover not only young persons but also others

社區為本的醫療護理

社區為本醫療護理具備提高醫療成效及成本效益的優點，早已不容置疑。醫管局過去三年在推行日間和社區護理措施和計劃方面的開支，增加了10%。

為進一步加強社區醫療服務，減少對醫院服務的倚賴，醫管局招募了87名私家醫生擔任到診醫生，每星期到安老院提供診症服務，為院友治理慢性或偶發疾病。透過推行社區夥伴先導計劃，以及擴展對社區專職醫療人員提供有關培訓，同時加強社區專職醫療服務（包括物理治療、職業治療及營養膳食服務）。此外，又與地區的藥劑專業團體合作，推行公私營合作的社區藥物跟進及輔導服務。

精神健康

一如不少先進國家，治理精神病人的負擔十分沉重。在2004/05年度，醫管局推出措施，促進本港市民的精神健康。我們繼續加強各項社區精神病人護理計劃，包括青少年思覺失調服務計劃、病人緊密治療延續護理計劃、毅置安居計劃，以及防止老人自殺計劃。思覺失調服務計劃現時的服務對象已不限於青少年，更包括出現初期精神問題、需及早

作緊密治療的其他人士。我們更進一步推展毅置安居計劃，把青山醫院和葵涌醫院的空置職員宿舍改建為社區式的毅置安居宿舍，接收179名精神科出院病人，為他們提供更理想的康復環境。

提高體制成效

組織架構

年初，醫管局大會設立一個機制，於一些特定的危機情況成立緊急應變策導委員會。

業務發展及支援

除加強防疫準備，醫管局在業務發展及支援及資訊系統方面，推行多項大型計劃，以改善機構表現和效益。我們加強存貨控制系統，物料採購和分配全由中央進行。另外，從緊急醫療研究院取得獨立科技資料，有助規劃更換醫療儀器。

資訊系統

為繼續加強資訊科技基礎設施，年內醫管局推行多項計劃。臨床方面，包括在所有醫院實施電腦化維修管理系統，以及臨床醫療管理系統採用通用臨床指

showing initial signs of psychosis for early intensive intervention. Under the EXITERS project, the vacant staff quarters of Castle Peak Hospital and Kwai Chung Hospital were converted into community-type EXITERS hostels for accommodating and improving the environment for the rehabilitation of 179 discharged psychiatric patients.

Enhancing organisational performance

Organisation structure

Early in the year, the Hospital Authority Board established an Emergency Executive Committee for discharging its governance function during defined crisis situations.

Business services support

Apart from enhancing preparedness for epidemics, the Authority carried out a number of major projects in its business support services and information systems to improve organisational performance and effectiveness. Procurement and distribution of supplies were centralised with enhancement of the Inventory Control System. An independent knowledge-based technology database was acquired from the Emergency Care Research Institute to facilitate planning for medical equipment replacement.

Information systems

The Authority continued to enhance its information technology infrastructure during the year. Major initiatives in clinical and non-clinical areas included the roll out of computerised maintenance



Committee to discharge Hospital Authority's governance during crisis

With infectious disease outbreaks becoming a global threat, during the year the Hospital Authority established an Emergency Executive Committee to discharge its governance during crisis situations. Here senior executives from various disciplines and departments participated in an emergency drill to prepare for an influenza pandemic.

危機管理 適時介入

傳染病一旦爆發，威脅全球，醫管局年內成立緊急應變督導委員會，遇突發危機，適時全面介入。現在各跨科、跨部門的高級行政人員參與應變演習，作好準備應付流感突發。

management system to all hospitals, implementation of the Generic Clinical Request, Generic Result Reporting, Medication Decision Support, Clinical Data Framework and Rehabilitation Outcome modules of the Clinical Management System, extraction and transformation of data from clinical systems to support the electronic Patient Record (ePR) and Clinical Data Analysis and Reporting System (CDARS), and development of the Resources Planning and Modelling Systems Phase 2b to facilitate financial projection.

Enhancing healthcare system sustainability

Public-private interface

The demand for and costs of healthcare services are expected to increase in Hong Kong and across the developed world, given the ageing population and rapid advancement of new medical technologies.

In 2004/05, a wide range of initiatives were implemented to facilitate a free flow of patients between the public and private sectors. Discussions were held with the Private Hospital Association and other private doctors' groups to explore the availability of service packages to give public hospital patients a greater choice of service. A public-private interface website was set up in the Hospital Authority homepage to disseminate private service information to patients and to enhance exchange of information with the private sector. A specific communications protocol was developed for dissemination of updated information on new diseases, infection control and public health measures to private practitioners. A framework for contracting out general outpatient service to the private sector was also formulated to serve as a base model for the future public-private interface.

Prioritisation of services

Faced with resource constraints and escalating service demand, the Authority had refined its prioritisation criteria to focus on providing effective intervention on major health risks for the population. An audit was conducted on the psychiatric specialist outpatient triage system to streamline the prioritisation of services according to clinical needs. Services provision and manpower distribution for physiotherapy, occupational therapy, dietetics, speech therapy, and prosthetic and orthotic services were reviewed with priority areas identified and triage categories developed to facilitate outpatient referrals. Practical strategies were also

令、通用結果報告、用藥決策支援、臨床數據架構及康復成效模件。我們並從臨床系統摘取和轉化數據，以支援電子病歷紀錄及臨床數據分析及匯報系統。非臨床方面，我們發展資源規劃及模式系統第2b階段，以助進行財政預測。

使醫療體制能夠持續發展

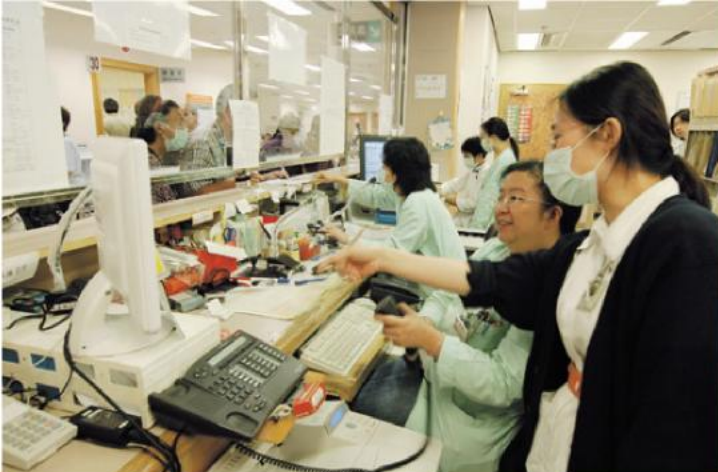
公私營合作

面對人口老化及醫療科技迅速發展，香港以至全球的醫療需求和成本預料將會不斷攀升。

在2004/05年度，醫管局推行了多項措施，促進公私營機構病人的流通。我們與私家醫院協會及其他私家醫生組織進行討論，探討為公立醫院病人提供服務配套的可行性。在醫管局網頁加設有關於公私營合作的網址，為病人提供私營服務的資訊，並加強與私營機構的信息交流。我們亦制訂具體的溝通規章，向私家醫生發布有關新疾病、感染控制及公共健康措施的最新資訊。此外，又擬訂普通科門診服務外判私營機構的框架，作為將來公私營合作的基礎模式。

釐訂服務優次

面對資源緊絀和服務需求急升，醫管局精簡工作優次準則，針對構成重大健康風險的疾病，提供有效的介入。我們對精神科專科門診的分流制度進行審核，以便根據臨床需要精簡服務的優次排序。專職醫療方面，我們檢討物理治療、職業治療、營養膳食、言語治療，以及義肢及矯形服務的人手分布，從而鑑辨優先範疇，並制訂分流類別，以協助門診部門轉介。我們亦制訂實際的策略，調控外科病人的住院日數，以減低對醫院病床需求的壓力。



Steps to achieve effective use of healthcare resources

Increases in and the introduction of fees and charges do little to achieve sustainability of public healthcare, of which 98% is subsidised by the Government. The Hospital Authority believes that a population taking responsibility for their own health and appropriate use of the services will be a step in the right direction.

醫療資源 有效運用

加費及引入新收費，其實對令公營醫療長遠可持，杯水車薪。政府補貼住院服務九成八。醫管局深信，市民對自己的健康負責，並適當使用公營醫療服務，才能對症下藥。

資源增值

為應付財政緊絀的情況，醫管局推行一系列整體及聯網計劃，在2004/05年度節省約3億6,600萬元。此外，亦透過整固基層和專科門診服務，以及理順流動服務，改善門診服務的效率。我們並計算為提升感染控制措施所需的額外資源，以便向政府申請增加撥款，為將來的傳染病爆發作好準備。

服務收費

為確保公帑可集中照顧貧困人士及危疾或長期病患者，實施適當的收費政策及有效的豁免制度十分重要。為協助政府制訂相關政策，醫管局就2003年推行的收費調整進行檢討，並透過統一處理及推行電子系統，精簡豁免醫療費用的程序。

提升服務質素及臨床管治

在財政緊絀下，醫管局一方面為服務釐訂優次，另一方面則繼續推行優質文化，提升臨床管治，確保有系統地提供高質素的醫療護理。我們制訂清晰的服務和治療標準，並落實透過自我專業規管及延展終身學習來確保優質醫療，同時建

worked out to manage patients' length of stay in surgical services, thereby reducing the pressure on hospital bed requirements.

Productivity savings

To cope with funding constraints, the Authority implemented a wide range of corporate-wide and cluster-based plans to achieve productivity savings, which amounted to some \$366 million in 2004/05. The efficiency of the outpatient service was improved through integration of primary and specialist outpatient services and rationalisation of mobile services. The additional resources required for enhancement of infection control measures were worked out for applying additional funding from the Government to prepare for future infectious disease outbreaks.

