

# 香港中醫醫院的發展與規劃 業界諮詢

The Development and Planning of  
the Chinese Medicine Hospital in Hong Kong  
Consultation with Industry

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2. 營運模式  
Business Model
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Timeline

# 發展中醫醫院的挑戰

## Challenges in Developing the CMH

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### ❑ 缺乏實體經驗

Lack of experience in the operation of a Chinese medicine hospital

### ❑ 需要營造共識

The need to build consensus

### ❑ 中西醫協作模式

Integrated Chinese-Western Medicine (ICWM) model

### ❑ 營運模式

Business model

### ❑ 融資安排

Making suitable financial arrangements

### ❑ 人才隊伍建設

Talent team building

# 中醫醫院的定位

## Positioning of the CMH

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### 目標 Objective:

- 中醫醫院應為香港的中醫藥旗艦，推動中醫、中藥發展

The Chinese Medicine Hospital (“CMH”) should serve as the **flagship CM institution** leading the development of CM and CM drugs in Hong Kong.

- 中醫醫院將會扮演「轉化者」的角色，促進香港的中醫服務、教育培訓、創新和科研的發展

The CMH will be a **change driver**, promoting CM service development, education and training, innovation and research in Hong Kong.

# 中醫藥在香港的現況

## Current Situation of Chinese Medicine in Hong Kong

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- 主要由私營市場提供  
Mainly provided by the private sector
- 以提供基層醫療服務為主  
Mainly provided at primary care level
- 欠缺有系統的畢業後臨床培訓平台  
Lack of systematic clinical training platform for registered Chinese Medicine Practitioners
- 科研以大學為主  
Researches are mainly carried out by universities
- 欠缺中成藥臨床研發基地  
Lack of base for clinical trials and researches

# 中醫醫院的定位

## Positioning of the CMH

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香港市民所需  
Needs of HK Resident

中醫為主、  
中西醫協作

Chinese Medicine having  
the pre-dominant role.  
Collaboration with  
Western Medicine

靈活設計配合  
發展/服務需要  
Flexible Design to suit  
development/needs

本地及  
國際認可  
Local &  
International  
Recognition

保持中醫傳統文  
化特色,現代化  
智慧型醫院  
Traditional CM  
Culture &  
Intelligent Hospital  
with Modernization

