

院長的話 Message from HCE

齊心抗疫 守護病童 UNITED in safeguarding our patients



“ 執筆之際，2019冠狀病毒病疫情仍然嚴峻，醫院和市面都瀰漫緊張氣氛。香港兒童醫院遵照醫管局總部和聯網的指引，採取感染控制措施，包括削減非緊急服務以降低病人流量，同時集中防護裝備分發予高風險區域。我們透過員工大會和發放及時資訊，希望減輕同事的擔憂，亦加強了訓練和演習，以應付各種情況。

這段期間，我們仍要繼續全力為病童提供必須服務。例如腎衰竭病童要靠定期的血液或腹膜透析去維持生命；癌症病童的診斷、化療、腫瘤切除手術和骨髓移植均沒有拖延的空間。這正正突顯出香港兒童醫院的獨特角色——我們接收的兒童病情嚴重複雜，免疫力較低，需要格外小心保護。將他們與其他急症醫院的個案分開處理，能減低交叉感染風險，多一重保障。

今次是開院以來我們面對的首個重大危機，要平安渡過，我相信關鍵是大家團結一致，齊心抗疫。聖誕嘉年華當日，小朋友歡天喜地迎接開篷巴士，在表演和遊戲中盡興，歡笑聲猶在耳邊。那次活動的成功有賴一眾同事和非政府機構伙伴萬眾一心，合作無間。衷心祝願大家在艱難時刻中能展現同一精神，笑面早日重現。

醫院行政總監李子良醫生

The COVID-19 has hit hospitals and the city in unprecedented scale. In HKCH, infection control measures are stepped up according to the latest guidance of the Hospital Authority and cluster. Non-essential services are cut down to reduce patient flow and conserve PPE for high risk areas. Staff forums are held and correct information is released to ease staff anxiety. Training is enhanced with drills for different scenarios.

Nevertheless, some significant services cannot be compromised. For children with kidney failure, their lives depend on regular dialysis. For cancer patients, timely diagnosis, chemotherapy, tumor resection and bone marrow transplant have no room for postponement. The current situation actually highlights the unique role of HKCH. We take care of children with serious and complex diseases who usually have a lower immunity and require extra protection. Separating them from cases of other acute hospitals would safeguard them from the risk of dangerous cross infection.

This is the first major crisis since our opening. I believe the keys to cope with it are unity and mutual support. I will never forget the happy faces I saw in our first Christmas carnival, which was brought about by the selfless support and joint effort of our colleagues and NGO partners. I wish the same spirit would get us through this difficult time.

Dr Lee Tsz-leung, Hospital Chief Executive

充滿奇蹟的地方 新生兒深切治療部 NICU – where miracles happen

香港兒童醫院新生兒深切治療部 (NICU) 去年七月投入服務，現時主要接收來自伊利沙伯醫院及基督教聯合醫院，需要接受外科手術的初生嬰兒，臨床情況包括壞死性腸炎、腸阻塞及閉鎖、橫膈膜疝及唇顎裂等。另外，在全港公立醫院出生而患有先天性新陳代謝病的嬰兒亦會轉送至此接受跨專科治療。

The Neonatal Intensive Care Unit (NICU) of HKCH commenced service in July last year. Currently, it mainly admits newborns from the Queen Elizabeth Hospital and United Christian Hospital who require surgical treatment, such as those with necrotizing enterocolitis, bowel obstruction and atresia, diaphragmatic hernia and cleft lip and palate. Babies born in any public hospital with inborn errors of metabolism will also be transferred here for multidisciplinary management.

父母和寶寶為本的貼心服務 Parents and babies centred

小 Agia 是個早產嬰兒。23 周便匆匆出生的他因懷疑患壞死性腸炎和腦出血而轉送本院 NICU。他媽媽憶述：「當我第一眼看到他時的確很震驚。他實在太小了，僅 700 克重，脆弱到我不能抱起他。我每分每秒都在擔心，禁不住不斷落淚。」兩夫婦當時已有心理準備會隨時失去他。

NICU 顧問醫生黃明沁解釋整個團隊如何透過連串手術和治療，協助 Agia 渡過一個又一個生命關口。看著他慢慢好起來，就像見證奇蹟發生。資深護師郭思齊補充說：「為父母和寶寶建立一個充滿愛和親密的關係同樣重要。我們提供了便利設施，並鼓勵媽媽們餵哺母乳，給予寶寶最天然營養，又會讓他們伏在媽媽胸膛上，透過肌膚之親拉近距離，增進感情。」

