

CPCE Health Conference 2017

Designing a Competency-based Undergraduate
Health Services Management Programme in Hong
Kong in a Rapidly Aging Context

Dr Simon Cheung

16th January 2017

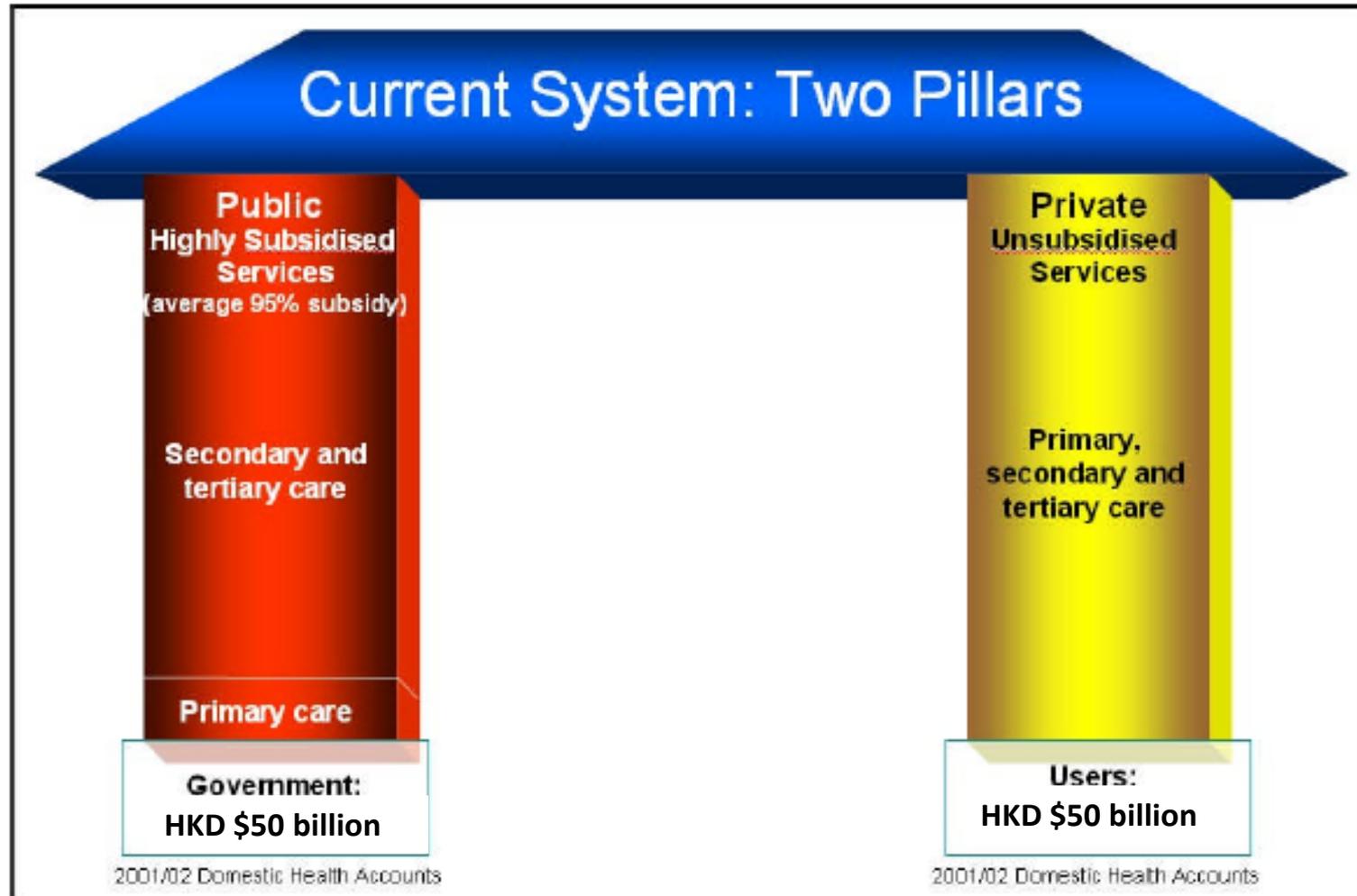
Content

- Hong Kong Health Care System
- Challenges in HK
- Overview of Health Services Management training in HK
- Analysis for adoption in HK