Fees and charges

The implementation of appropriate fees and charges policy plays an important role in targeting public subsidies at those without means and those with catastrophic or chronic illnesses. To assist the Government in formulating such a policy, the Authority conducted a post-implementation review of the 2003 fees revision exercise and streamlined the medical fee waiving procedures through standardisation of waiving practices and implementation of an electronic waiving system.

Improving quality and clinical governance

While addressing the need to prioritise services under stringent financial constraints, the Authority continued to drive a quality culture and improve clinical governance to ensure systematic delivery of high quality



Clinical governance to ensure patient safety

With the support of its electronic Knowledge Gateway and Central Co-ordinating Committees, the Hospital Authority improves its clinical governance through bringing protocols and guidelines to international standards. Continuous improvements in care quality hinges on the creation of an environment in which excellence in clinical care will flourish.

臨床管治 保障病人

在「醫啟知」電子醫療知識工具及中央協調委員會的支援下，醫管局根據國際標準，制訂規章及指引，提升臨床管治。醫療服務水準不斷提升，全賴機構提供適當環境，臨床服務得以精益求精。

medical care. Clear standards of service and treatment were set, mechanisms for ensuring delivery of high quality care through professional self-regulation and extended lifelong learning put into place, and effective systems for monitoring performance were established to promote continuous improvements in care quality.

Clinical governance

Building on the strength of its existing service networks, the Authority made relentless efforts to improve its clinical governance through developing evidence-based protocols and guidelines for specific clinical conditions. In addition to those measures already in place, the Authority implemented a unified protocol for bone banking and a corporate-wide protocol programme for day orthopaedic surgery. A pilot project was launched with the Fire Services Department in the New Territories East Cluster to achieve pre-hospital diversion of trauma patients to the most appropriate hospital as soon as possible.

Knowledge and risk management

To promote the total quality concept and continuous quality improvement, the Authority paid particular attention on strengthening knowledge and risk management in clinical care. On risk management, the Advanced Incident Reporting System Version 2 was developed and rolled out to 18 hospitals to provide users with a web-based system for reporting adverse incidents. To advance the standard of clinical research in public hospitals, the Authority worked closely with the academic institutions to develop a central registry on clinical research involving patients, to establish a code of practice for investigators, and to strengthen monitoring measures by auditing the work of the Cluster Research Ethics Committees.

立有效的表現監察制度，持續改善醫護質素。

臨床管治

在現有服務網絡的優勢下，醫管局竭力為一些臨床症狀制訂循證常規及指引，提升臨床管治。除現有的措施外，醫管局推行了骨庫的統一規章，以及骨科日間手術的通用規章計劃。此外，新界東聯網與消防處合作推行創傷病人入院前分流先導計劃，以便盡快把病人送抵最合適的醫院。

知識及風險管理

為促進全面質素概念及持續質素改善，醫管局極為重視在臨床醫療上加強知識及風險管理。風險管理方面，早期事故通報系統第2版已於18間醫院推行，讓使用者可於網上呈報不良事故。為提升公營醫院臨床科研標準，醫管局在年內與學術機構緊密合作，發展涉及病人的臨床科研中央資料庫、制訂研究人員的工作守則，以及透過審核聯網科研倫理委員會的工作，加強監察措施。

中醫藥

為促進中醫藥進一步發展，醫管局檢討轄下首三間中醫診所的運作，並為中醫藥服務的未來發展制訂行動計劃。我們與廣東省中醫醫院建立正式合作框架，加強互相支援發展中醫藥。

Chinese medicine

To promote further development of Chinese medicine, the Authority conducted a review of the operations of its first three Chinese medicine clinics and formulated action plans for future development of its Chinese medicine service. A formal collaborative framework was established with the Guangdong Provincial Traditional Chinese Medicine Hospital to enhance mutual support in the development of Chinese medicine.



Further development of Traditional Chinese Medicine

In line with Government policy on the development of Traditional Chinese Medicine, the Hospital Authority has reviewed the operations of its first three Chinese medicine clinics with a view to extending the evidence-based service across a broader spectrum. To further develop this service, a collaborative arrangement has been made with the Guangdong Provincial Traditional Chinese Medicine Hospital.

擴大發展 中醫中藥

年內，醫管局完成檢討轄下三間中醫門診的運作；來年，更會把服務擴至社區，配合政府發展中醫藥服務。為促進中醫藥進一步發展，醫管局與廣東省中醫醫院建立正式合作框架。

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預算赤字

在推行上述所有有效措施後，2004/05年度的預算赤字約為3億元，為年初預計的一半。這是成功推行大量改善措施的成果。

Budget deficit

As a result of all these effective measures, the 2004/05 budget deficit was about \$300 million, half of what we expected at the beginning of the year. And this took into account the large number of improvement measures successfully accomplished during the year.

鞏固人力資源能力

醫療服務是人手和技術高度密集的工作。員工是我們最寶貴的資產，全賴他們為病人提供優質的醫療護理。為了應付緊絀的財政狀況，以及需要優質的員工提供有效服務，醫管局重新規劃人力資源措施，以配合機構整體優次及目標，同時為員工提供激勵和具挑戰性的工作環境。

Building human resource capability

Healthcare is a very labourious and skill intensive service. Staff members are our most valuable assets and we rely on them to provide high quality care to patients. To balance the constraints in budget and the need for good quality staff for effective service delivery, the Authority revamped its human resources practices to meet the overall priorities and objectives of the organisation while providing rewarding and challenging employment to its staff.

Staff communication

With new and improved support services, the Authority continued to establish more effective channels of communication with frontline staff. These included setting up a phone helpline to obtain staff feedback in times of crises, surveying staff opinion, re-launching the staff suggestion scheme at corporate and cluster levels, piloting the Hospital Authority Channel for communicating with staff on major healthcare issues, and setting up satellite “Oasis” Centres in all major hospitals to provide psychological support to staff.

職員溝通

醫管局提供嶄新和改良的支援服務，繼續致力為前線人員建立更有效的溝通渠道，包括在危機期間設立收集員工意見的電話求助熱線、進行員工意見調查、在中央及聯網層面再推職員創見計劃，以及試行醫管局頻道就醫療重大事宜與員工溝通。我們並在所有大型醫院設立「心靈綠洲」中心，方便員工尋求支援。

A healthy body makes a healthy mind

During the Hospital Authority's corporate-wide recreational activities, staff has an opportunity to bond with colleagues from different clusters. Besides promoting staff welfare and boosting staff morale, these activities kinder closer co-operation between clusters and the Head Office management team.

身心健康 兩全其美

醫管局員工從參加機構的康樂活動中，與不同聯網同工增進聯繫，除了推廣員工福利和提升員工士氣外，這些活動有助加強總辦事及各聯網管理人員之間的更緊密合作。



Strengthening the workforce

The Authority's workforce of healthcare professionals was strengthened in 2004/05 with the recruitment of an additional 300 doctors and 378 nurses. The nursing manpower situation improved by employing part-time nurses and temporary undergraduate nursing students through monthly recruitment exercises. This was supported by promoting the nursing career through the media. Some 1,920 personal care and ward supporting staff were employed under the Government's Wider Economic Participation Programme to assist healthcare professionals in patient care. The human resources and public relations capabilities in the Head Office and clusters were enhanced through appropriate recruitment, training and consultancy projects. To boost staff performance, a new mechanism was established for granting incremental points to well-performed staff.

加強人手

2004/05年度，我們增聘300名醫生及378名護士，進一步加強醫護人手。透過每月招聘行動聘請兼職護士及臨時護士學位本科生，以及傳媒宣傳護士工作，來紓緩護士人手短缺。在政府的扶貧紓困計劃下，我們招聘約1,920名個人護理及病房支援人員，協助醫護人員執行病人護理工作。另外，透過招募、培訓及顧問服務，加強了總辦事處和聯網的人力資源和公共關係職能。我們並設立新機制，給予表現良好的員工增薪點。

Lifelong learning - commitment of our healthcare workers

With more than 60% of its staff being healthcare professionals, the Hospital Authority believes in setting its staff firmly on the path of lifelong learning. Healthcare workers move with times to maintain the highest possible quality of public healthcare service.

終身學習 事業為先

醫管局超過六成員工是專業醫護人員，因此一向鼓勵員工終身學習，不斷求進。只要與時並進，公營醫療才可維持國際水平的優質服務。



培訓及事業發展

為配合服務需要，醫管局同時亦為完成專科培訓課程的駐院醫生提供晉升機會。各個臨床專科合共開設105個駐院專科醫生的職位，普通科門診診所亦開設29個駐院服務醫生的職位，為家庭醫學受訓醫生提供事業發展途徑，讓他們完成基本培訓後，繼續深造專科資格，並在公營醫療系統內爭取工作經驗。2005/06年度內，我們會繼續開設更多晉升職位，以改善前線人員的職業前景。

紓緩工作量

經深入諮詢員工代表後，我們除加強招募計劃外，我們亦為前線護士推行多項紓緩工作量的措施，包括增聘支援人員從事一些簡單的病人護理工作、自願以現金代替假期，以及修訂連續夜更的準則。對晉升資深護師的資格亦已作出修訂，以改善前線護士的職業前景。為了提升員工士氣及加強對前線人員的支

Training and career development

To provide career advancement for residents graduating from specialist training programmes and to meet service needs, 105 Resident Specialist posts were created in various clinical specialties during the year. Twenty-nine service resident posts were also created in general outpatient clinics to provide a career pathway for those family medicine trainees who have completed their basic training to pursue specialist qualification and gain further experience in the public system. The number of promotional posts for doctors will continue to increase in 2005/06 to improve the career prospects of frontline clinicians.