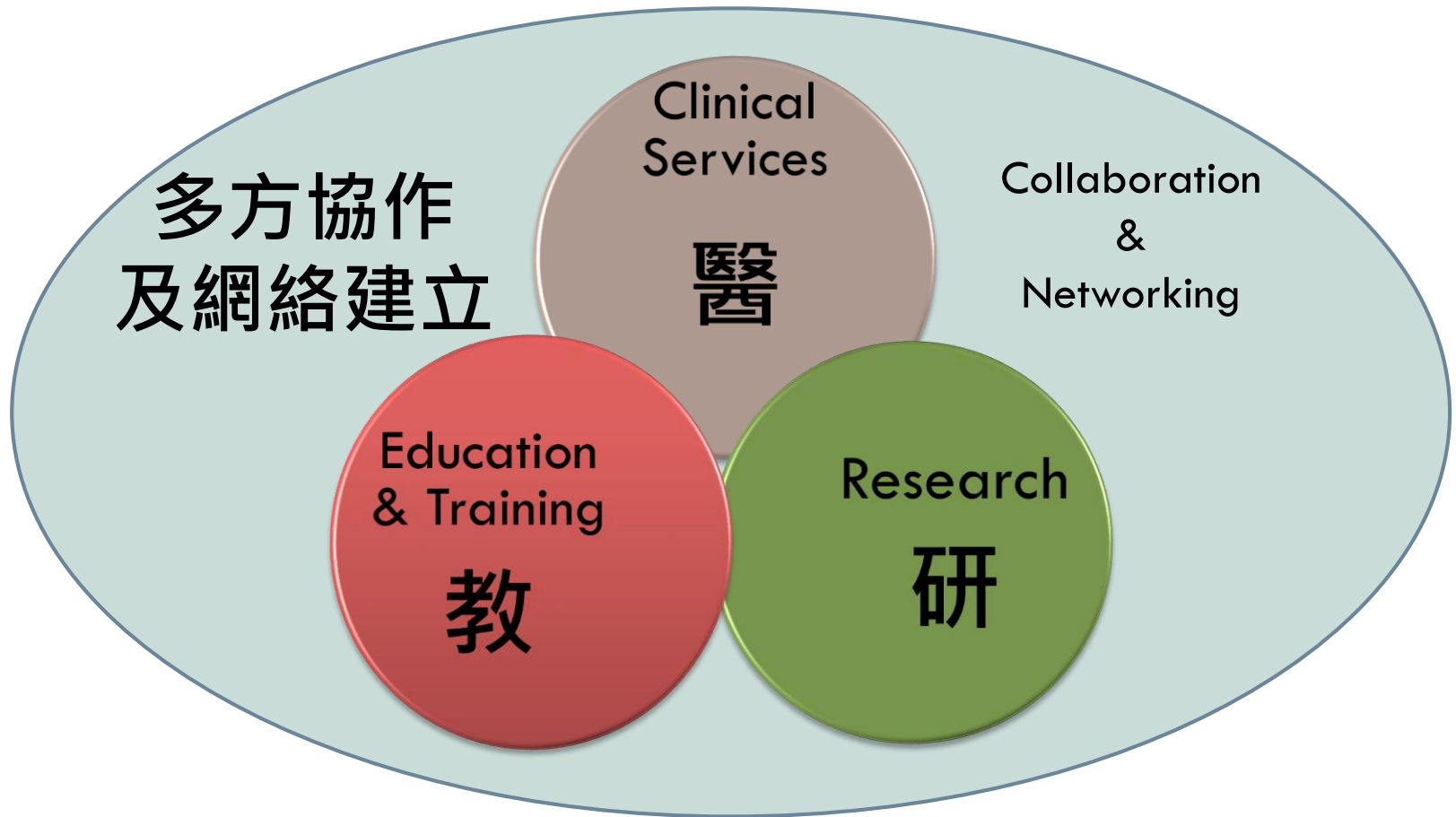
多方協作及  
網絡建立  
Multi-party  
Collaboration  
& Networking