Hong Kong Health Care System

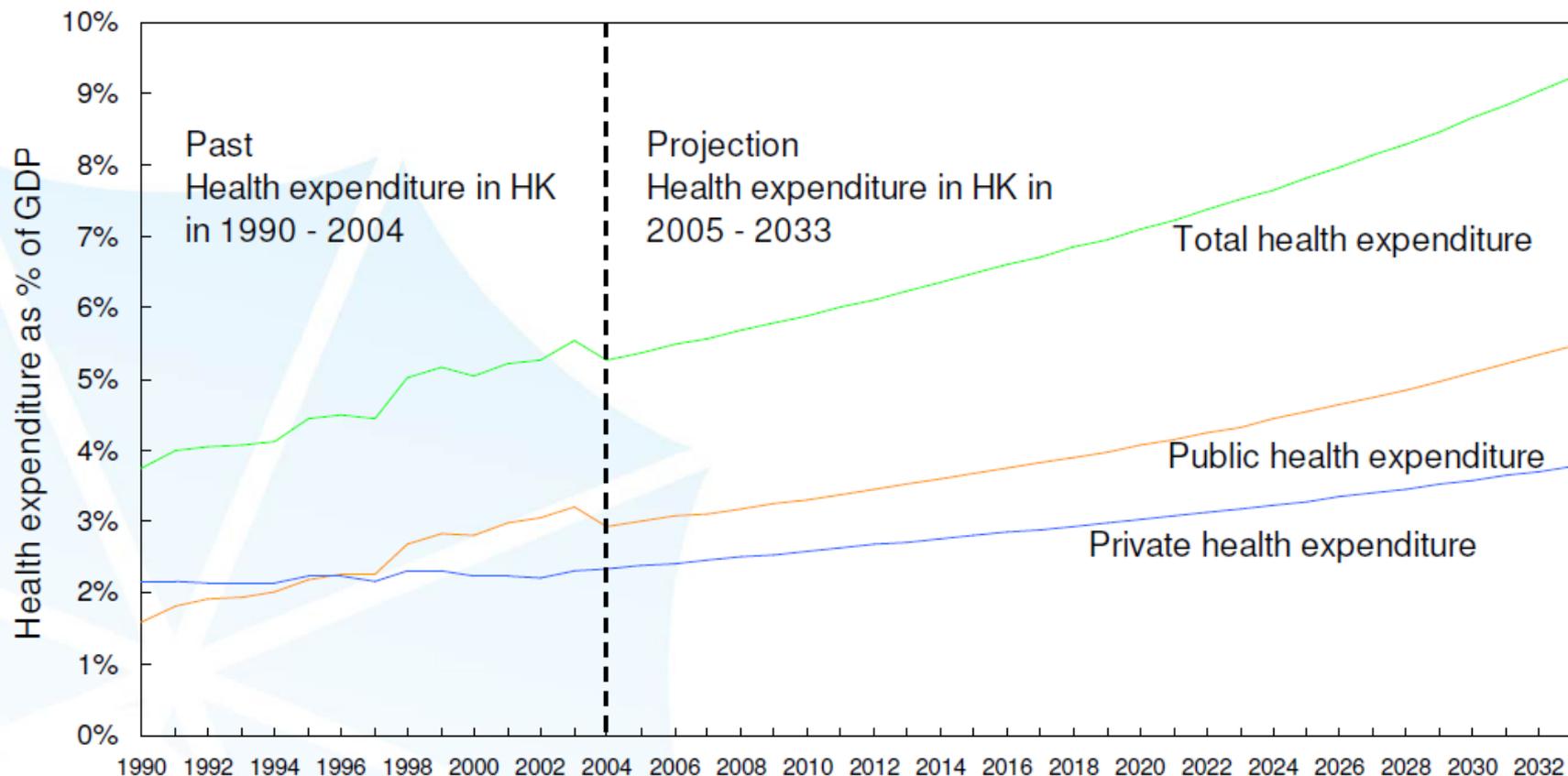


Hong Kong's health care system



HK's health expenditure projected to continue to rise as a share of the economy

Health expenditure as % of GDP 1990 - 2033



Hong Kong Has One of the World's Longest Life Expectancy

Life expectancy at birth (years), UN World Population Prospects 2015

Rank ↕	State/Territory ↕	Overall ↕	Male ↕	Female ↕
1	 Hong Kong	83.74	80.91	86.58
2	 Japan	83.31	80.00	86.49
3	 Italy	82.84	80.27	85.23
4	 Switzerland	82.66	80.43	84.74
5	 Singapore	82.64	79.59	85.61
6	 Iceland	82.30	80.73	83.84
7	 Spain	82.28	79.42	85.05
8	 Australia	82.10	79.93	84.28
9	 Israel	82.07	80.18	83.82
10	 Sweden	81.93	80.10	83.71
11	 France (metropol.)	81.85	78.76	84.87
12	 Canada	81.78	79.69	83.78
13	 New Zealand	81.56	79.71	83.35
14	 South Korea	81.43	77.95	84.63
15	 Luxembourg	81.34	78.94	83.65