Workload relief

Apart from augmenting the recruitment plan, various measures were being implemented in close consultation with staff representatives to relieve the workload of frontline nurses. These included the employment of more supporting staff to relieve the nurses from simple patient care duties, encashment of leave on a voluntary basis, and revising the criteria for continuous night shift. The career prospects of frontline nurses have also been improved by revising the qualifications required for promotion to Advanced Practice Nurses. To boost staff morale and further enhance frontline support, more than 1,500 care-related supporting staff will be converted from temporary to contract terms in 2005/06.

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Recruitment boost to ease workload

The Hospital Authority has revamped its human resources practices to strike a balance between budgetary constraints and good quality staff for effective services. Ever growing service demand necessitated recruiting an additional 300 doctors and 378 nurses. Also, to assist the healthcare professionals, another 1,920 personal care and ward supporting staff were employed under the Government's Wider Economic Participation Programme.



增聘人手 紓緩壓力

醫管局力求在資源緊縮及保持高素質員工優勢取得平衡。在服務需求有增無減情況下，已成功額外增聘300名醫生及378名護士；同時在政府的扶貧紓困計劃下，增加1,920名個人護理及病房支援人員，支援前線工作。



Caring for the healthcareers

In fulfilling its community role, the Hospital Authority is in the caring business. The caring culture extends to occupational safety and health of its own staff. During the year, campaigns were launched to minimise work injuries and workplace violence.

關顧員工 安全至上

醫管局一向重視和推動關懷文化。關心病人的同時，也關心員工的健康和職業安全。年內開展宣傳行動，務求減低工傷，亦推行計劃，以減少公立醫院的暴力事件。

Occupational safety and health

Recognising the utmost importance of providing staff with a safe and healthy work environment, the Authority established a core professional team on occupational safety and health to review its existing occupational safety and health functions and to implement necessary fast-track improvements with the assistance of external occupational safety experts.

Workplace violence generated by hospital users including verbal abuse, intimidation and physical assault has also been a growing concern, as it creates tremendous pressure on frontline staff. In order to protect our staff from workplace violence, a comprehensive campaign comprising awareness promotion, public education, surveillance, reporting and prosecution programmes will be implemented to reduce the number of such incidents in public hospitals.

Conclusion

I have paid several rounds of visits to hospitals to remain in touch with frontline staff and listen to their views. What impressed me most during the year was the enthusiasm and openness demonstrated by our staff in putting forward innovative ideas for improving our services. We will continue to tap into this wealth of experience and expertise of our staff in planning our future improvement initiatives.

In 2004/05, the Authority's staff worked tirelessly to improve the accessibility, productivity, sustainability and quality of Hong Kong's public healthcare system. Solid action has been taken to prepare the

援，我們已有計劃在2005/06年度把超過1,500名從事護理工作的支援人員，從臨時聘用轉為合約聘用。

職業安全及健康

醫管局十分重視為員工提供安全和健康的工作環境，故成立職安健核心專業小組，檢討目前的職安健功能，並在外界職業安全專家的協助下，從速推行所需的改善措施。

由醫院服務使用者引發的工作間暴力事件，例如使用粗言穢語、作出恐嚇及身體襲擊等，對前線人員造成重大壓力，備受關注。我們已計劃推行一項全面計劃，包括提升警覺、進行公眾教育、監察、通報及檢控，以減少公立醫院的暴力事件。

結論

我曾經多次造訪各醫院，會晤前線員工，聽取他們的意見。局內員工踴躍提出改善服務和機構的創新意見，表現積極，令我留下深刻印象。在制訂未來的計劃時，我們將繼續充分借鑑員工的豐富經驗和善用他們的專長。

Dr Ho bids farewell

Dr William Ho (left) relinquished the Chief Executive post in September 2005 after six years at the helm of the Hospital Authority.

餞別何兆煒醫生

行政總裁何兆煒醫生(左)帶領醫管局六載，於2005年9月放棄續任。

在2004/05年度，醫管局員工努力不懈工作，提升香港公共醫療體系的方便程度、生產力、持續發展能力和質素。我們採取多項實質措施，全面提升醫管局應付日後傳染病爆發的能力。服務模式轉以人口及社區為本、提升機構表現、加強公私營合作及重點服務、改善服務質素、臨床管治及人力資源能力。我們能取得如此驕人成績，全賴局內所有盡忠職守、專業實幹和勇於承擔的員工。

我出任行政總裁一職已接近六年。這段期間，醫管局在改善香港公共醫療體系取得了顯著的成績，同時亦渡過了一些最艱難的時刻。

十分多謝醫管局大會讓我在過去六年以行政總裁的身份服務醫管局，更要多謝全體同事年來給予我的不渝支持。深信在現任醫管局主席胡定旭先生的英明領導及各位同事的盡心服務下，醫管局定能衝破未來的障礙，繼續貫徹其宗旨，為香港市民提供優質的醫療服務。

何兆煒

行政總裁
何兆煒醫生

organisation for any possible future infectious disease outbreaks, shifting to population-based and community-oriented care, enhancing organisational performance, intensifying public-private interface and services reprioritisation, and improving service quality, clinical governance and human resources capabilities. These achievements were a credit to all the Authority staff, which had shown dedicated professionalism and great commitment to their work.

I have held the Chief Executive position for nearly six years. During this period, the Authority has made significant progress in improving Hong Kong's public healthcare system and at the same time gone through some of its most difficult times.

I would like to thank the Hospital Authority Board for giving me the opportunity to serve the Authority as its Chief Executive for the past six years, and would also wish to thank all my colleagues in the Authority for offering me unfailing support over these years. I am confident that under the able leadership of our current Chairman, Mr Anthony WU, and the dedication of our staff, the Authority will be able to overcome all the obstacles hindering its future development and fulfil its mission of providing quality healthcare services to meet the needs of the Hong Kong population.

Dr William HO, JP

Chief Executive



Overview of Head Office and Its Divisions 總辦事處及部門匯報



Role of the Hospital Authority Head Office

Responsibilities for the Authority's Head Office include:

- Strategic planning – formulating the organisation's corporate vision, mission statement and strategic directions after analysing its strengths, weaknesses, opportunities and threats in an internal and external environment.
- Policy formulation and standard setting – developing corporate-wide policies for advancing and implementing the organisation's vision, mission and strategies by formulating standards to guide hospitals and frontline units during the implementation process.
- Corporate management – implementing corporate-wide management projects to achieve a more effective management structure and a more efficient process of exchanging information to meet the organisation's strategic directions and objectives, and the better use of its resources.

醫院管理局總辦事處的職能

醫管局總辦事處擔當以下主要職能：

- 策略規劃 — 分析機構的強勢、弱項、機遇及內外環境的威脅，制訂整體目標、宗旨及策略路向。
- 制訂政策及訂立準則 — 制訂機構政策，體現及落實機構目標、宗旨及策略，並訂立適當準則，作為醫院及前線人員的指引。
- 整體管理 — 推行整體管理計劃，建立更有效的管理架構及更快捷的資訊流過程，配合機構的策略路向和目標，加強資源運用。



Hospital Authority family - brain and veins

The Hospital Authority Head Office is the brain of the organisation feeding corporate-wide policies and guidelines, strategic planning, corporate management and governance support along its veins to its seven clusters of 40 hospitals. Members of the Head Office management team include Directors and Cluster Chief Executives.

醫管局大家庭 — 唇齒相依

醫管局總辦事處是整個機構總體策劃的主腦，為全港40間醫院組成的七個聯網制訂政策方向及指引，統籌全盤策略規劃、管理及管治支援。總辦事處的管理高層包括總監及各醫院聯網總監。

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- 提供管治支援 — 為醫管局大會及其委員會提供支援，協助推行整體管治政策及規章，以監察及規管機構事務，確保服務質素，並貫徹向各利益相關者承擔問責。
- 發展 — 進行機構發展，包括引入嶄新醫療科技及醫護模式、規劃及評估新的臨床及非臨床項目，以及制訂知識管理及研究優次的整體政策。
- 提供共用服務 — 推行共用服務計劃，例如與醫院及前線組別在採購、業務支援、資訊科技及財務服務方面進行協作，以加強服務，提升經濟效益，減省成本。

- Governance support – providing support to the Authority's Board and its committees to assist them in implementing various corporate governance policies and practices to monitor and control the organisation's activities; to ensure the quality of its services; and to fulfil its accountability obligations to stakeholders.
- Development – performing the corporate development function, including introduction of new medical technologies and care models, planning and evaluation of new clinical and non-clinical projects, and development of corporate-wide policies on knowledge management and research priority.
- Shared services provision – implementing shared services programmes, such as those in the procurement, business support, information technology and finance functions in collaboration with hospitals and frontline units to provide better services, achieve economies of scale and reduce costs.

- Professional staff development and training – co-ordinating the training and development of healthcare professionals working in the Authority, including the development of intern education, specialist training and continuous learning programmes, career advancement paths, and competency tests for doctors, nurses and allied health professionals in collaboration with the universities and professional colleges.

To fulfil these roles, the Head Office comprises seven divisions: Corporate Affairs, Public Affairs, Finance, Human Resources, Professional Services and Facilities Management, Professional Services and Medical Development, and Professional Services and Operations.

The work of each division is briefly outlined below.

