



中華人民共和國香港特別行政區政府總部食物及衛生局  
Food and Health Bureau, Government Secretariat  
The Government of the Hong Kong Special Administrative Region  
The People's Republic of China

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29 February 2012

Ms Alice LEUNG  
Clerk to Panel  
Panel on Health Services  
Legislative Council Complex  
1, Legislative Council Road  
Central

Dear Ms LEUNG,

**Implementation of Hospital Accreditation in Public Hospitals**

I refer to item 5 of the LC Paper No. CB(2)964/11-12(02). At the special meeting of the Panel on Health Services held on 4 July 2011, the Administration was requested to provide the following information –

- (a) the breakdown of the additional funding and manpower allocated for the implementation of hospital accreditation by the five public hospitals participated in the pilot scheme of hospital accreditation; and
- (b) information on whether issues relating to shortage of healthcare manpower were identified in the organization-wide accreditation survey of the Tuen Mun Hospital.

Response to (a)

The Hospital Authority (HA) launched in April 2009 the three-year Pilot Scheme on Hospital Accreditation (Pilot Scheme) in partnership with the Australian Council on Healthcare Standards (ACHS) to pursue continuous improvement in the service quality of Hong Kong hospitals. Five public hospitals participated in the Pilot Scheme, namely the Caritas Medical Centre, Pamela Youde Nethersole Eastern Hospital, Queen Elizabeth Hospital, Queen Mary Hospital and Tuen Mun Hospital.

In implementing the Pilot Scheme, the five participating public hospitals have identified opportunities for improving their service quality. Additional funding and manpower have been allocated by the HA from 2009 to 2012 to support the five hospitals in introducing improvement measures. The details are set out as follows –

<b>Improvement Measures</b>	<b>Amount HK\$(million)</b>
1. Implementation of a corporate-wide project to enhance sterilization in operating theatres through upgrading sterilization facilities and increasing provision of surgical instruments	79
2. Development of an integrated Information Technology platform and documentation system, aiming to improve the efficiency and effectiveness of document control, to enhance communication and to reduce workload of hospital staff	4
3. Strengthening the infrastructure and manpower for staff engagement, education and training, and improving co-ordination of communicative and clerical work	20
4. Upgrading the hospital environment for improving safety and experiences of staff and patients, including upgrading fire safety measures, improving occupational safety facilities, enhancing hospital signages, and providing translated information leaflets for patients of different ethnic backgrounds	3
Total:	106



In addition, designated project teams (consisting of 5 Advanced Practice Nurses, 5 Executive Officers and 10 Executive Assistants) were set up in the five hospitals to co-ordinate preparatory works for implementing hospital accreditation.

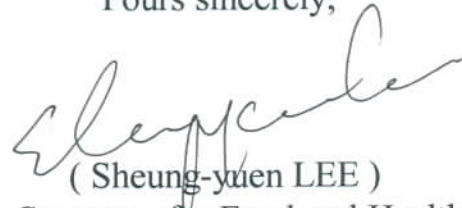
#### Response to (b)

In the accreditation report on Tuen Mun Hospital (TMH), issues concerning manpower were raised under the human resources management and governance sections. The report pointed out that there were a number of manpower-related challenges faced by TMH, including workforce management, an aging population, increasing service needs and rising community expectation of the service quality of hospitals.

Over the past years, TMH has implemented a series of staff recruitment and retention initiatives to increase manpower supply for meeting growing service needs. These include recruiting part-time nurses, retired doctors and radiographers from overseas, and providing special honorarium for doctors, nurses and allied health professionals who voluntarily work beyond their working hours. The nursing school of TMH has been reopened in 2008 to provide a continuous supply of junior nurses for the New Territories West Cluster. The workload of the frontline healthcare workers have been relieved by re-engineering the work processes and streamlining work procedures. For example, phlebotomists have been arranged to serve 24-hour for emergency medical admissions, additional care assistants have been recruited to help in routine patient care at ward level and clerical support has been enhanced to reduce non-clinical workload of doctors and nurses. To improve the promotional prospect of staff, HA has implemented a new career development structure for doctors, nurses and selected allied health grades, created additional promotion posts and strengthened professional training with a view to boosting staff morale and improving staff retention.

TMH acknowledged the observations in relation to manpower in the report and will continue to monitor its manpower situation, maintain close communication with its staff and implement appropriate measures as and when necessary to ensure the delivery of high standard services to patients.

Yours sincerely,



( Sheung-yuen LEE )  
for Secretary for Food and Health

cc.  
HA (Attn: Ms Fion LEE)