經過三個多月的悉心照料，Agia 終於出院回家。他的媽媽形容：「這裡每一個人都是魔術師，很感激大家賜我兒子第二個生命，以及充滿希望的未來。」她勉勵其他父母不要放棄：「要對醫護人員有信心，他們會盡全力醫治你的寶寶。生存的機會即使渺茫，仍要心存盼望。」



Agia 的父母（前排）認為深切治療部的醫護人員不單表現專業，還像家人一樣關顧他們。
Agia's parents (front) think that the NICU staff have not only proven their professionalism, but also treated them like family.



郭思齊展示 Agia 媽媽親手縫製的紀念品。對於 NICU 的同事來說，寶寶健康出院便是最好的禮物。
In Kwok Sze-chai's hands is a souvenir made by Agia's mother. She believes the best present for the team is the recovery of the babies.

The mother of little Agia shared, "I was quite shocked when I first saw him as he looked very tiny. Weighing only 700g, he was so fragile that I could not even hold him. I was worried all the time and kept dropping tears." Agia was a preemie who came into this world at only 23 weeks. Due to symptoms of necrotizing enterocolitis and cerebral haemorrhage, he was transferred to our NICU. His parents were prepared to lose him any time.

NICU Consultant Dr Rosanna Wong recalled how the entire team saved Agia through a series of operations and treatment. Witnessing him turn better day by day was like a miracle. Advanced Practice Nurse Kwok Sze-chai added, "Building a loving relationship between parents and their newborn is also vital. We therefore provide necessary facilities and encourage mothers to breastfeed to give babies the most natural nutrition. We also put babies on their mother's chest, hoping the skin-to-skin contact can strengthen their bonding."

Agia could finally go home after three months. His mother said gratefully, "Everyone in the NICU is a magician. Thank you for giving my son a second life and a hopeful future." She also encouraged other parents not to give up, "Trust the staff, because they would do their best for your baby. Even if the chance to live is slim, there is still hope and you should believe in it."

分階段擴展服務 Service expansion in phases

一如其他臨床部門，NICU 會分階段擴展服務，預計今年下半年開始陸續接收其他公立醫院的嬰兒。隨著病床增加，服務亦會正式進駐臨床服務大樓四樓。該處配備一個小型手術室，可進行全身麻醉手術。黃醫生表示：「部分嬰兒身體虛弱，未必適合運送往大手術室，以往我們一般要在床邊進行緊急手術程序。有了內部手術室，便可大大提升效率和安全。」

Like other clinical departments, services of NICU will expand in phases. It expects to start admitting babies from other public hospitals gradually from the latter half of 2020. Along with the growing number of beds, the NICU will officially move to 4/F of the Clinical Tower. A mini operating theatre meeting general anaesthesia standard will be equipped. Dr Wong explained, "Sometimes it is risky to transfer critically ill babies to the main operating theatre, so we may have to perform surgical procedures at their bedside. With our own theatre inside the unit, urgent operations can be conducted in a more efficient and safer manner."



黃明沁醫生期待一切就緒後，NICU 將於今年下半年正式進駐 B 座四樓，並陸續加開病床。
Dr Rosanna Wong looks forward to moving the NICU to 4/F of Tower B in the latter half of 2020 when everything is ready. The number of beds will also be increased gradually.



積極舉行培訓 提升服務水平 Enhance service with training

NICU 去年 10 月邀得兩位來自澳洲皇家兒童醫院和加拿大亞伯達大學的專家參與工作坊，增強醫護人員在呼吸生理學的知識，並推廣以生理原則去制訂新生兒的通氣策略。

Last October, the NICU organized workshops for healthcare staff where two experts from the Royal Children's Hospital in Australia and the University of Alberta shared knowledge on respiratory physiology and promoted the use of physiological approach in neonatal ventilation strategies.



英國大奧蒙德街兒童醫院的六位專家去年 12 月應邀來港，就新生兒外科病症的跨專科處理主持為期三天的培訓，每天約有 90 位同事出席。

Six experts from the Great Ormond Street Hospital for Children came to deliver a three-day training last December on multidisciplinary management of neonatal surgical disorders. Around 90 clinical staff participated on each training day.

