

LegCo Panel on Health Services

Hospital Authority Training and Welfare Fund – First Annual Report

Purpose

This is to report to Members on the utilization of the Hospital Authority Training and Welfare Fund (the Fund).

Background

2. On 27 June 2003, the Finance Committee approved via paper FCR (2003-04)16 the creation of a new committee in the amount of \$200 million for the establishment of the Fund. The purpose of the Fund is to enable the Hospital Authority (HA) to provide its health care staff with additional training to maintain and enhance their expertise in infectious disease control in the hospital setting, finance a special recuperation grant for those health care staff who contracted SARS while on duty and implement other staff welfare initiatives.

3. In the paper submitted to the Finance Committee proposing the establishment of the Fund, the Administration undertook to submit to the Legislative Council Panel on Health Services an annual report on the utilization of the Fund. The first annual report prepared by HA is at Appendix.

Advice sought

4. Members are invited to note the contents of the attached annual report.

Health, Welfare and Food Bureau
Hospital Authority
June 2004

First Yearly Report on the Training and Welfare Fund

PURPOSE

The purpose of the first yearly progress report is to provide an update on the operation and utilisation of the Training and Welfare Fund granted by the HKSAR Government.

BACKGROUND

2. The Finance Committee of the Legislative Council approved in June 2003 a sum of \$200 million to set up a Training and Welfare Fund (the Fund) for the Hospital Authority (HA) to provide its health care staff (including civil servants working in HA) with additional training to maintain and enhance their expertise in infectious disease control in the hospital setting, provide special recuperation grant for those health care staff who contracted SARS while on duty, and implement other staff welfare initiatives. The original proposed split between Training Fund and Welfare Fund was \$130/\$70 million but was subsequently changed to \$150/\$50 million to meet increased demand for training in infection control and infectious disease management.

3. The Fund is administered by the HA through a Central Committee chaired by the Chief Executive (CE) of HA. HA will report on a half-yearly basis to the Health, Welfare and Food Bureau and on a yearly basis to the Health Panel of the Legislative Council on the utilization of the Fund. The first half-yearly report was submitted in January 2004. This is the first yearly report to the Legislative Council.

TRAINING FUND

Position Update

4. The \$150 million designated for training purpose will be operated for five years from 2003/04 to 2007/08. The initial 5-year plan proposes the setting up of an Infectious Disease Control Training Centre (IDCTC) under HA Institute of Health Care to identify and develop suitable training programmes for HA staff across all disciplines. The Central Committee and the HA Board has approved the 5-year training plan of the IDCTC at **Annex I**. This plan has taken into consideration the recommendations from the SARS Expert Committee (HKSAR

Government) and the SARS Review Panel (HA) together with the feedback from major specialties/disciplines, private sectors and the Department of Health (DH) through a brainstorming meeting with key stakeholders and Training Needs Survey. The ultimate training goal of the 5-year plan is to develop a healthcare team that is substantially equipped with the knowledge and skills in infection control and infectious disease management and to bring about a structure/culture in the organization that is able to facilitate and to sustain the continuous learning and enhancement in infection control and infectious disease management. Training activities provided/sponsored by the IDCTC will also be extended to civil servants working in the HA, staff of DH and private sector where appropriate. A list of activities conducted in 03/04 financial year (August 2003 to March 2004) is at **Annex II**. A list of planned activities for the second quarter of 2004 is at **Annex III**.

5. Attendance for basic infection control training (including training conducted at both cluster and Head Office) from September 2003 to April 2004 recorded around 46,000. Amongst them, around 600+ received local and overseas sponsorship to attend more in-depth infectious disease / infection control training.

6. With the support from the Training Fund, Infection Control Resources Centres have been set up in the seven clusters and are available for service.

7. The IDCTC is located on the ground floor of Block B, Kowloon Hospital Nursing Quarters. It contains 1 classroom, 2 breakout rooms and 1 Resource Centre.

Way Forward

8. The IDCTC would collaborate with local and overseas universities/professional societies to organize leadership development programmes to enhance capability in crisis management and structured overseas clinical attachment programmes for doctors. Where appropriate, experts from World Health Organization, Centres for Disease Control and Prevention in the United States would also be invited to deliver sharing sessions and to advise on the training focus and activities. The HA would also engage external consultancy service to strengthen the occupational safety and health system and develop in-house expertise.

9. With effect from 1 June 2004, the head of the Infection Control

Branch (ICB) under the Centre for Health Protection (established in June 2004) will be charged with the responsibility to assist the Central Committee in overseeing the \$150 million Training Fund.