Challenges we face in HK

Current challenges for Hong Kong

From a Macro-perspective

Responding to emerging threats

- **Infectious disease** (*Ebola virus, the Middle East respiratory syndrome and avian flu in 2015 alone*)
- **Environmental hazards** (*Lead water incidence*)
- **Obesogenic societies** (*chronic diseases including DM, CVD etc.*)
- **Ageing populations** (*Public and private health expenditures*)

Current challenges for Hong Kong

From a Micro-perspective

Hospital Authority - Strategic Intents and Programme Targets

- *Allay Staff Shortage and High Turnover*
- *Better Manage Growing Service Demand*
- *Ensure Service Quality and Safety*
- *Enhance Partnership with Patients and Community*
- *Ensure Adequate Resources for Meeting Service Needs*
- *Enhance Corporate Governance*

Background

- During the financial year of 2016/17, the Government will spend a total of \$57 billion dollars on healthcare services and nearly 91% of that (\$ 51.6 billion dollars) would be allocated to the Hospital Authority (HA).
- As an effort to increase the service capacity of public hospital, new hospitals such as the Tin Shui Wai hospital and the Hong Kong Children's hospital are currently under construction and are expected to commission in the next 2 years
- there are also expansion and redevelopment projects on some of the existing public hospitals (including the Alice Ho Miu Ling Nethersole Hospital, Haven of Hope Hospital, Kwai Chung Hospital, Kwong Wah Hospital, Pamela Youde Nethersole Hospital, Pok Oi Hospital, Prince of Wales Hospital, Queen Elizabeth Hospital, Shatin Hospital, Siu Lam Hospital, Tseung Kwan O Hospital, Tuen Mun Hospital, and United Christian Hospital)
- to enhance the overall capacity of inpatient services

(Hospital Authority, 2016)

【東方日報專訊】本港醫療人手持續緊張，港府早前推算到二〇二一年，本港公立醫院需要三萬五千多名醫生護士，到二〇二六年需求擴至四萬名。不過，未來十年的醫科生及護士畢業生數量，未能滿足本港醫護人員需求及流失，二〇二六年醫生及護士短缺擴至二千二百多人。有工會認為港府醫療政策欠長遠規劃，認為應增撥醫療資源解決。食物及衛生局局長高永文表示，會推行短、中期措施，增加醫護培訓名額及採取人手挽留措施，如發現個別醫院人手短缺情況導致服務質量問題，會重點補充人手。

醫管局年報指二〇一五/一六年度共聘用約六千名醫生及二萬四千多名護士。食物及衛生局二〇一五年提交立法會文件推算，到二〇二一年本港需要七千一百多名醫生及二萬八千多名護士，醫管局五年間需增聘約一千多名醫生及三千多名護士。推算同時指未來五年公立醫院會流失一千五百多名醫生，但僅二千多名醫科生畢業，無法填補需新聘及流失的數量而出現欠缺近四百名醫生。到二〇二六年人手緊絀進一步惡化，即使所有醫科生及護士畢業後加入醫管局，亦會出現八百多個醫生及一千三百多個護士空缺。香港公共醫療醫生協會會長吳志豪表示，公營醫療體系人手緊張癥結是資源不足，「加病房又唔加人（醫護人手），加人又唔加錢，咁就好大鑊。」他批評港府欠缺長遠規劃，逢經濟轉差就找醫院「開刀」，醫管局減聘醫生，令醫生數目無法穩定。現時臨床及病理科醫生尤其不足，市民日後求醫或需輪候更長時間。他贊成增加醫科生學位，但亦強調必須同時增撥資源。

香港護士總工會會長蘇尚娟表示，護士供應及需求差距一定會愈拉愈闊，現正值護士退休潮，六十年代大量聘請的醫管局護士陸續退休，新醫院未來繼續擴大，護士需求有增無減。



Background

威爾斯親王醫院第二期重建計劃一直只聞樓梯響，今日卸任醫管局新界東聯網總監的熊志添昨透露，威院會分兩階段重建，包括加建臨床服務大樓及日間診療大樓各一座，共增設850張病床，令該院擁2,450張病床，成為全港最大的公立醫院。