Corporate Affairs Division

Through its Board and Committees Section, the division provides the administrative and secretarial support to the Hospital Authority Board, its functional committees and the three Regional Advisory Committees. It is also responsible for the membership of all Hospital Governing Committees created to enhance community participation and governance of public hospitals.

The division provides supporting services to the Hospital Authority Head Office through its Administration Section, and is responsible through its Corporate Executive Support Section, for formulating, producing and developing the Hospital Authority Annual Plan. The division compiles the Annual Report as part of its role in enhancing accountability to the community, and facilitates communication between the Hospital Authority and the Health, Welfare and Food Bureau.

Public Affairs Division

This division through its information and media relations function is responsible for strengthening the image of the Hospital Authority as an accountable, competent and caring organisation serving the entire population of Hong Kong. In its work in publicity and health promotion, the division has moved forward the concept of “community partnership in health” and developed health promotion initiatives to enhance public awareness of health topics. During the year, seven health campaigns were organised:

- 專業人員發展及培訓 — 與大學及專業學院合作，統籌醫管局醫護人員的培訓及發展，包括發展實習醫生培訓課程、專科醫生培訓及持續學習計劃、職業晉升路徑，以及制訂醫生、護士及專職醫療人員的才能測驗。

為履行這些職責，總辦事處設有七個部門，包括中央事務部、公共事務部、財務部、人力資源部、專業事務及設施管理部、專業事務及醫療發展部，以及專業事務及運作部。

以下是各部門的工作簡介。

中央事務部

中央事務部轄下的委員會組，為醫管局大會、其專責委員會及三個區域諮詢委員會提供行政及秘書支援，並負責處理所有醫院管治委員會的成員事宜，以加強社區參與及公立醫院的管治。

部門轄下的行政組，負責為醫管局總辦事處提供支援服務，另中央行政支援組則負責制備、編訂及跟進醫管局的周年工作計劃。部門亦協助制備醫管局年報，加強體現公眾問責，並促進醫管局與衛生福利及食物局官員的溝通。

公共事務部

公共事務部轄下的資訊及傳媒關係組，主要工作是提升醫管局的形象，作為負責、優質及充滿愛心的機構，服務全港市民。在宣傳及健康推廣方面，部門宣揚「與社區攜手促進健康」的概念，並制訂健康宣傳計劃，加強公眾對一些健康課題的認知，年內共舉辦了七項推廣健康的活動：

- 預防傳染病宣傳計劃
- 洗手運動
- 「愛心獻再生」器官捐贈計劃
- 再推思覺失調計劃
- 「Teen使行動 — 青少年思健推廣計劃」
- 「健康創繁榮」全城健康大行動，向基層市民宣揚健康訊息
- 表揚沙士期間捐贈的善長

部門並負責管轄醫管局主力推廣健康的單位 — 健康資訊天地，並與七個聯網的病人組織及義工聯絡，讓他們定期接受培訓及接收資訊，如感染控制。

財務部

財務部的職責是協助達至有效的資源運用，提供優質服務，並獲所需資源。在**2004/05**年度，醫管局的服務經費約為**280億元**。

部門同時負責監督管理和規劃財政策略，以及財政管理和運作，並協助政府探討長遠的醫療融資方案。在**2004/05**年度，醫管局根據政府的指示，須在**2003/04**年度**1.8%**的資源增值節省之上，再提升**3.05%**。

財務部亦兼管資訊科技部。資訊科技部負責為所有醫管局醫院提供資訊科技基礎設施及資訊系統服務，**2004/05**年度的預算約為**4億3000萬元**，約佔醫管局運作預算**1.4%**。部門設有一套既定的資訊科技管理機制，以便為服務需求訂定先後次序及監察服務提供。

- Prevention of infectious diseases awareness
- Hand hygiene
- “The Gift of Life” organ donation promotion
- Re-launch of the Early Assessment Service for Young People with Psychosis (EASY) Programme
- “Health in Mind” – young mental health promotion programme
- “Better Health for a Better Hong Kong” health promotion aimed at the grassroots
- Recognition of SARS donors

The division is responsible for managing the Health InfoWorld, the Authority’s health promotion arm, as well as for liaising with patient groups and volunteers in the seven clusters who receive regular training and development on issues such as infection control .

Finance Division

The mission of the Finance Division is to optimise utilisation of resources in the delivery of quality service, and to secure resources needed to provide this quality service. In 2004/05, this totalled about \$28 billion in the Hospital Authority budget.

The division provides corporate stewardship, strategic and financial planning, and financial management and operations. The division also supports the Government in looking at long-term healthcare financing options. During 2004/05, the Authority was required by the Government to achieve an additional 3.05 per cent efficiency savings on top of the 1.8 per cent delivered in 2003/04.

The division is responsible for the Information Technology Department (ITD) which provides IT infrastructure and information system services to all of the Authority’s hospitals. The ITD’s budget for 2004/05 was around \$430 million, about 1.4 per cent of the Authority’s operating budget. A set of IT governance mechanisms has been put in place to prioritise service demands and monitor service delivery.

Human Resources Division

The primary focus of the division at Head Office is to support the clusters and hospitals by providing relevant and timely policies, procedures and advice, as well as providing expertise to the senior management team in developing people-related strategies for the Authority. As the Authority is a large and diverse organisation with many different staff groups, the division plays a key role in facilitating local and central consultative mechanisms.

The critical focus of the division during 2004/05 was to address the many concerns and recommendations arising from the SARS reports, to strengthen the Human Resources team, and to enhance the engagement of frontline staff in the decision-making process. In particular, the lessons learnt from SARS led to a range of programmes aimed at strengthening the organisation's skills and abilities in communication crisis management, with emphasis on leadership development, internal communication and staff caring.

Initiatives implemented included aligning internal and external communications, establishing a formal crisis communication mechanism, strengthening the informal communication network, conducting a staff survey to gauge mood and opinion, and recruiting more clinical and care supporting staff.

Professional Services and Facilities Management Division

The division provides management services for the development, operation, improvement and maintenance of hospital and engineering facilities and all other healthcare business-supporting services. It also facilitates service co-ordination, ensures service quality and promotes training in some specialities by leading and supporting the Clinical Co-ordinating Committees. Through its support to the Institute of Health Care, the division promotes continuing education and training for healthcare professionals.

人力資源部

總辦事處人力資源部的主要職責，是提供相關及適時的政策、程序及意見來支援聯網及醫院，亦同時為管理層提供專家意見，制訂醫管局的人事策略。鑑於醫管局是龐大多元化的機構，涵蓋不同職員類別，故人力資源部在促進醫院及中央進行協商，擔當重要角色。

2004/05年度的重點工作，是處理沙士報告提出的多項關注及建議、鞏固人力資源隊伍，以及增加前線員工參與決策的機會，而藉著從沙士疫潮汲取的教訓，部門推行多項計劃來加強機構的危機溝通管理能力，著重培養領導才能、內部溝通及體察員工。

具體措施包括協調內部及對外傳訊、設立正式危機溝通機制、加強非正式溝通網絡、進行員工意見調查，以及增聘臨床及護理支援人員。

專業事務及設施管理部

專業事務及設施管理部負責為現有醫院及工程設施的發展、運作、改善及保養，提供管理服務及其他各種醫療業務支援；並協助統籌服務，確保服務質素，透過領導和支援臨床統籌委員會，加強專科培訓。部門亦為醫管局進修學院提供支援，促進醫護人員的持續教育及培訓。

部門轄下的基本工程組，為總辦事處及醫院聯網就工程計劃的施行提供各方面支援、積極管理大型工程計劃，以及統

籌小型改善及保養工程的經費。
2004/05年度其中一項主要計劃，是耗資22億6000萬元的設施及支援提升計劃，包括闢建1,415張隔離病床，以應付日後傳染病可能爆發。

部門轄下的業務拓展及支援服務組，負責採購及物料管理、發展公私營協作、促進職業安全及健康，以及風險管理。

部門轄下專業支援組，負責支援和領導各科臨床服務統籌委員會，如深切治療科、麻醉科、外科、耳鼻喉科、腦外科和矯形及創傷科。這些委員會的職責，是就個別臨床服務的統籌、發展及優次向醫管局提供意見，包括訂立目標確保服務快捷有效、制訂專業指引及保證質素水準、訂定深造培訓政策、鑑別培訓優次及檢討培訓計劃成效。

醫管局進修學院於1998年成立，目的是透過持續教育及培訓，運用及發展專長提升醫療服務。學院現時的工作，是著重培育服務專長迎合市民的醫療需要、促進及分享最佳醫療模式，以及推廣終身學習文化。學院最近聘請了課程總監，負責發展醫療、護理、專職醫療、管理及機構臨床心理學的培訓課程。

專業事務及醫療發展部

專業事務及醫療發展部負責醫管局轄下醫療服務的發展，工作包括鑑別服務需要、策劃服務路向、訂立服務標準，以及促進專科醫生及醫護人員多方面及跨學科的合作，以提供有效的醫療服務，迎合市民需要。「服務規劃」是橫跨部門的工作綱領，此有賴部門的「知識

A capital works function supports Head Office and the clusters in all aspects of project delivery, actively managing major projects and co-ordinating funds for minor improvement and maintenance works. A highlight of 2004/05 was the enhancement of facilities and logistics in preparation for a possible outbreak of infectious disease, at a cost of \$2.26 billion, which included the provision of 1,415 isolation beds.

A business support services function includes procurement and materials management, public-private partnership development, occupational safety and health, and risk management.