# 中醫醫院的定位

## Positioning of the CMH

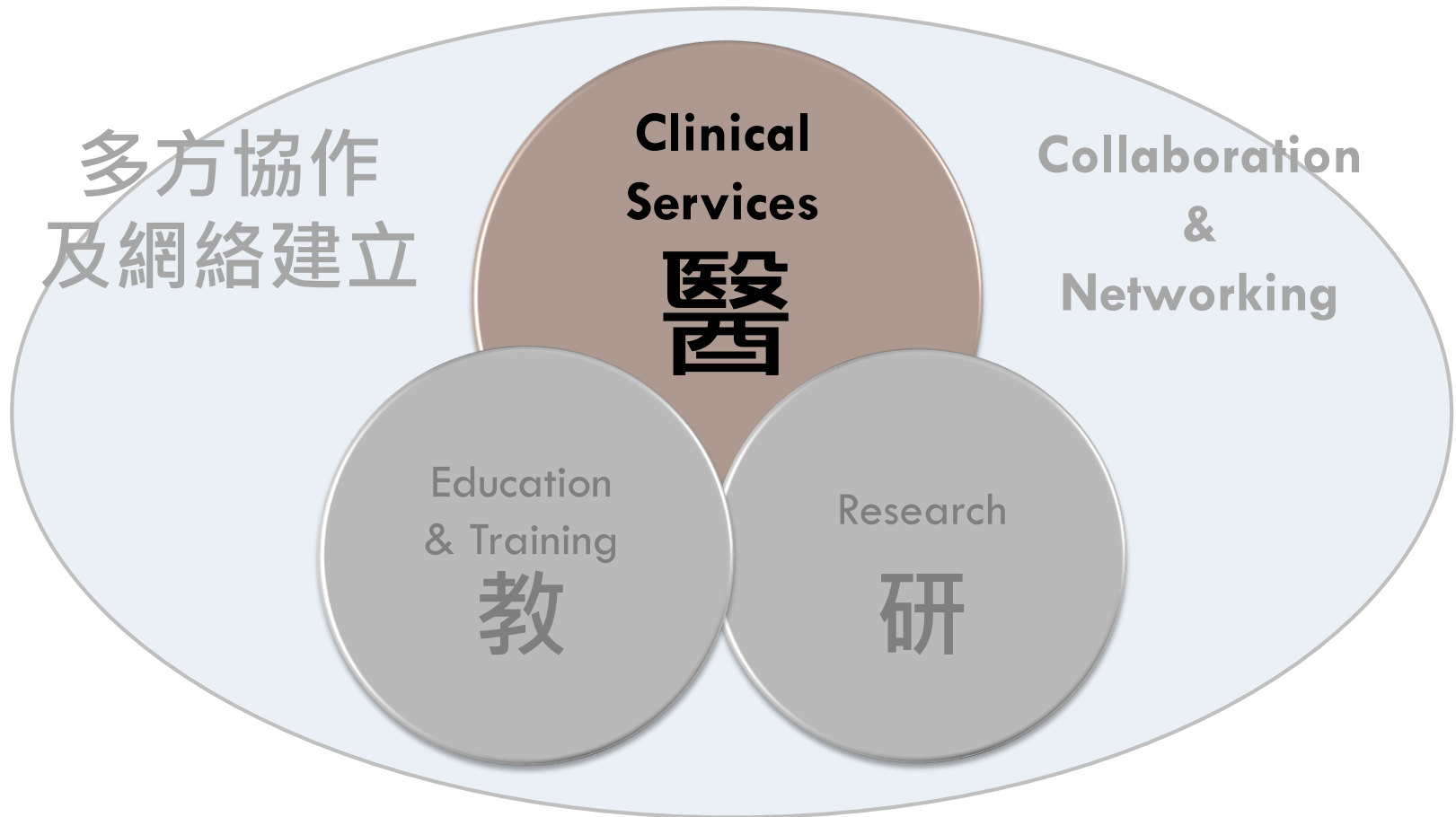
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# 中醫醫院的定位