與醫院管治委員會主席 李聯偉先生的一席話

A talk with HGC Chairman Mr John Lee



李聯偉先生是力寶集團的董事總經理及行政總裁，歷任醫管局大會及多個委員會的成員，及伊利沙伯醫院管治委員會（HGC）主席，由2018年4月起出任香港兒童醫院管治委員會主席。今期我們很榮幸邀得李先生抽空受訪，分享他的豐盛經歷和感受。

問：為何當初由商界踏足公營醫療範疇？

答：我曾任一間國際會計師樓的合夥人，負責不少私營醫療業務的融資和整合，因而對醫療培養了觸覺。力寶集團則在亞洲擁有大型私營醫療系統，包括多間醫院、診所、護老院和醫學院。過去我的至親也曾入住公立醫院，親身經歷醫護人員的愛心照顧，所以我希望運用自己在管理、財務和投資方面的經驗，作出一點貢獻。

問：服務醫管局多年，有甚麼深刻經歷？

答：我在伊院出任 HGC 主席的十年間，提高了少數族裔和區議會對醫院事務的參與，增進地區了解，亦促成了一些大額捐款，添置儀器和培訓設備；對內則成立了同儕會，聯繫舊同事。看到服務得到改善，亦豐富了醫院的文化傳承，很有滿足感。醫管局方面，我較長時間參與員工公積金計劃，擔任投資委員會主席。這事關乎同事的退休保障，我一直很著緊，當作自己的錢去投資呢！

問：你公務繁忙，是甚麼驅使你參與一間全新醫院的管治？

答：這是香港的全新兒科專科醫院，病童多患有嚴重疾病，照顧他們的難度很高，所以人手安排和培訓計劃都不可墨守成規，這對我來說是一個新挑戰。新醫院沒有歷史包袱，政府、醫管局、HGC 和同事可以一起研究一個合適的運作模式。

問：一般同事好像也不太認識 HGC？

答：HGC 的職能是監督公立醫院的管理及營運。HGC 成員來自社會各界，包括兩間大學醫學院的代表，而且都是有心人。院方應好好利用 HGC 的專長，成員亦可更主動深入與同事溝通。我認為形式可以探討，但一定是能有效地了解大家的需要，給予實質幫助。人力資源、飯堂和交通是短期首要目標，因對士氣和招聘有直接影響，但我們提出的方案要實事求是。

問：你對兒童醫院的發展有甚麼願景？

答：要一步步來。質素和安全很基本，但亦最重要。我有一個四歲的孫兒，看到醫院小朋友受疾病煎熬特別難



李先生期望與同事加強溝通，了解需要。
Mr Lee hopes to enhance communication with colleagues.

過。醫院應發揮優勢，做好不常見疾病的篩查和治療，給病童一個健康成長的機會，這也有助降低社會成本。當服務上了軌道，就要著手國際交流和科研工作。

問：醫院剛成立慈善基金，籌募是否你其中一個重點工作？

答：捐款能帶來額外資源，引入先進儀器、推出新服務、安排同事到外國學習，邀請專家來港等。病人受益之外，亦能提升醫護技術水平，令他們覺得有事業發展空間，同時促進跨部門合作，建立互信。其實香港有很多善長，希望尋找能為社會帶來直接影響的捐款機會。我和慈善基金其他信託人的角色就是連繫善長們和醫院，促成美事。籌募要成功，需要有良好的項目、宣傳和執行，給予捐款者信心。

問：你對同事們有甚麼寄語？

答：醫療是一個高度專業的行業，現今分工越趨精細，更加講求合作，無人可以獨善其身。我們的同事很多都很資深，對工作盡心盡力，專業精神可加。大家來自不同醫院，值得整體去看新醫院的服務和發展，真誠溝通，建立團隊精神。

問：可否分享你的成功之道？

答：成功很難界定，但我認為對工作一定要有熱誠，眼光亦要宏觀一點。不要怕「蝕底」，學識和經驗是自己的，不會被人奪走。做事要關顧別人感受，尤其是同輩，當你遇到困難時才有人支持你。

問：你是否永不言休？

答：我需要不斷有新事物去刺激思維，讓自己有所期待，這是我維持身心健康的方法，而我本身對醫療發展有極大興趣。我和家人很親近，閒時常與孫兒嬉戲，他每次幼稚園表演我一定準時赴會！



與專科門診第一名病人交談。
Chatting with the first patient of the specialist outpatient clinic.