熊志添昨日在卸任前向傳媒表示，由於威院第二期重建工程涉及多座樓宇，故院方決定分兩階段施工。首階段先拆卸現時醫院的A、C、D、E座舊職員宿舍及演講廳，改建為臨床服務大樓，暫定加開兒科、婦產科、腫瘤科三大專科服務；大樓啟用後可為醫院增加450張病床及16間手術室。



增850張病床

熊又指該院正計劃工程第二階段，重建現時日間診療大樓（H、K、L及M座），以增約400張病床。他指隨新界東人口老化，醫療發展要更貼合時代需求，故在前期技術可行性研究中，提出病床應加至850張，屆時兩階段工程完成後，威院將擁2,450張病床，較擬定容納2,400張病床的啟德醫院更多，料成全港最大的醫院。

至於重建的時間表，熊志添則以前期研究仍未完成為由，拒絕透露，但他明言，要完成兩階段工程或需10年以上時間，總開支或遠超兩年前預計的80億元。醫管局新界東聯網發言人則指，重建計劃第一階段的相關研究預料明年首季完成，並準備在今年度立法會會期內向財委會申請撥款，但未有交代第二階段的規劃進度。

同屬新界東聯網的北區醫院亦擬擴建，聯網發言人表示，政府已在北區醫院相鄰地段預留一幅約3萬平方米的土地擴建，料可增加600張病床。 By Apple Daily 1 Nov, 2016

Background

- According to recent statistics provided by HA (2015), **staff responsible for in-direct patient care (excluding medical doctors, nurses and allied health staff) accounted for nearly 47.6% (34,219) of their total numbers of staff (71,850).**
- This figure had increased significantly when compared to that of 2012, in which in-direct patient care staff **was only accounted for 30.4% (19,500) of total number of staff at HA.**
- Within this category of in-direct patient care staff, **it is reported that more than 10% of them held health services management positions** (Hospital Authority, 2013). While the reason behind the significant growth in in-direct patient care would be a subject for other studies and research. **This phenomenon would certainly have near term implications on the manpower arrangement of HA.** Given the long turnaround time for training health services executives, we simply cannot afford to wait much longer before we start training them, especially with the challenge of an ageing population.

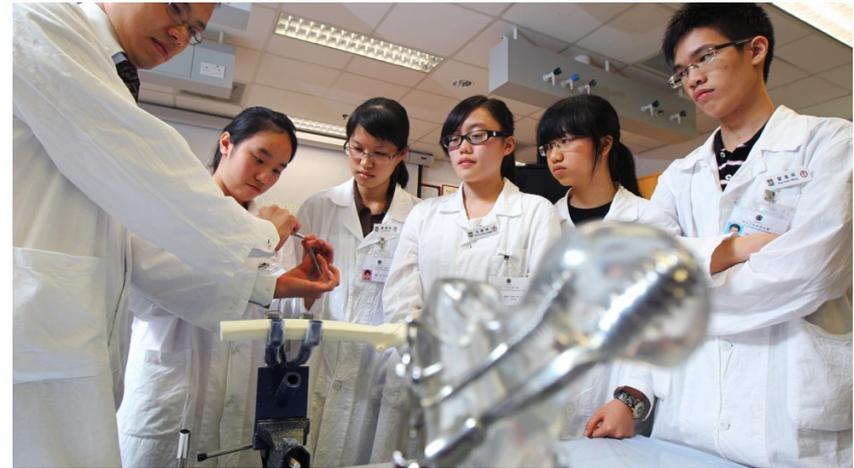
A bright blue sky with scattered white cumulus clouds. The clouds are of various sizes and are distributed across the frame, with some larger clouds in the foreground and smaller ones in the distance. The overall scene is clear and bright, suggesting a sunny day.

Solutions

What Are the Solutions?

Resources

Financial + ***Human***



Background of HSM

The Origins of Healthcare Management

*The University of Chicago founded the first program in Health Administration in 1934 under the leadership of **Michael M. Davis**, who had a PhD in sociology.*

*While there was **no formal training for hospital managers** and that an **interdisciplinary program of education** was needed. Envisioning the role of the healthcare manager as both a **business** and **social role**, he utilized expertise of **medical administration**, **social service administration** and **business** faculty to create an interdisciplinary model that has been replicated across the US and throughout the world.*

(Buchbinder and Thompson, 2010)

Background of HSM

The Origins of Healthcare Management

Originally, schools that offered a degree in Healthcare Management or Health Services Administration were all master's degree programs, geared to preparing hospital administrators. Now, in addition to master's degrees, there are undergraduate and doctoral programs in Healthcare Management or Health Services Administration.