WELFARE FUND

10. A summary of the various staff welfare initiatives is at **Annex VI**.

Deceased Staff

11. For the six staff who contracted SARS while on duty and subsequently passed away, a special relief grant of \$100,000 was paid upon their death to their families to meet any urgent needs. The HA also provided full support in organizing the funeral services and bearing the expenses which amounted to \$1.89 million.

12. To recognize the selfless contribution of the six staff and to provide financial assistance to support the future livelihood of their families, a payment equal to 60 months of basic salary will be made to their estate upon completion of the required legal formalities. The total amount involved is \$12.48 million and is paid in addition to any retirement or death benefit. Three families have completed the legal formalities and received the payment.

Staff who contracted SARS while on duty

13. In recognition of the physical turmoil and psychological stress experienced by the staff and their families, a non-accountable recuperation grant of \$50,000 was paid to staff (including civil servants working in HA) who were confirmed to have contracted SARS while on duty. So far we have made payment to 327 staff.

14. In addition, staff who suffer permanent incapacity as a result of contracting SARS while on duty will be eligible for a payment equal to 90 months basic salary multiplied by the percentage of incapacity as assessed by the Labour Department. About \$10 million have been earmarked for this purpose but no claim has been received for the time being.

All staff

15. The HA have allocated \$1.4 million to the seven clusters to enable

them to run staff health and wellness programmes that suit their local needs. Initiatives being organized or planned include outdoor activities (e.g. hiking and cruise); health promotion programmes (e.g. hand-washing promotion campaign) and seminars. There is a steering committee comprising cluster representatives to monitor the use of the money to ensure it meets the intended objectives.

16. During the SARS outbreak in 2003, the Oasis (HA's centre for personal growth and crisis intervention) had played an important and effective role in providing psycho-social support to staff in need. To provide the same support in the aftermath of the SARS epidemic, we have earmarked \$7.7 million out of the Welfare Fund to expand the services of Oasis. The expanded services will cover the following for the next four years:

- (a) programmes to help overcome staff's residual emotional reactions, strengthen managers' support to staff, and enhance staff's ability to cope with stress;
- (b) setting up of satellite Oasis in hospitals to provide psycho-social support and services to staff at cluster level;
- (c) provision of outreach counselling services; and
- (d) production of psycho educational materials.

17. A summary of the programmes offered by the Oasis is at **Annex IV**, and the cost breakdown at **Annex V**.

ADMINISTRATION

Central Committee

18. The membership and terms of reference are attached at **Annex VII** for information. Three meetings had been held to date, in September 2003, November 2003 and June 2004 to monitor the organisation and utilization of the Fund. The followings were approved at the three meetings:

- a) the structure of the IDCTC;
- b) the 5-year training plan;
- c) 03/04 budget for approved training activities;
- d) 04/05 training targets;
- e) staff welfare initiatives of the Welfare Fund; and
- f) the half-yearly and yearly progress reports.

Financial Control

19. The utilization of the Fund is centrally controlled. The budget holder of the Fund is the CE of HA who authorizes funding for initiatives approved by the Central Committee. The Deputy Director (Human Resources) is the subject officer of the Fund. As the subject officer, Deputy Director (Human Resources) is responsible for

- a) preparing the annual plan and budget for approval by the Central Committee, and seeking approval for plan changes;
- b) carrying out the approved plan and initiatives;
- c) obtaining CE's authorization for expenditure on approved initiatives;
- d) detailed monitoring of the utilization of the Fund; and
- e) reporting the progress to Central Committee.

20. For staff welfare initiatives and training programmes organized at the hospital cluster level (e.g. setting up of local Resource Centres), clusters are required to spend within the funding allocated and to report to the subject officers on the progress and expenditure against plan. Where appropriate, steering committees will be set up or existing ones utilized for monitoring individual programmes to ensure funding is utilized in accordance with the objectives.

21. To facilitate accurate and complete recording of the expenditure of the Funds, the expenditure of the Funds, by initiative, is recorded in a separate Fund account of the Head Office Ledger.

22. The unused funds will be placed by the Head Office in bank deposits in compliance with the existing cash management policies and investment guidelines of HA. The tenors for the bank deposits will be based on the projected expenditure to ensure that adequate funds are available to meet operational requirements.

Hospital Authority
June 2004

Infectious Disease/Infection Control 5-year Training Plan**Training Goal:**

1. To develop a healthcare team that is substantially equipped with the knowledge and skills in infection control and infectious disease management.
2. To bring about a structure/culture in the organization that is able to facilitate and to sustain the continuous learning and enhancement in infection control and infectious disease management.