## Positioning of the CMH

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# 服務提升

## Enhancement of Services

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開發醫療項目

Development of disease  
management  
programmes

推廣最佳做法

Promotion of best  
practices

推動專業標準

Promotion of  
professional standards

發展合作平台

Development of  
collaboration platforms

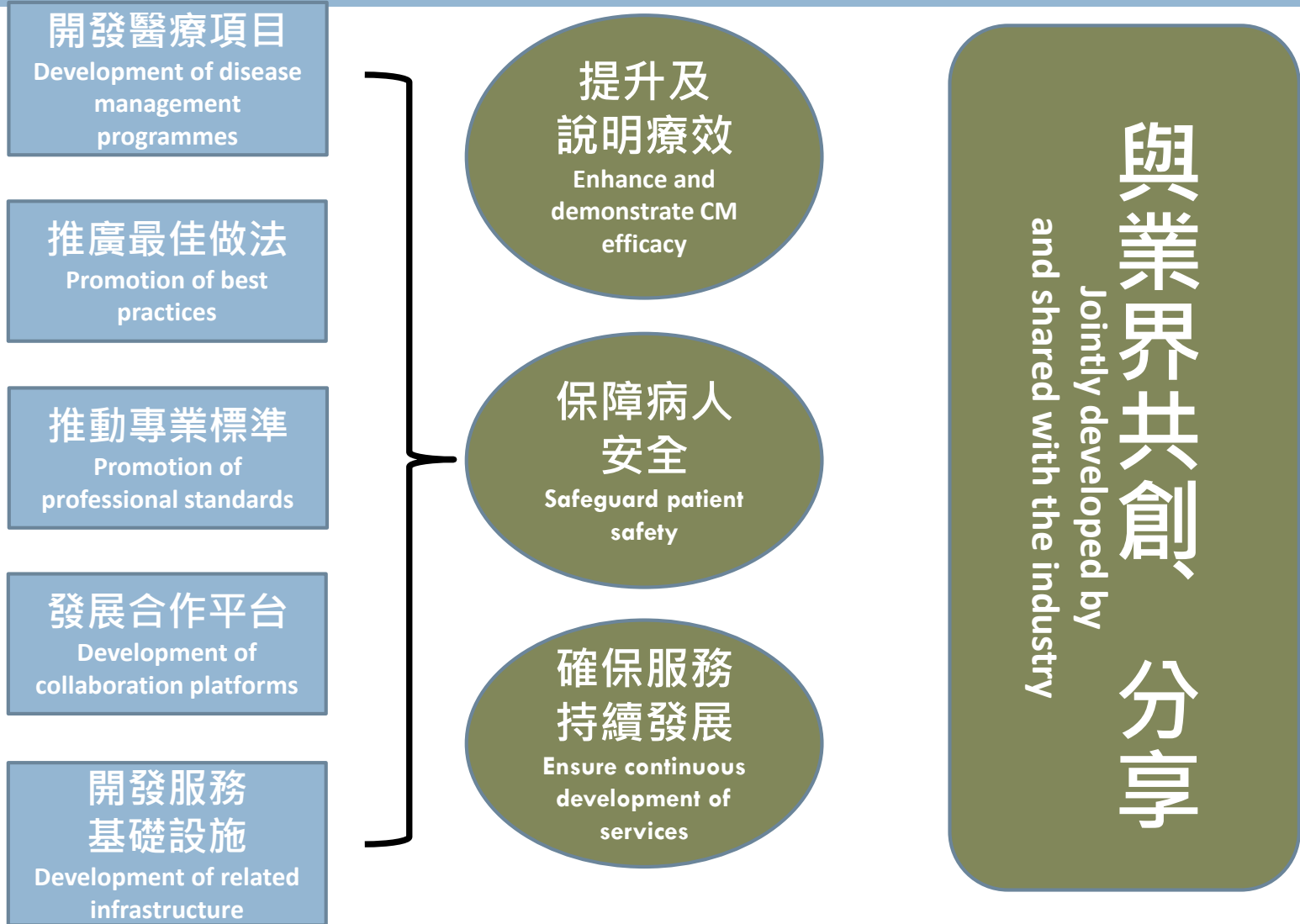
開發服務  
基礎設施

Development of related  
infrastructure

# 服務提升

## Enhancement of Services

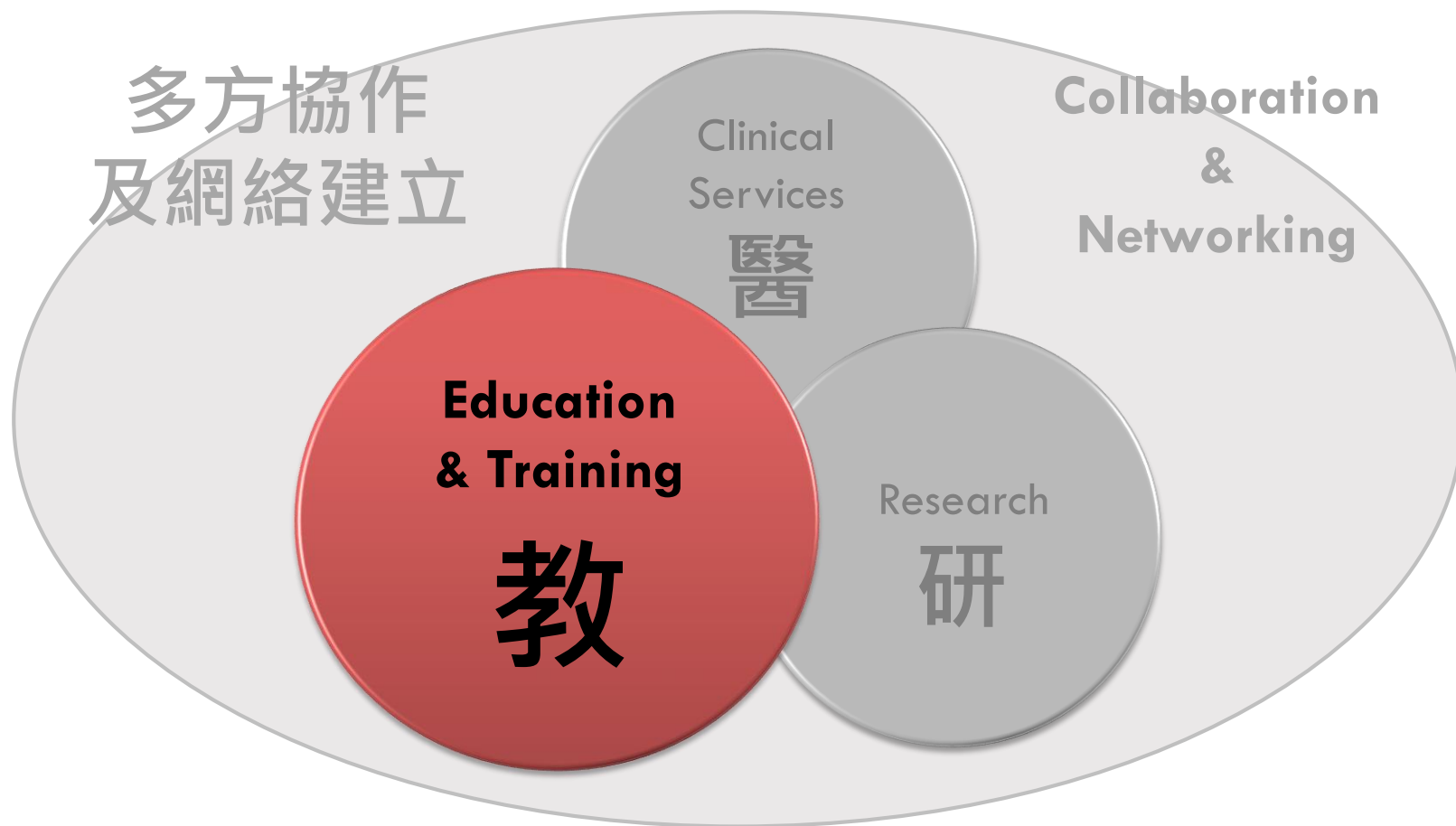
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# 中醫醫院的定位

## Positioning of the CMH

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# 教學與培訓

## Education and Training

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- 與本地三間設中醫本科課程的大學合作，就大學本科生、研究生提供臨床培訓

University education - collaborate with three universities with School of Chinese Medicine to provide clinical training for its undergraduate and postgraduate students

- 為香港的中醫和西醫專業人員提供相關的深造醫療培訓和教育

Post-graduate education - provide both basic and advanced clinical post-graduate training opportunities to relevant clinical professionals in practice, including CM and WM streams