Through a professional support function, the division provides support and leadership to Clinical Co-ordinating Committees in intensive care, anaesthesiology, surgery, otorhinolaryngology, neurosurgery, orthopaedics and traumatology. These committees are responsible for advising the Authority on the co-ordination, development and prioritisation of specific clinical services. This includes target setting for effective and efficient delivery of services, developing professional guidelines and quality assurance, formulating policies on postgraduate training, identifying training priorities, and reviewing the effectiveness of training programmes.

The Institute of Health Care was established in 1998 to harness and develop the expertise for enhancing healthcare services through continuing education and training. It now focuses its work on building competencies to meet the healthcare needs of the community, promoting and sharing the best healthcare practices, and fostering a lifelong learning culture. Programme directors have recently been appointed to develop training programmes in medical, nursing, allied health, management, and corporate clinical psychology services.

Professional Services and Medical Development Division

The division is responsible for the development of medical services under the Authority. This is done through identification of service needs, steering of service directions, setting of service standards, and fostering multi-dimensional and cross-disciplinary collaboration among medical specialists and healthcare professionals. While “Service Planning” is the overarching function of the division, it is supported by enablers provided

by the Knowledge-Practice-Outcome team (KPO). At the corporate level, the strategies and directions are translated into programme initiatives under the annual planning process of priority setting. At the divisional level, the division develops clinical service programmes in line with corporate service directions and pilots high impact initiatives to address the areas of highest needs.

The KPO team comprises three units: the Knowledge Management Unit, the Clinical Effectiveness Unit, and the Statistics and Research Unit. The KPO is the catalyst to evidence-driven organisational knowledge management and quality patient care.

Clinical programmes are selected for development on the basis of heavy disease burden and the availability of evidence-based cost-effective interventions. In 2004/05, these included an expansion of smoking cessation and counselling services, management of chronic diseases and episodic illnesses in old aged homes, an alert system for high risk elderly patients, and guidelines on elder abuse awareness. The Authority also participated in the development of the Government's Comprehensive Child Development Service.

Disease Management aims to formulate comprehensive measures to manage those diseases that impose the highest burden on the community. During 2004/05, a dedicated clinical team was set up to co-ordinate the implementation of an active rehabilitation and follow-up programme for more than 1,000 former SARS patients. During the year, active stroke service development was continued with agreed guidelines and standards. The referral network and services for cardiac surgery were reorganised and enhanced, resulting in shortening of waiting lists and waiting times by 50 per cent.

The division is also responsible for co-ordinating the specialty services of Internal Medicine, Family Medicine, Clinical Oncology, Obstetrics and Gynaecology, Paediatrics, Psychiatry, Adult Intensive Care, and Chinese Medicine.

— 實踐 — 成效」職能作出支援。在機構層面，藉著周年規劃以訂立工作優次，各項策略及路向則體現為不同計劃措施；而在部門層面，會根據整體服務路向，制訂臨床服務計劃，並推行先導示範式措施，以應付當前的迫切需要。

「知識 — 實踐 — 成效」職能涵蓋三個組別，即知識管理組、醫療成效組，以及統計及研究組，這項職能有助推動循證機構知識管理及優質病人服務。

挑選臨床計劃進行發展時，以有關疾病會否造成沉重負擔作為考慮基礎，以及當時有否具成本效益的循證治療方式。在2004/05年度推行的發展計劃包括：擴展戒煙及輔導服務、護老院長期及偶發疾病治理、高風險年老病人警報系統，以及提高虐老意識指引。此外，醫管局亦有參與政府的「兒童身心全面發展服務」。

疾病管理的目的，是制訂全面措施，管理對社會造成最沉重負擔的疾病。在2004/05年度，已成立一支專設臨床隊伍，為逾千名前度沙士病人提供積極康復及跟進計劃。年內，中風積極治理服務繼續發展，並已訂定指引及標準；重組及加強心臟外科轉介網絡及服務，令輪候名單及輪候時間縮減50%。

部門亦負責統籌內科、家庭醫學、臨床腫瘤科、婦產科、兒科、精神科、成人深切治療科及中醫等專科服務。

專業事務及運作部

專業事務及運作部負責管轄專業事務、護理事務、專職醫療事務、藥劑事務、法律事務及投訴管理。

在2004/05年度，部門與衛生署合作設立衛生防護中心，防範疫症及保障市民健康，並協助防護中心成立感染控制處，加強疾病監測及感染控制。部門持續統籌制訂全面策略及改善計劃，提升醫管局日後應付疫症的能力。

為預防社區流感爆發，醫管局在冬季推行流感注射計劃，以減輕疾病負擔，特別是長者及長期病患者，另設立護老院肺炎個案監察網絡。

為確保現今的公立醫療系統能持續發展，醫管局的主要策略之一，是促進公私营醫療的病人流通。年內，部門推行一系列措施，在中央及聯網層面加強公私营合作。

部門亦持續改善急症科、病理科、眼科及放射科的專科服務質素。

Professional Services and Operations Division

The division comprises the Professional Services, Nursing Services, Allied Health Services, Pharmacy Services, Legal Services, and Complaint Management Sections.

During 2004/05, the division worked with the Department of Health to set up a Centre for Health Protection to protect population health against communicable disease epidemics, helping the Centre establish its Infection Control Branch to enhance disease surveillance and infection control. The division also continued to co-ordinate the development of comprehensive strategies and improvement programmes to enhance the Authority's capabilities in handling future infectious disease outbreaks.

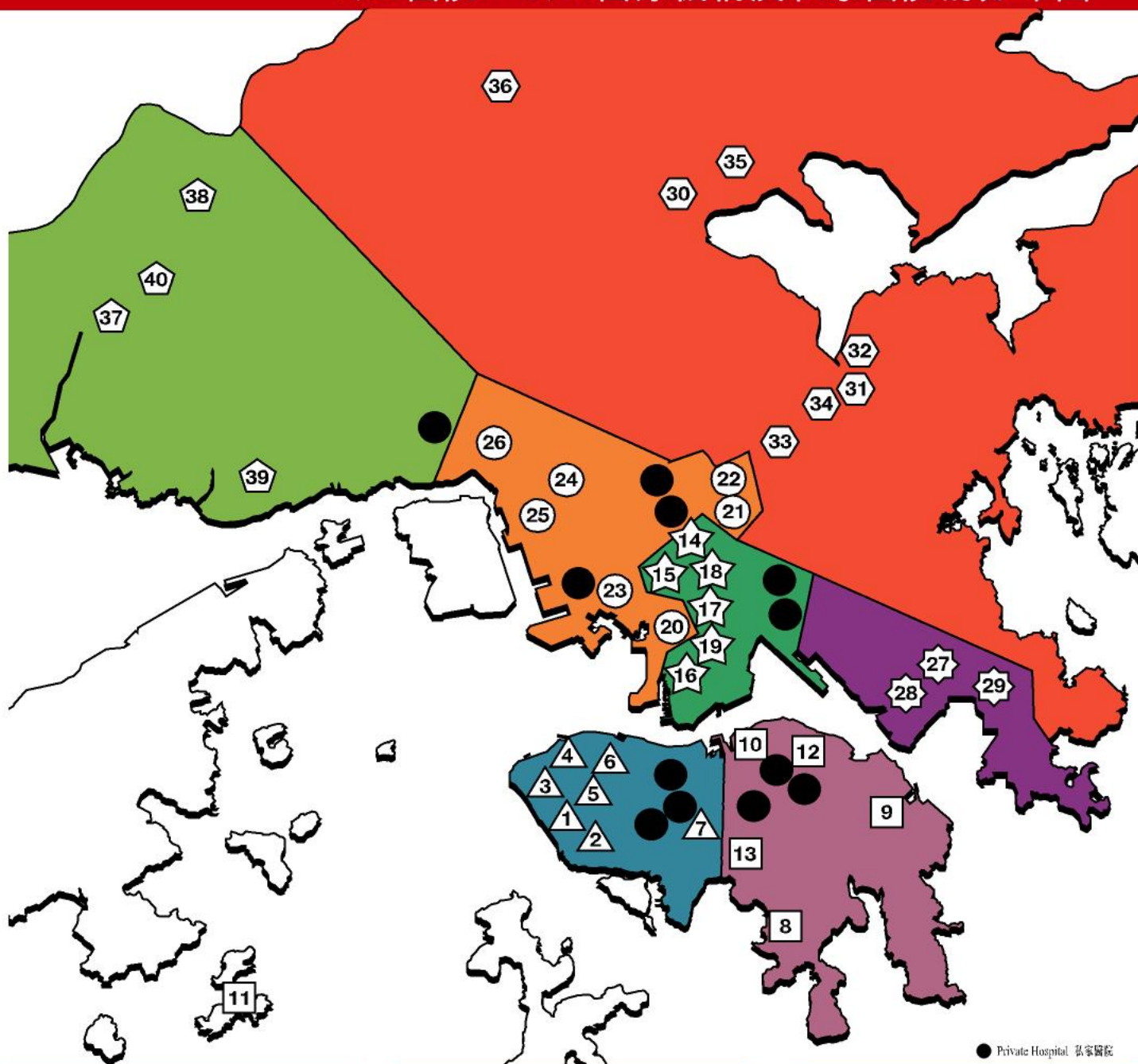
To prevent an outbreak of influenza in the community, an influenza vaccination programme was launched during the winter months to reduce disease burden, especially among the elderly and those with chronic diseases. A network for monitoring pneumonia cases in old aged homes was also established.

To ensure sustainability of the current public healthcare system, one of the Authority's key strategies is to facilitate a free flow of patients between the public and private healthcare sectors. During the year, the division assumed a co-ordinating role in implementing a wide range of initiatives to enhance public-private collaboration at both the corporate and cluster levels.