*With more jobs being created outside of hospital settings than within. Increasing specialization of health care, burgeoning variety in jobs, higher expectations for healthcare outcomes, and demanding consumers mean healthcare organizations must be able to respond **appropriately, effectively, and efficiently.***

(Buchbinder and Thompson, 2010)

Overview of Health Services Management training in HK

Postgraduate level – Overseas programs offered in HK

Edinburgh Napier University	<u>MSc Health Administration</u>	The Hong Kong Management Association
Federation University Australia	<u>Master of Business Administration (Health Services Management)</u>	Sino Institute of Continuing Education
Oxford Brookes University	<u>Master of Science Management in Health Care</u>	The Alliance of International Education (H.K.)
The University of New England	<u>Graduate Diploma Programme in Health Management</u>	The Chinese University of Hong Kong
The University of New England	<u>Master of Health Management Programme</u>	The Chinese University of Hong Kong
The University of New South Wales	<u>Graduate Certificate Programme in Health Services Management</u>	The Chinese University of Hong Kong
The University of New South Wales	<u>Master Programme in Health Services Management</u>	The Chinese University of Hong Kong
University of London	<u>Master of Science in Public Health (Health Services Management)</u>	University of Hong Kong

Overview of Health Services Management training in HK

Postgraduate level – Local programs

The Chinese University of Hong Kong	<u>Master of Science in Health Services Management</u>
HKU SPACE	<u>Postgraduate Diploma in Health Services Management</u>

Undergraduate level – Local program

Tung Wah College	<u>Bachelor of Business Administration (Health Services Management)</u>
------------------	---

Overview of Health Services Management training in HK

Fellowship Program



HONG KONG COLLEGE OF HEALTH SERVICE EXECUTIVES
香港醫務行政學院

Home Site Map Login Search

About the College

Membership

Education

Newsletter

Events

Members' Area

Contact Us



Photo Gallery

Newsletter Event

Name*:

E-Mail*:

Profession:

Specialty:

Subscribe

Subscribe

Education / Fellowship Program

Basic information of the College Fellowship Program for potential candidates' reference:

- The program is targeted at senior health service executives who should be in senior management position and wish to pursue for joint fellowship conferment of the Hong Kong College of Health Service Executives (HKCHSE) and Australasian College of Health Service Management (ACHSM) after taking the Fellowship Exit Examination in HK.
- Potential candidates are required to be the Associate Fellow of HKCHSE.
- Successful candidates will be selected by the Vetting Panel formed by Council members after preliminary vetting by the President. Maximum class capacity is 16.
- The program will be started on early or mid-September each year and finished in June of the following year. Briefing of the Fellowship Program will be held annually in late August.
- There will be at least 16 study group meetings on every alternate Saturday mornings. The study group meeting will be convened by College President Dr. Ma Hok Cheung.
- The study group meetings' topics are listed as follows:
 - Comparative Healthcare Systems including Financing Models
 - Health Policies and Reforms
 - Megatrends and Innovations for Healthcare
 - Financial Management for Health Executives
 - Human capital Management and Workforce Planning for Healthcare
 - Laws and Ethics for Healthcare
 - Deployment of ICT for Healthcare and the Global e-Health Movement
 - Presentation of theme of Project/Case Report
 - Quality Management and Patient Safety
 - Corporate Governance and Strategic Planning
 - Evidence-based Decision Making and Health Technology Assessment
 - Public Health and Epidemiology for Healthcare Managers
 - Business/annual Planning and Project Management in Healthcare
 - Healthcare Facility Management and Business Support Services
 - Leadership Competences for Healthcare

Overseas undergraduate training

Australia

University of South Australia	<u>Bachelor of Business (Health Services Management)</u>
Western Sydney University	<u>Bachelor of Health Science (Health Services Management)</u>
Oxford Brookes University	<u>Master of Science Management in Health Care</u>

US

University of Pennsylvania Wharton School of Business	<u>Bachelor of Business (Health Care Management and Policy)</u>
University of Minnesota	<u>Bachelor of Applied Sciences in Health Services Management</u>
New York University	<u>Bachelor of Science in Healthcare Management</u>

Overseas undergraduate training

UK

King's College London	<u>Bachelor of Science in Health Care Management</u>
University of Southampton	<u>Bachelor of Healthcare: Management, Policy and Research</u>
University of East London	<u>BSc (Hons) Public Health and Health Services Management</u>

Canada

Ryerson University	<u>Bachelor of Health Administration (Health Services Management)</u>
Wilfred Laurier University	<u>Bachelor of Arts in Health Administration</u>

Core Competencies

Business Domain



Gap



Health Domain



The gap in between

ProQuest

Basic Search Advanced Search ▾ Publications Browse Databases (22)

Innovating in Health Care Management Education: Development of an Accelerated MBA and MPH Degree Program at Yale

Pettigrew, Melinda M ; Forman, Howard P ; Pistell, Anne F; Nembhard, Ingrid M . *American Journal of Public Health, suppl. Supplement* 105.S1 (Mar 2015): S68-S72.