	Objectives	Programmes/Initiatives	Target Number Per Year	Estimated Cost Per Year	Implementation Time Frame
1.	<p>Proficient Infection Control Team</p> <ul style="list-style-type: none"> • Enhance competency of ICN • Develop a critical mass of IC link person to strengthen the IC network • Enhance awareness, knowledge and skills of the HA staff as a whole on infection control / infectious disease and be psychologically prepared to be deployed to affected areas when needs arise 	<ul style="list-style-type: none"> • Organize topical and reinforcement seminars at HO level • Support the organization of campaigns and education programmes to reinforce the importance of infectious disease management / infection control • Develop standardize training packages (including VCDs / videos) for different disciplines as well as private sectors • Develop e-learning programmes • Set up resource centres at cluster level • Support the organization of infection control training, regular briefings, refresher workshops for health care support workers (including contractors) at cluster level • Support the organization of psychosocial training to psychologically prepare staff and his /her family members about the possibility of another outbreak • Train the frontline supervisors with the necessary counseling skills to help alleviate fear and anxiety of staff 	10,000 +	\$3 million	3Q03

Infectious Disease/Infection Control 5-year Training Plan

	Objectives	Programmes/Initiatives	Target Number Per Year	Estimated Cost Per Year	Implementation Time Frame
2.	Infectious Disease Control Training Centre <ul style="list-style-type: none"> • Renovation of the training centre cum resources centre • Staff cost of the executive team of the training centre 	<ul style="list-style-type: none"> • Renovate G/FI., Block A of the Kowloon Hospital Nursing Quarter into a simulation training centre cum Resources Centre. • Recruit a half-time consultant, a full-time Nurse, 1 full-time Executive Officer, 1 full-time Medical Officer, 2 clerical staff • Develop a central training database to capture all the infection control training conducted or sponsored at hospital/cluster/HAHO level 	N/A	<ul style="list-style-type: none"> • One-off set up cost for the training centre - \$8 million • Staff cost + operation budget per year – \$5.2 million 	4Q03
3	Effective leadership for Crisis Management <ul style="list-style-type: none"> • Risk Communication training for all levels of managers • Leadership development / Crisis management programme for senior executives and clinicians 	<ul style="list-style-type: none"> • Collaborate with universities and / or external training consultancy companies to develop tailored programmes for HA executives 	100	\$2.5 million	1Q04
4.	Effective infectious disease management service through team approach <ul style="list-style-type: none"> • develop infection control advisers within each specialty / discipline • support specialties / disciplines / private sectors to organize / arrange relevant infectious disease training 	<ul style="list-style-type: none"> • Include both local and overseas training and / or clinical attachment to be identified jointly by individual specialties / disciplines and the Infectious Disease Control Training Centre. 	250	\$3 million	1Q04

Infectious Disease/Infection Control 5-year Training Plan

	Objectives	Programmes/Initiatives	Target Number Per Year	Estimated Cost Per Year	Implementation Time Frame
5.	Robust surveillance system to monitor the trend of infectious diseases in the community and to detect signs of outbreak <ul style="list-style-type: none"> provide training on outbreak control and field epidemiology for targeted groups of HA and DH staff groom 2 clinical epidemiologists inside HA 	<ul style="list-style-type: none"> 2-year Field Training Epidemiology 	200 (1 doctor per year for the Field Training Epidemiology)	\$1 million (for general training in surveillance) \$0.5 million (for course fee of the 2-year training)	2Q04 (for first candidate) and 2Q05 (for second candidate)
6.	Proactive occupational safety and health team <ul style="list-style-type: none"> Develop in-house expertise in OSH Enhance training for majority of staff on OSH Set up new OSH structure 	<ul style="list-style-type: none"> Engage an external expert to advise on the enhancement of OSH in HA and to develop in-house expertise in OSH 	To be confirmed	\$4 million	1Q04
7.	Staff cost for training relief	N/A		\$7 million	4Q03
8.	Engage an expert from CDC, WHO to provide consultancy on training focus as well as the whole infectious disease mechanism	N/A		\$1.5 million	2Q04
9.	Reserve for ad hoc project	N/A		\$1 million	
Total				\$28.2 million	

Grand Total: (\$28.2 m x 5) + \$8 m (one-off set up cost for the Training Centre) + \$1 m (Course Fee for the 2-year Field Training Epidemiology for 2 doctors) = \$150 million