The division has also made continuous quality improvements in the specialty services of Accident and Emergency, Pathology, Ophthalmology, and Radiology.

Distribution of Public Hospitals and Institutions and Private Hospitals

公立醫院、公立醫療機構及私家醫院的分布圖



● Private Hospital 私家醫院

HONG KONG WEST CLUSTER 港島西醫院聯網

- ▲ Duchess of Kent Children's Hospital at Sandy Bay 大口環根德公爵夫人兒童醫院
- ▲ MacLhose Medical Rehabilitation Centre 麥理浩復康院
- ▲ Queen Mary Hospital 瑪麗醫院
- ▲ Tsan Yuk Hospital 贊育醫院
- ▲ Tung Wah Group of Hospitals Fung Yiu King Hospital 東華三院馮允敬醫院
- ▲ Tung Wah Hospital 東華醫院
- ▲ Grantham Hospital 葛量洪醫院

HONG KONG EAST CLUSTER 港島東醫院聯網

- 8 Cheshire Home, Chung Hom Kok 森瑪角慈氏護養院
- 9 Pamela Youde Nethersole Eastern Hospital 東區尤德夫人那打素醫院
- 10 Ruttonjee & Tang Shiu Kin Hospitals 律敦治及鄧肇堅醫院
- 11 St John Hospital 長洲醫院
- 12 Tung Wah Eastern Hospital 東華東院
- 13 Wong Chuk Hang Hospital 黃竹坑醫院

KOWLOON CENTRAL CLUSTER 九龍中醫院聯網

- 14 Hong Kong Buddhist Hospital 香港佛教醫院
- 15 Kowloon Hospital 九龍醫院
- 16 Queen Elizabeth Hospital 伊利沙伯醫院
- 17 Hong Kong Red Cross Blood Transfusion Service 香港紅十字會輸血服務中心
- 18 Hong Kong Eye Hospital 香港眼科醫院
- 19 Rehabaid Centre 復康專科及資源中心

KOWLOON WEST CLUSTER 九龍西醫院聯網

- 20 Kwong Wah Hospital 廣華醫院
- 21 Our Lady of Maryknoll Hospital 聖母醫院
- 22 Tung Wah Group of Hospitals Wong Tai Sin Hospital 東華三院黃大仙醫院
- 23 Caritas Medical Centre 明愛醫院
- 24 Kwai Chung Hospital 葵青醫院
- 25 Princess Margaret Hospital 瑪嘉烈醫院
- 26 Yan Chai Hospital 仁濟醫院

KOWLOON EAST CLUSTER 九龍東醫院聯網

- 27 Haven of Hope Hospital 靈實醫院
- 28 United Christian Hospital 基督教聯合醫院
- 29 Tszung Kwan O Hospital 將軍澳醫院

NEW TERRITORIES EAST CLUSTER 新界東醫院聯網

- 30 Alice Ho Miu Ling Nethersole Hospital 雅麗氏何妙齡那打素醫院
- 31 Bradbury Hospice 白普理寧養中心
- 32 Cheshire Home, Shatin 沙田慈氏護養院
- 33 Prince of Wales Hospital 威爾斯親王醫院
- 34 Shatin Hospital 沙田醫院
- 35 Tai Po Hospital 大埔醫院
- 36 North District Hospital 北區醫院

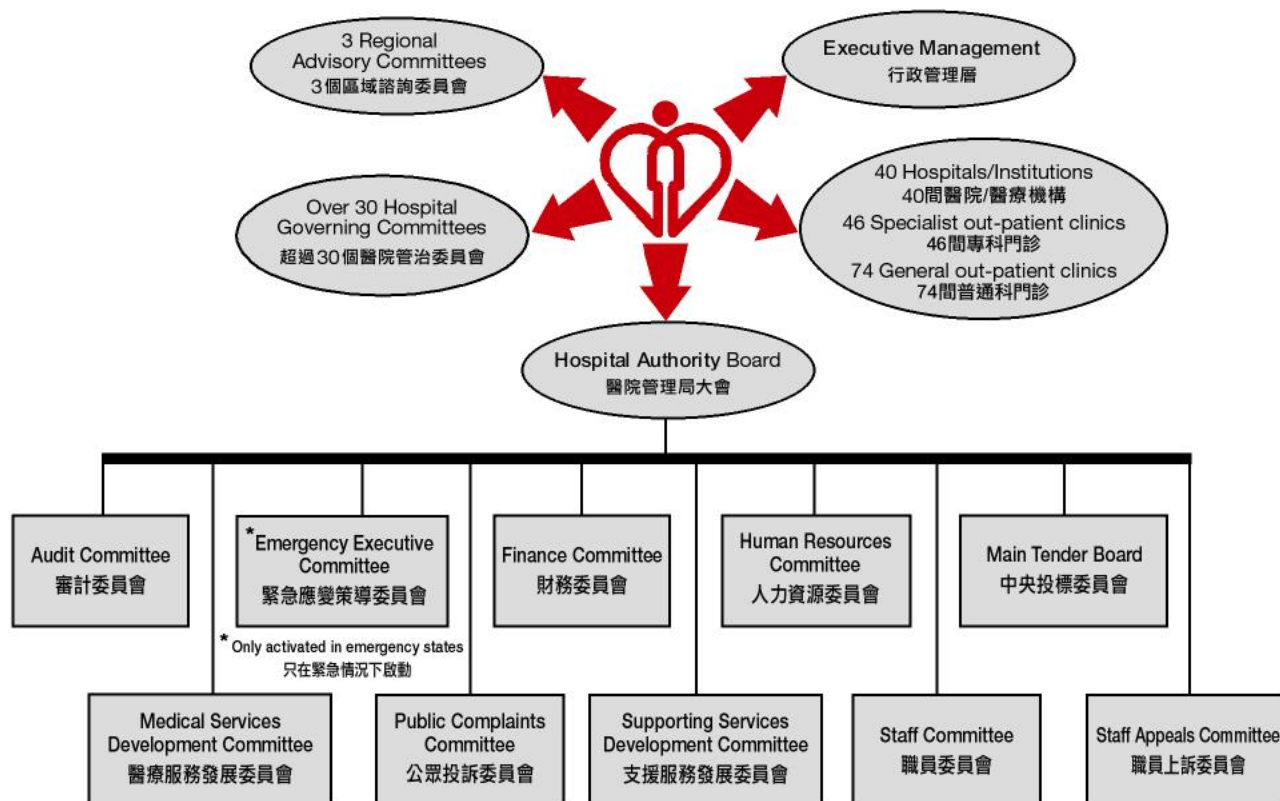
NEW TERRITORIES WEST CLUSTER 新界西醫院聯網

- 37 Castle Peak Hospital 青山醫院
- 38 Pok Oi Hospital 博愛醫院
- 39 Siu Lam Hospital 小欖醫院
- 40 Tuen Mun Hospital 屯門醫院

Healthcare Facts and Figures 醫訊一覽

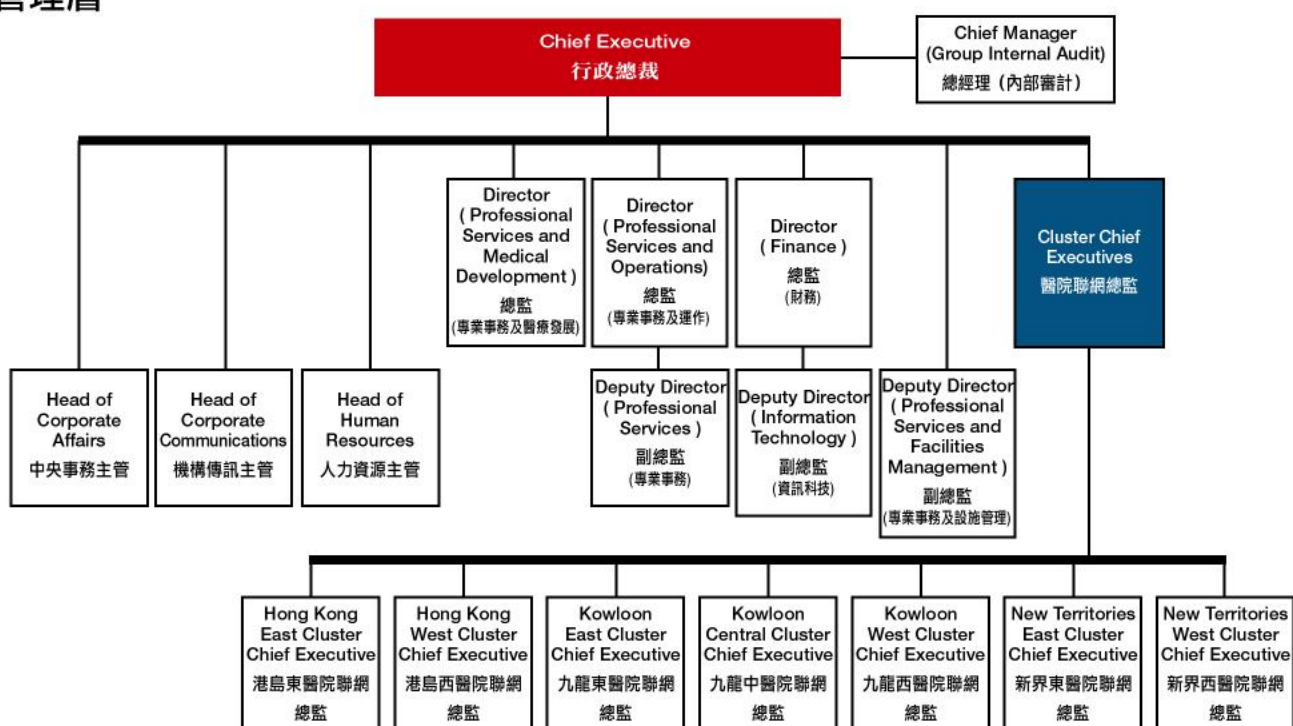
Hospital Authority Structure and Organisation