Full text

Full text - PDF

Abstract/Details

References 14

Abstract [Translate](#)

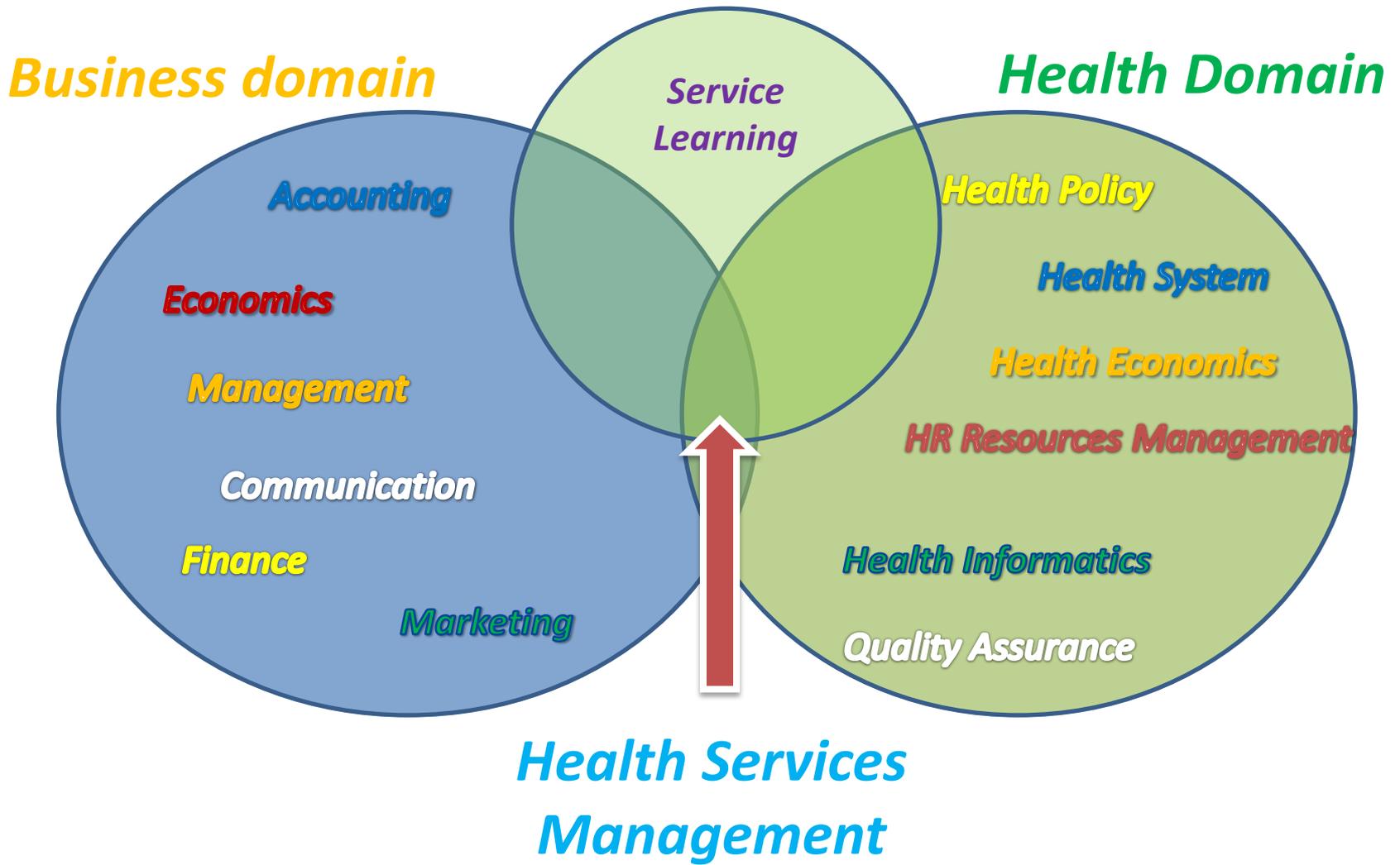
Increasingly, there is recognition of the need for individuals with expertise in both management and public health to help health care organizations deliver high quality and cost-effective care. The Yale School of Public Health and Yale School of Management began offering an accelerated Master of Business Administration (MBA) and Master of Public Health (MPH) joint degree program in the summer of 2014. This new program enables students to earn MBA and MPH degrees simultaneously from 2 fully accredited schools in 22 months. Students will graduate with the knowledge and skills needed to become innovative leaders of health care organizations. We discuss the rationale for the program, the developmental process, the curriculum, benefits of the program, and potential challenges.