- 為院內專業人員提供相關持續培訓

Hospital staff continual education

# 人才提升

## Talent Enhancement

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發展專才

Develop talents

中醫  
醫院

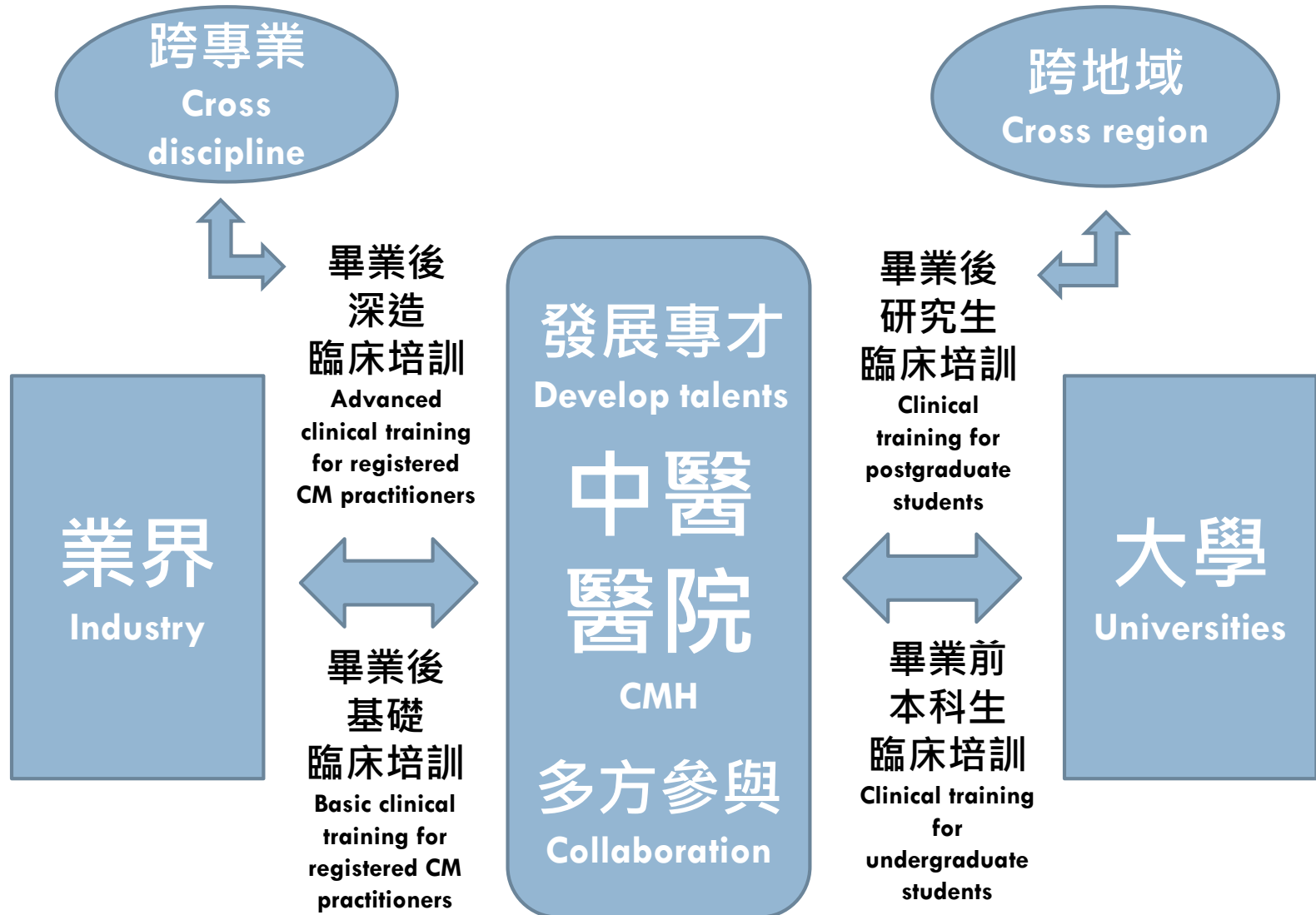
CMH

多方參與

Collaboration

# 人才提升 Talent Enhancement

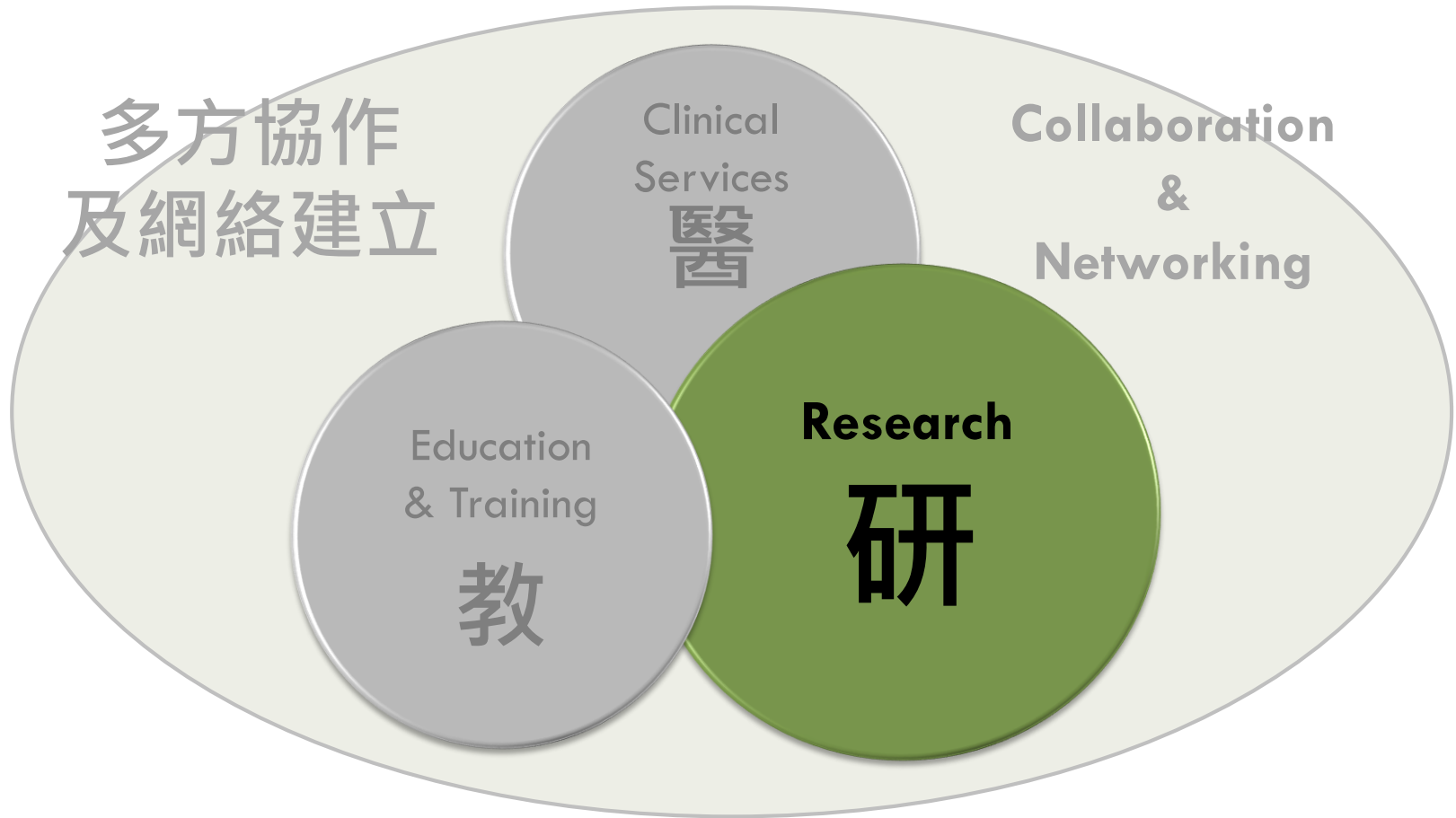
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# 中醫醫院的定位

## Positioning of the CMH

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成立「臨床試驗和研究中心」以進行國際認可的高水平臨床科研，提供發展中醫、中藥的科研平台，包括

Set up Clinical Trial and Research Centre to conduct high standard clinical trials so as to provide a research platform for CM and CM drug development, including

- 促進中醫及中藥的發展，尤其在中藥的治療應用  
Fostering the development of CM and CM drugs, especially new clinical indications of CM drugs in therapeutic uses
- 促進中成藥的臨床發展，並提升其在國際市場的地位  
Fostering the development of proprietary Chinese medicine (pCms) industries and promote international marketing of pCms