醫院管理局組織架構



Executive Management

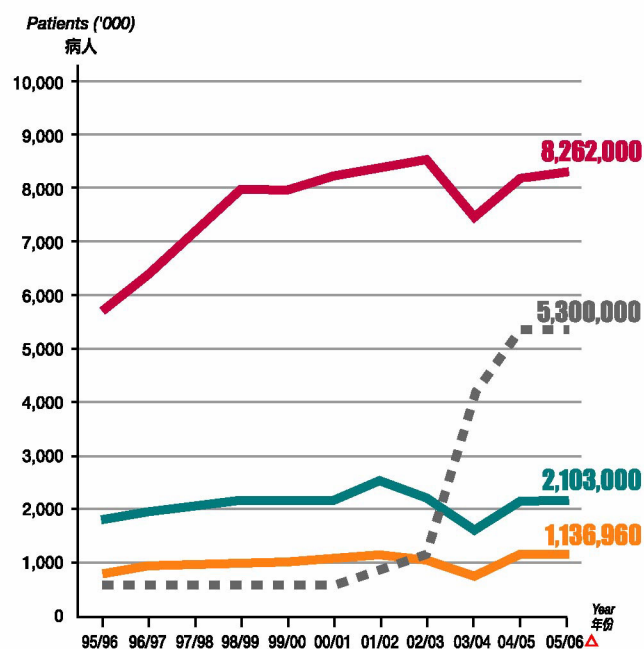
行政管理層



Healthcare Facts and Figures 醫訊一覽

Hospital Authority Services

醫院管理局服務



- Specialist Out-patient Attendances
專科門診服務
- In-patients & Day-patients
住院及日間住院服務
- Accident & Emergency Attendances
急症服務
- General Out-patient Attendances
普通科門診服務

Services Year 年份	In-patient and Day-patient Discharges & Deaths 住院及日間住院病人出院及死亡總人次	Specialist Out-patient Attendances 專科門診總求診人次	General Out-patient Attendances 普通科門診總求診人次
2001/2002	1,208,427	8,543,360	887,328
2002/2003	1,198,103	8,753,765	1,264,923
2003/2004	975,381	7,645,651	4,301,386
2004/2005	1,126,389	8,119,564	5,302,779
2005/2006 [△]	1,136,960	8,262,000	5,300,000

[△] Estimated figure 預測數字

As of 2005 截至2005年

Number of Attendances at A&E

使用急症室人次

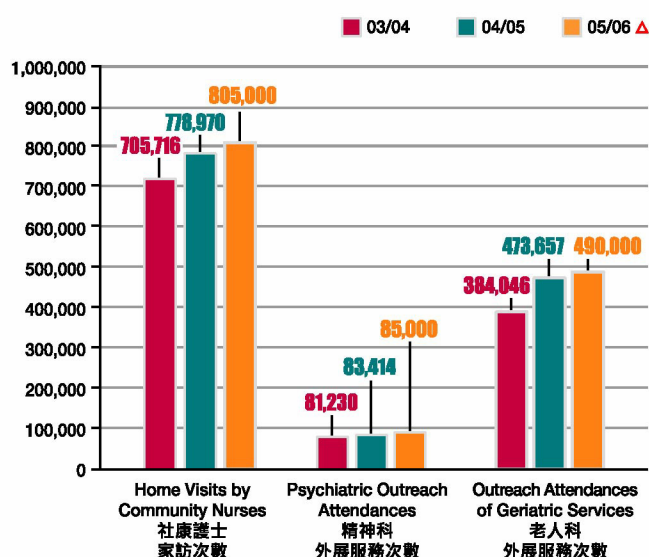


[△] Estimated figure 預測數字

As of 2005 截至2005年

Rehabilitation & Outreach Services

復康及外展服務

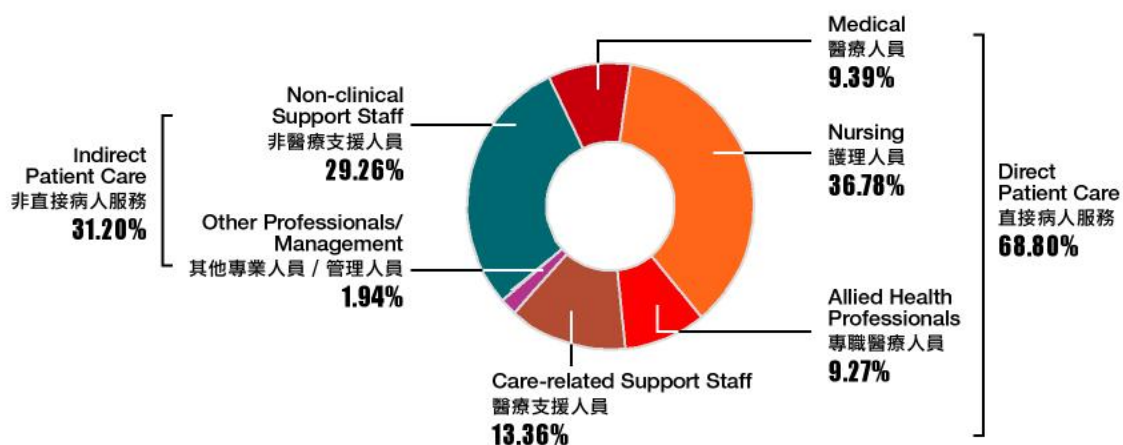


[△] Estimated figure 預測數字

As of 2005 截至2005年

Manpower of Hospital Authority

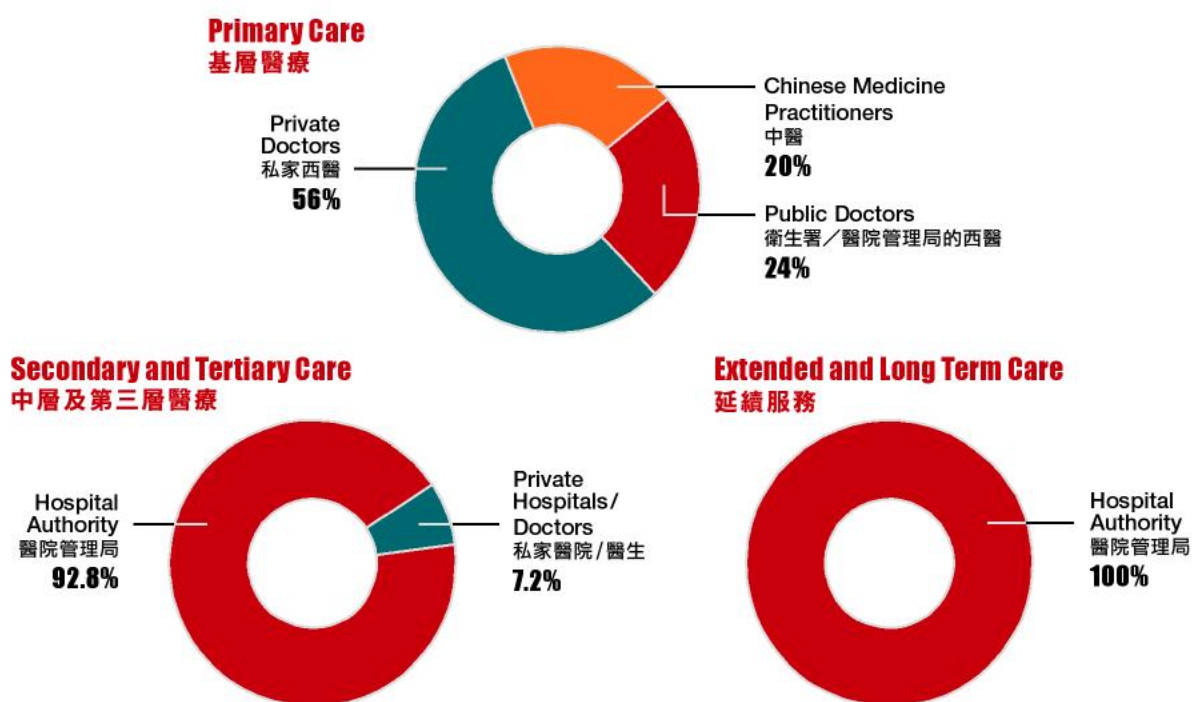
醫院管理局人力資源



Note: As at December 2005, the Authority had a staff strength of 52,526 full-time equivalents.
 註：截至 2005 年 12 月，醫管局有相當於全職的僱員 52,526 人。