List of Activities Conducted from August 2003 to March 2004

Focus Areas	Activities	Number of participants	Budget	Implementation Timeframe
Infectious Disease Control Training Centre	Set up the Infectious Disease Control Training Centre <ul style="list-style-type: none"> Recruit a half-time Consultant in-charge for the Centre (Aug 03 to March 04, a full-time Senior Nursing Officer (Jan 04 to March 04) + Operation Cost 	N/A	\$1.3 million	August 03 - December 03
Proficient Infection Control Team	Sponsorship for local infectious disease / infection control training <ul style="list-style-type: none"> Postgraduate diploma in infectious diseases by HKU 2-week full time infection control training programme by Hong Kong Asia Pacific Society for Infection Control 10-evening certificate course on infection control by Hong Kong Infection Control Nurses' Association Certificate Course on Epidemiology and Control of Infectious Disease 	487	\$1.5 million	September 03
	Standardize Training Packages for Infection Control for different disciplines	N/A	N/A	October 03
	Sharing session on infection control with private sectors		N/A	October 03
	Training Fund for clusters to organize basic infection control training for front line healthcare workers (including contractors' staff) and to set up Resources Centres	6,000	\$1.49 million	November 03 – March 04
	Introduce an Executive Partner Scheme to develop a handful of doctors who have a career interest in Field Epidemiology. Each candidate would be on a 6-month attachment basis. Selected candidates would be provided with relevant local and overseas training (1 EP(MO): December 03 to March 04)	N/A	\$0.4 million	December 03

List of Activities Conducted from August 2003 to March 2004

Focus Areas	Activities	Number of participants	Budget	Implementation Timeframe
Proficient Infection Control Team	Three training programmes co-organized by Infectious Disease Control Training Centre, Department of Health and University of Hong Kong: <ul style="list-style-type: none"> • Risk Communication for Senior Executives (0.5 day) • Field Epidemiology (1 day) • Training on Infectious Diseases Epidemiology and Control (3 days) 	75	\$0.26 million	December 03
	Infection Control Training for HA Contractors	47	N/A	January 04
	Nasopharyngeal Aspirate (NPA) Training for nurses in HA and private hospitals	406	N/A	January 04 - February 04
	Contact Tracing for SARS	161	N/A	January 04
	e-Learning Courseware on Infection Control for Doctors	N/A	N/A	January 04
	Seminar on Avian Flu	180	N/A	February 04
	Experience Sharing Session on Outbreak Management for ICOs and ICNs	90	N/A	February 04
	Infection Control Audit – Your Role	486	N/A	March 04
Effective Leadership for Crisis Management	Seminar on Clinical Epidemiology and Surveillance for Senior Executives	39	\$0.12 million	January 04
Total		7,971	\$5.07 million	

List of Planned Activities for the Second Quarter of 2004

	Objectives	Programmes/Initiatives	Estimated Cost
1.	Proficient Infection Control Team	<ul style="list-style-type: none"> • Develop two training videos for healthcare professionals and HA key contractors • Sponsorship for local infectious disease / infection control training • Sponsorship for overseas infectious disease / infection control training • Training fund to support the organization of infection control training, regular briefings, refresher workshops for health care support workers (including contractors) at cluster level and to replenish the Infection Control Resources Centre 	\$3.2 million
2.	Infectious Disease Control Training Centre	<p>Capital Cost: Renovation of the Training Centre and establishment of the office of Infection Control Branch</p> <p>Staff Cost: 1 Consultant in-charge and 1SNO (The PE cost of Consultant and SNO will be transferred to ICB w.e.f 1.6.04)</p> <p>2 EP (MO), 1 temporary GSA, 1 SPS</p>	<ul style="list-style-type: none"> • Capital cost for the training centre and ICB office – \$ 6 million • Staff cost + operation budget for 2004 – \$1.4 million

List of Planned Activities for the Second Quarter of 2004

	Objectives	Programmes/Initiatives	Estimated Cost
3	Effective leadership for Crisis Management	<ul style="list-style-type: none"> • Support the organization of psychosocial training to psychologically prepare staff and his /her family members about the possibility of another outbreak and train frontline supervisors with the necessary counseling skills to help alleviate fear and anxiety of staff • Support the organization of risk management training for executives • Enhance the project management capability of leaders and managers to ensure major projects on track and of good quality standards (rationale is owing to SARS, a no of major projects has started off e.g. new IT systems, the setting up of the ICB, etc. – there is a growing need for managers across all disciplines to have a more comprehensive understanding of project management to ensure successful outcomes)- 	\$1.4 million
4.	Effective infectious disease management service through team approach	<ul style="list-style-type: none"> • Commissioned Training Fund for specialties and disciplines to develop their own IC advisers (\$0.4m) 	\$0.4 million
Total			\$12.4 million