Q: How did you get your hand in public healthcare?

A: I was a partner in an international accounting firm where I led many financing and acquisition projects in the private healthcare business. That's when I developed an adept acumen in this area. The Lippo Group of which I am the CEO owns a large private healthcare system in Asia, including many hospitals, clinics, nursing homes and medical schools. I had also experienced the caring service of public hospitals first hand with my close relative, so I want to contribute my expertise in management, finance and investment as part of my public service.

Q: What are the notable memories during your years of service in HA?

A: During my ten-year tenure as Chairman of the Queen Elizabeth Hospital Governing Committee (HGC), we increased the participation of ethnic minorities and District Councils, and successfully solicited some major donations. The QEHA Alumni Association was also formed during that time. It was satisfying to see the service improvements and enrichment of the hospital's culture. In HA, I was a Board Member and served in various committees. I have been the Chairman of the Provident Fund Scheme Investment Committee since 2008. As our decisions would affect colleagues' retirement plans, I have always treated it as investing my own money.

Q: Why would you join a new hospital amid your busy schedule?

A: HKCH is a new challenge to me. It is a new specialist hospital in Hong Kong treating children with serious and complex diseases. This uniqueness means we cannot stick with the usual manpower and training arrangements. The upside is we can start afresh together and explore a new model that works best for the hospital.



醫院施工期間巡視地盤。
Inspecting the hospital during construction.

Q: It seems that not many colleagues know about the HGC.

A: The HGC oversees the management and operation of a public hospital. Our HGC members have vast experience in different aspects and include representatives from the two medical faculties. All of us have a genuine heart to serve. I do think the HGC could be more proactive in having in-depth communication with colleagues and offer some useful advice. Manpower planning, staff canteen and transport issues are our top priorities as they directly affect morale and recruitment. But we need to be mindful to provide solutions that are practical.

Q: What are your visions for HKCH?

A: Quality and safety always come first. I have a grandson who is four, so it hurts to see children in the hospital suffer. HKCH should make use of its edge in screening and treating uncommon diseases, because every patient deserves a healthy childhood. Our work also helps to cut down social costs in the long run. When clinical service is on track, it would be time to work on our international collaboration and research.

Q: The HKCH Charitable Foundation was just set up. Is fundraising one of your main focus?

A: With donations, we will have extra resources for advanced equipment, new services and overseas training opportunities. These will not only benefit patients, but also offer a good career development for our healthcare professionals and promote collaboration and trust among teams. There are indeed many philanthropists looking for donation opportunities with a direct impact. My role together with the other trustees of the Charitable Foundation is to connect these donors with the hospital. For fundraising to be successful, we need to have good project proposals, publicity and execution.

Q: Any words of encouragement for our colleagues?

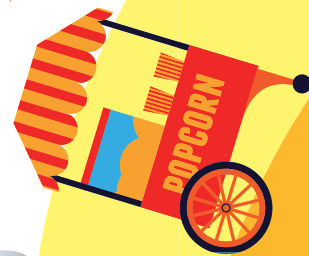
A: No man is an island. Healthcare is a highly specialized industry, so teamwork is especially important. Our staff are very experienced and dedicated. It's worth taking a step back to see the hospital's service from a macro perspective and keep an open mind. Frank communication and team building are also necessary.

Q: Can you share your secret of success?

A: It is very difficult to define success. Be passionate in what you do. Focus on the big picture. Don't mind getting the short end of the stick, because the knowledge and experience you gain in the process can't be taken away. Be sensitive to the feelings of others, especially your peers. You will need a helping hand when you are in trouble.

Q: Any plans to slow down and enjoy life?

A: I need to keep myself up to date and have something new to look forward to everyday. That's how I maintain a healthy body and mind. I also have great interest in healthcare development. At home, my grandson is my boss, and I never miss any of his school performances!