(Pettigrew et al.,2015).



Analysis for Adoption

Bridging the Gap



Analysis for adoption in HK

Objectives

To investigate current *local undergraduate education programs* for health services management .

Methodology

Using the proposed ***Health Services Management Competencies Model*** to evaluate current undergraduate education program and assess whether the *learning outcomes* of the Programme are *meeting the major competencies required by the industry*. Interviews with relevant stakeholders might be conducted to provide supplementary data.

Results and Recommendation

Through analyzing the results, *appropriate recommendations* will be provided to help *design a comprehensive undergraduate* program in health services management.

Methods

A target of 50 – 75 advertisements was set commencing April 2016, it also a traditional period of the year where graduates are beginning to seek for job openings actively.

A census of all relevant job vacancies for Hong Kong health services management positions occurred using the classified advertisement sections of major newspapers, the *South China Morning Posts*, *the Standards*, *Ming Pao*, and from internet job databases such as *JobsDB*, *Recruit*, *Cpjobs*, *Department of Health* and *the Hospital Authority*.

Pre-defined search criteria included:

- General and health and medical field positions excluding, medical, nursing and allied health.
- Job title e.g. manager, executive officer, coordinator, project officer, associate, or executives.
- Positions requiring undergraduate qualifications.
- Sector: public and private.
- Working in Hong Kong only.
- Work type: full or part time, contract, casual and temporary.

What jobs are out there?

Positions	Percentage
Executive / Executive Officer / Officer	29%
Manager / Supervisor/ Executive	28%
Coordinator	8%
Associate / Representatives	8%
Assistant / Administrator	6%
Analyst	4%
Specialist	4%
Trainee	4%
Director	2%
Consultant / Advisor	2%
Total	100%

Table 1. Distribution of 50 HSM related job vacancies in Hong Kong.

What do employers want?

Employability Skills	Percentage
Experience	62%
Communication skills	58%
Language skills	58%
IT skills	48%
Self-motivated	48%
knowledge of healthcare sector	42%
Interpersonal skills	28%
Work under pressure	26%
Independent	18%
Leadership	16%