Three-level Healthcare Structure in Hong Kong

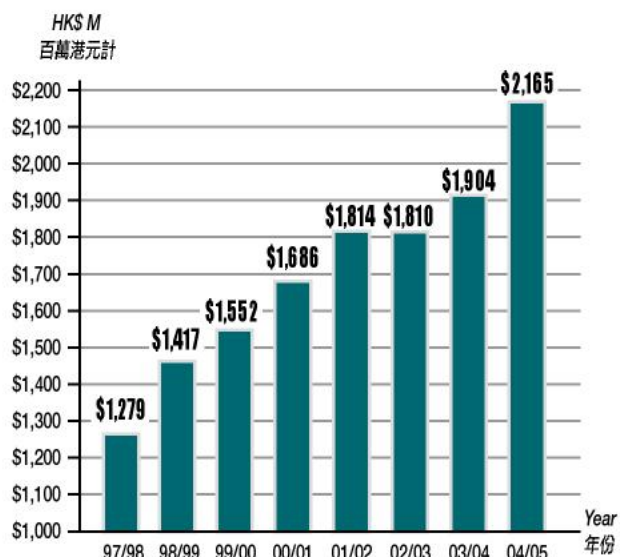
香港醫療服務的三層架構



Healthcare Facts and Figures 醫訊一覽

Hospital Authority's Expenditure on Drugs

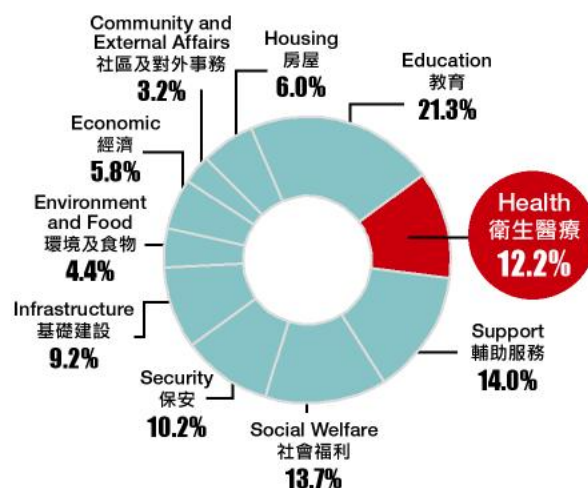
醫院管理局藥物開支



As of 2005 截至2005年

2006/07 HKSAR Public Expenditure on Health (Estimate)

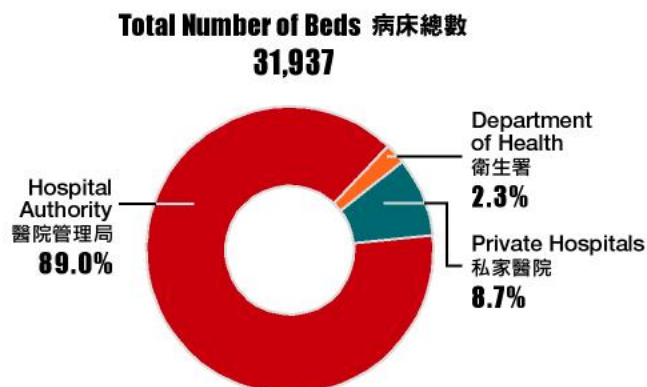
香港特區政府 2006/07 年衛生醫療公共開支 (預算)



Source: The 2006-07 Budget
資料來源：二〇〇六至〇七年度政府財政預算案

Distribution of Hospital Beds

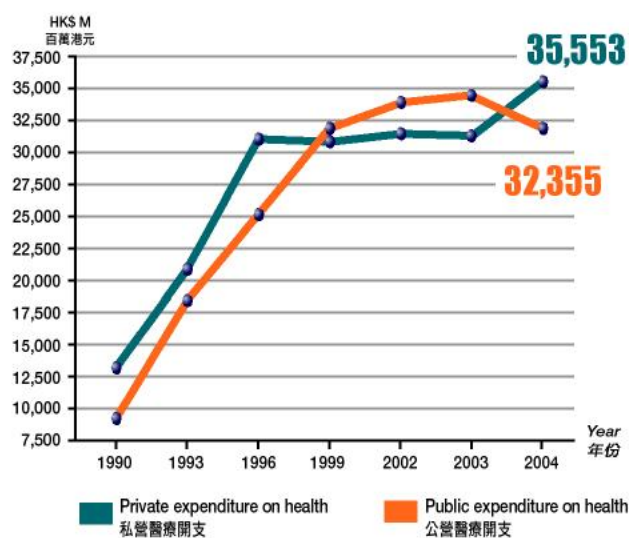
醫院病床分布



As of 2004 截至2004年

Medical and Healthcare Expenditure

衛生醫療開支

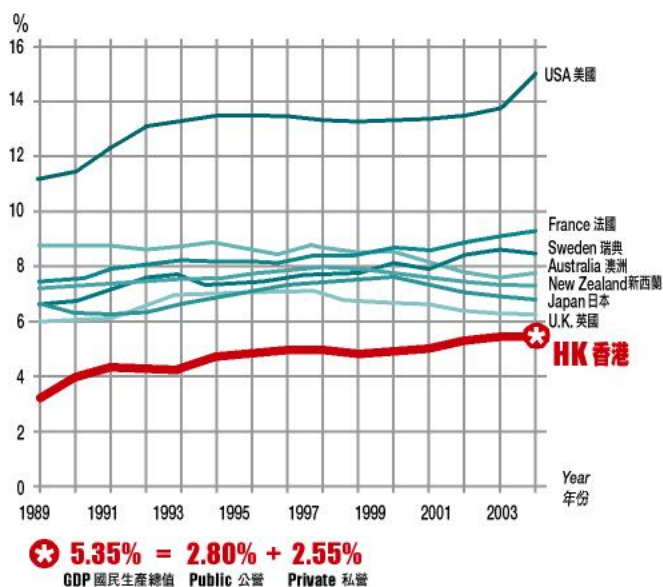


As of 2005 截至2005年

Source: Census and Statistics Department
資料來源：政府統計處

Health Service Expenditure as Percentage of GDP

醫療服務開支佔國民生產總值百分比



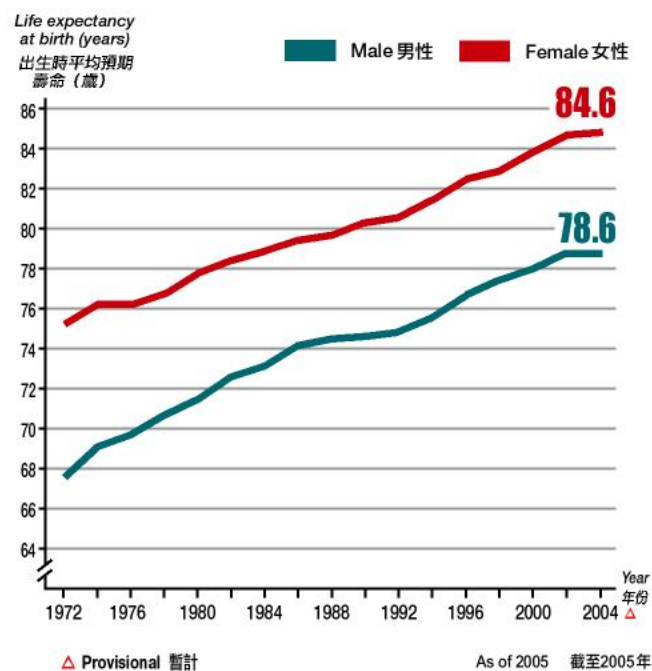
As of 2005 截至2005年

Source: (1) Census and Statistics Department
 (2) OECD Health Data 2005

資料來源：(1) 政府統計處
 (2) 經濟合作及發展組織二〇〇五年醫療資料

Life Expectancy at Birth

出生時平均預期壽命

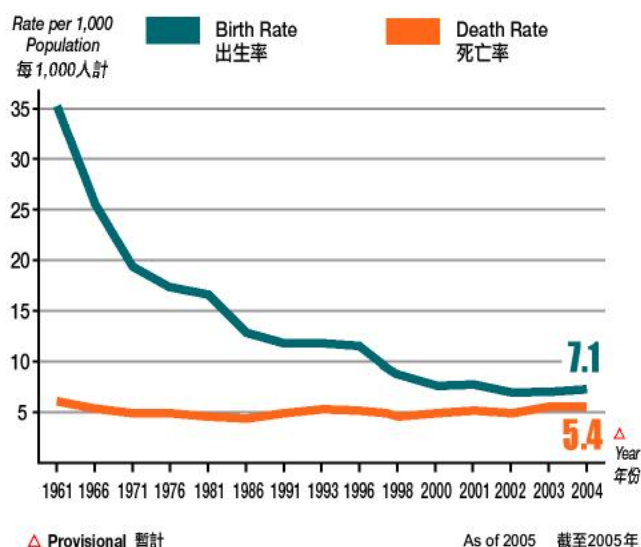


As of 2005 截至2005年

Source: Department of Health
 資料來源：衛生署

Birth and Death Rates

出生率及死亡率

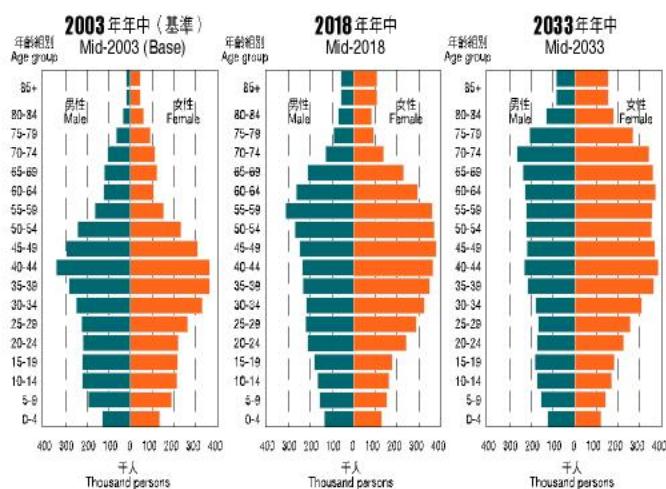


As of 2005 截至2005年

Source: Department of Health
 資料來源：衛生署

Mid-Year Population Age Pyramid

人口增長及人口老化情況



As of 2005 截至2005年

Source: Census and Statistics Department
 資料來源：政府統計處



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