精彩節目盡在聖誕嘉年華

Great fun in our Christmas Carnival

聖誕期間

不少人會開派對、看燈飾或外遊慶祝。但對於身患重疾的病童而言，這些卻是遙不可及。

香港兒童醫院於聖誕節下午舉辦了首個聖誕嘉年華，大堂搖身一變為樂園，幾百名病童、家人及職員一起歡度佳節。不同部門的同事義務到病房報佳音及陪伴病童參加活動，有的更脫下醫護制服，化身電影角色，逗得他們笑逐顏開。職員合唱團及樂隊就演出多首經典樂曲，以美妙歌聲送暖。大會亦以開蓬巴士接載各家庭暢遊啟德海濱及遠眺醫院，眾人都非常興奮。

另外，十一個非政府機構精心安排了遊戲和手工攤位、豐富獎品和小丑表演，無論大人小朋友都盡情玩樂，歡笑聲此起彼落。香港迪士尼樂園義工隊則帶來勁歌熱舞，米奇和米妮老鼠的壓軸登場更令全場氣氛升溫！

感謝同事和義工花盡心思籌備，讓病童及家人暫忘病患，面掛笑容享受這一個屬於所有人的節日，感受冬日裡的溫暖。

To many, Christmas time means parties, going around town to see the Christmas lights, or vacation abroad. But for children with serious illnesses, these could be an impossible dream.

The HKCH lobby was transformed into a wonderland on Christmas day where hundreds of patients, family members and hospital staff gathered to celebrate the festival. Staff volunteers brightened wards with carols and kept patients company in the activities. While the audience enjoyed beautiful melodies played by our staff choir and band, they were also thrilled to see their familiar doctors and nurses dress up as movie characters. The open-top bus ride along the Kai Tak waterfront was a hit as well.

Eleven NGOs supported the carnival with fun booths, entertaining clown show and tons of prizes. For finale, volunteers from the Hong Kong Disneyland joined Mickey and Minnie to wow kids and the young-at-heart with their energetic dance moves.

Thanks to the hard work of our staff and volunteers, patients and families could put their worries aside and have some fun on this memorable day.



法寶袋支援病童

Supporting patients with surprise gifts

公立醫院在緊急應變級別下暫停探病，一眾非政府機構的義工亦未能如常為病童進行探訪和遊戲。病人資源中心即時變通，製作一千個「童趣法寶袋」送到病房，在這段非常時期為病童解解悶。小小袋子裡除了有玩具、圖書、遊戲和手工材料包，還有不同科目的工作紙，讓他們動動腦筋，停課不停學！此外亦有圖文並茂的實用資訊，例如潔手步驟、防疫常識及支援機構的聯絡方法。我們特別感謝社區伙伴為法寶袋提供部分物資。

As visiting in all public hospitals is suspended under the Emergency Response Level, volunteer and play service in HKCH has also come to a halt. The Patient Resource Centre has therefore quickly put together 1,000 resource kits and distributed to children in wards to ease their boredom. Besides toys, books, games and craft supplies, these surprise kits also contain age-appropriate worksheets to facilitate self-learning, as well as practical information such as hand hygiene procedures and contacts of different NGOs. We would like to express our gratitude to our community partners for contributing materials for the resource kits.



法寶袋內容非常豐富，集趣味與教育資訊於一身，包括社區伙伴提供的各種益智遊戲和工作紙。

Each kit contains games and educational materials provided by community partners.

病人資源中心的職員為不同年齡的病童搜羅合適禮物，放進袋中。

Staff of the Patient Resource Centre assembling resource kits based on patients' age.



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新增巴士路線連接啟德站與醫院

New bus route connects Kai Tak Station and HKCH

隨著港鐵屯馬綫第一期二月通車，22M巴士線已投入服務。乘客於啟德站上車，約十五分鐘便可抵達醫院正門，覆診、探病、上班更加便利。

With the opening of the MTR Tuen Ma Line Phase 1 in February, the new bus route 22M has begun operation. Journey from Kai Tak Station to HKCH takes about 15 minutes.



現時共有六條公共交路路線直達醫院正門。
Six public transport routes can now reach the hospital entrance directly.

新增巴士路線資料

Details of new bus route

- 城巴 22M 號線
- 九龍城（太子道東）來往啟德郵輪碼頭
- 途經港鐵啟德站
- Citybus No. 22M
- Between Kowloon City (Prince Edward Road East) and Kai Tak Cruise Terminal
- With stop at MTR Kai Tak Station