Summary of Programmes Organized by Oasis
July 2003 - April 2004

Title	Format	Target Group	No. of Sessions	No. of Attendees
"Regaining Strength"	Talk	• All Staff	7	520
"Self Coping Strategies in face of SARS"	Workshop	• Professional Staff • Supporting Staff	12	191
"Supporting Staff in Face of Crisis and its Aftermath"	Workshop	• Managers • Supervisors	7	152
"Critical Incident Stress Debriefing"	Group	• Nurses • Allied Health Professional • Supporting Staff	10	66
"Positive Growth after Crisis"	Group	• Professional Staff • Supporting Staff	5	38
"Handling of Emotions"	Group	• Professional Staff	3	19
"逆旅同行"	Talk	• All Staff	3	100
Sharing Group for Supporting Staff Recovered from SARS	Group	• Supporting Staff	3	13
"Sharing Session on Psychological Wellness of Staff"	Presentation	• Nursing Managers • Consultants	8	186
"Introduction to Crisis Intervention"	Training	• Advanced Practice Nurses	1	15
			Total	1300

Oasis Budget Proposal

I. Staffing Cost:

Item	Cost for 3 Years (HK\$)	Amount Spent up to 30 April 2004 (HK\$)
2 Clinical Psychologist	2,684,621	645,798
3 Project Assistants	1,104,877	40,801
Total (Item I)	3,789,498	686,599

II. One-off Expenditure:

Item	Estimated Cost (HK\$)	Amount Spent up to 30 April 2004 (HK\$)
Consultancy fee (psychologists specialized in trauma and stress management)	240,000	
Programme expenses		
Talks and training workshops	110,000	61,298
Outreach counseling services (set up cost)	100,000	-
Psycho educational materials (video shooting & reproduction)	500,000	5,900
Satellite Oasis (30 hospitals)	1,000,000	396,755
Miscellaneous / contingency	100,502	2,000
Subtotal	2,050,502	465,953
Extension of Oasis:		
Capital work	150,000	-
Resource library	200,000	23,375
Set up cost (furniture, equipment and refurbishment)	305,000	16,195
Subtotal	655,000	39,570
Other Charges (OC):		
OC for 04/05	400,000	-
OC for 05/06	400,000	-
OC for 06/07	400,000	-
Subtotal	1,200,000	-
Total (Item II)	3,905,502	505,523
Grand Total (Items I and II)	7,695,000	1,192,122

Staff Welfare Initiatives Under Government's Training & Welfare Fund

(As at 31 May 2004)

Initiative	Target Group	Expenditure/Budget	Status
Special relief grant	Family of the six deceased staff	\$0.1 million x 6 = \$0.6 million	<ul style="list-style-type: none"> • Completed. Payment was made upon death of staff.
Funeral expenses	Family of the six deceased staff	\$1.89 million	<ul style="list-style-type: none"> • Completed. All expenses settled.
Additional payment equivalent to 60 months basic salary of the deceased staff	Family of the six deceased staff	\$12.48 million (budgeted amount)	<ul style="list-style-type: none"> • Payment will be made to the estate of deceased staff pending the issuance of Letter of Administration. • Three families have completed the formality and received payment.
Recuperation grant of \$50,000 each	Infected staff (including the six deceased staff)	\$16.35 million	<ul style="list-style-type: none"> • Payment was made to 327 confirmed cases. • There are 6 outstanding cases pending confirmation by Labour Department.
Additional payment for permanent incapacity (90 months basic salary multiplied by percent of incapacity)	Infected staff	\$9.58 million (budgeted amount)	<ul style="list-style-type: none"> • There is no case yet.
Cluster-based staff health and wellness programmes	All staff	\$1.4 million	<ul style="list-style-type: none"> • Completed. Funds have been allocated to clusters on pro-rata basis according to headcount
OASIS and Satellite OASIS	All staff	\$7.7 million (budgeted amount)	<ul style="list-style-type: none"> • Project in progress.
Total		\$50 million	

HA Central Committee
Membership

Dr William Ho, Chief Executive	Chairman
Dr W M Ko, Director (Professional Services & Human Resources)	
Ms Nancy Tse, Director (Finance)	
Dr Lawrence Lai, Cluster Chief Executive, Kowloon Central Cluster	
Dr Lily Chiu, Cluster Chief Executive, Kowloon West Cluster	
Mr David Rossiter, Deputy Director (Human Resources)	
Mr Clement Tse, Senior Human Resources Manager	Secretary

Terms of Reference

- To review and approve the detailed plan for proposed staff welfare initiatives.
- To monitor the utilization of the Fund.
- To approve any variation to the original plan of individual initiatives.
- To make half-yearly report to the Health, Welfare and Food Bureau on the utilization of the Fund.