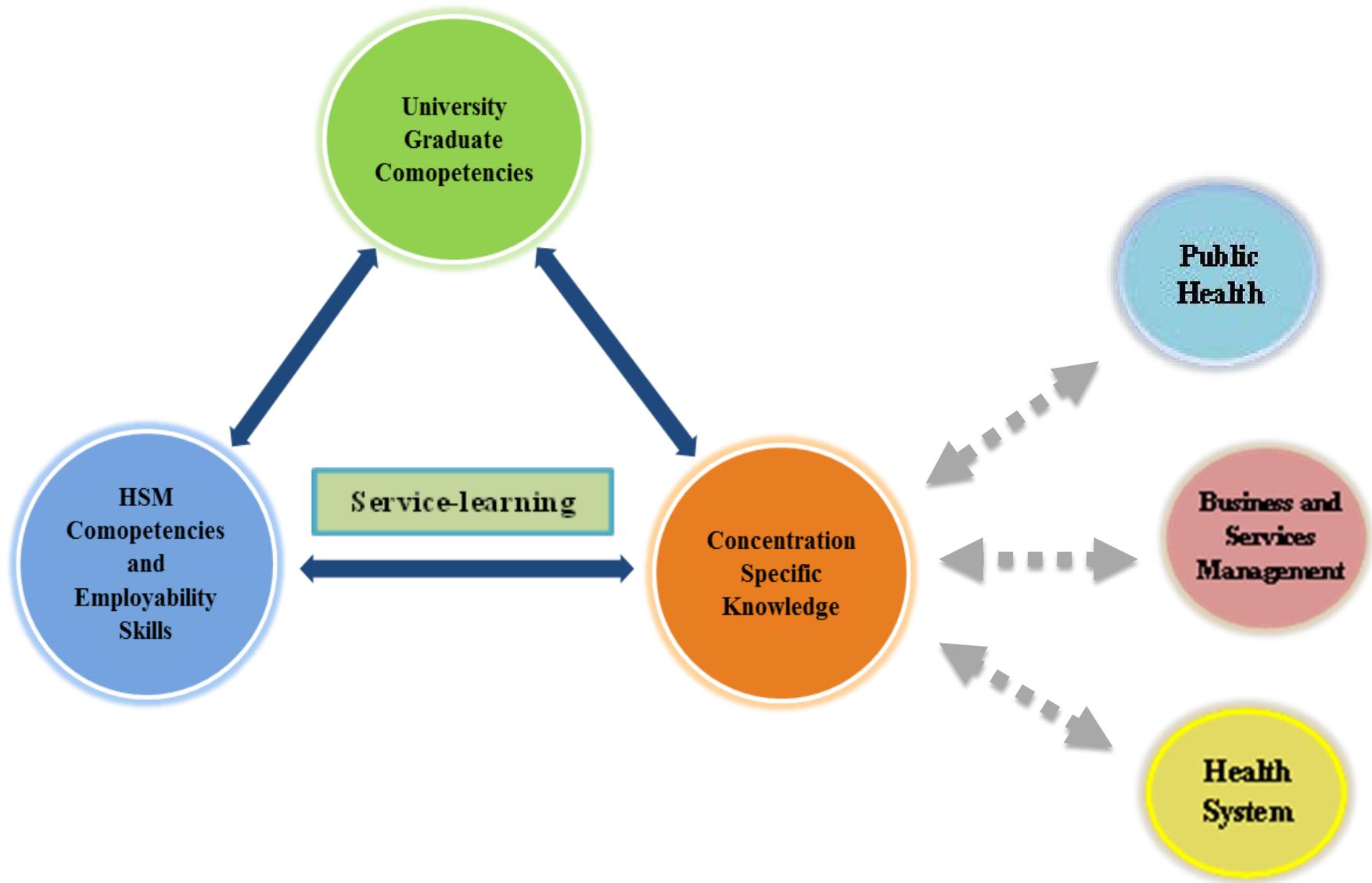
Table 2. Top 10 Employability Skills in 50 HSM related job vacancies in Hong Kong.

Comparison of CES requirement of HK study with other HSM colleges

HK Study	AUST ACHSM (2016)	CAN CCHSE (2005)	US ACHE (2015)	UK SFH (2012)
Communication skills	Communication and Relationship Management	Communication skills	Business skills and knowledge	Communication
Experience	Health and health Environment	Commitment to consumer	Communication and relationship management	Customer handling
Independent	Leadership	Effective relationship building	Knowledge of healthcare environment	Management and leadership
Interpersonal skills	Business Skills	Political awareness and sensitivity	Leadership	Problem solving
IT skills	Professional and Social Responsibility	Systems thinking and systems-driven leadership	Professionalism	Team working
Knowledge of healthcare sector		Managing change and transition		
Language skills		Critical thinking skills		
Leadership		Ability to manage culture		
Self-motivated		Use of resources and self-management		

Analysis for adoption in HK

Health Services Management Competency Model



Conclusion

- **Communication skills, prior experience, interpersonal skills, knowledge of healthcare sector, IT, language skills, and leadership** were all important requirements for health sector managers in Hong Kong.
- Recommendations drawn from this study informed an **integrated approach to HSM undergraduate programmes** that combined formal **teaching** with **service-learning**.

References

Buchbinder. S.B., Thompson, J.M. (2010). Career Opportunities in Health Care Management. Perspectives from the Field. Jones and Bartlett Publishers: Sudbury, Massachusetts.

Chor. S-Y., Yue. J., Ng. F., and Griffiths. S. (2009). Extending public health teaching at the undergraduate level: What attracts students from non-public health stream? 12th World Congress on Public Health.

Davidson. P.L., Andersen, R.M., Hilberman. D. W., Nakazono. T. (2000). A framework for evaluating the impact of health services management education. *Journal of Health Administration Education*. 18(1): 63 – 110.

Pettigrew, Melinda M ; Forman, Howard P ; Pistell, Anne F ; Nembhard, Ingrid M (2015). Innovating in health care management education: development of an accelerated MBA and MPH degree program at Yale. *American Journal of Public Health*. 105: 68 – 72.

Sinay T. (2000). Service learning in the undergraduate health administration curriculum: theory and practice. *Journal of Health Administration Education*. 18(4): 357 – 373.

Thank you!

stycheun@speed-polyu.edu.hk