# 知識提升

## Knowledge Enhancement

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科研

Research

辦臨床科研  
能力

Ability to conduct  
clinical research

分享

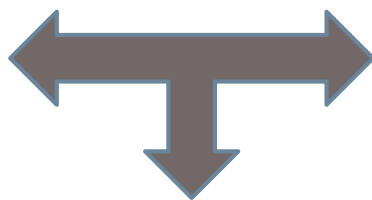
Sharing

辦解臨床科研  
能力

Ability to discern  
clinical research

獲國際認可高標  
準臨床科研平台

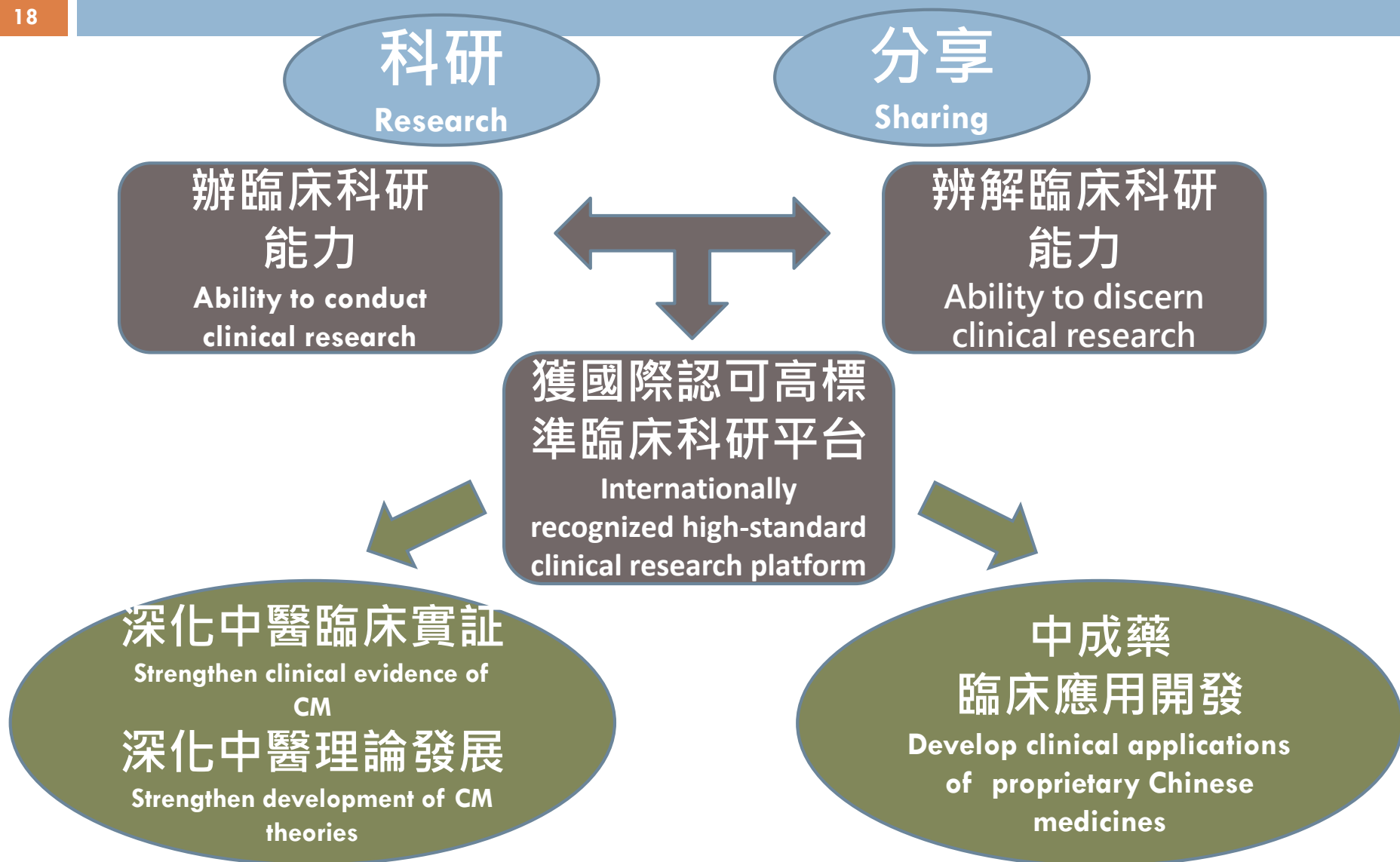
Internationally  
recognized high-standard  
clinical research platform



# 知識提升

## Knowledge Enhancement

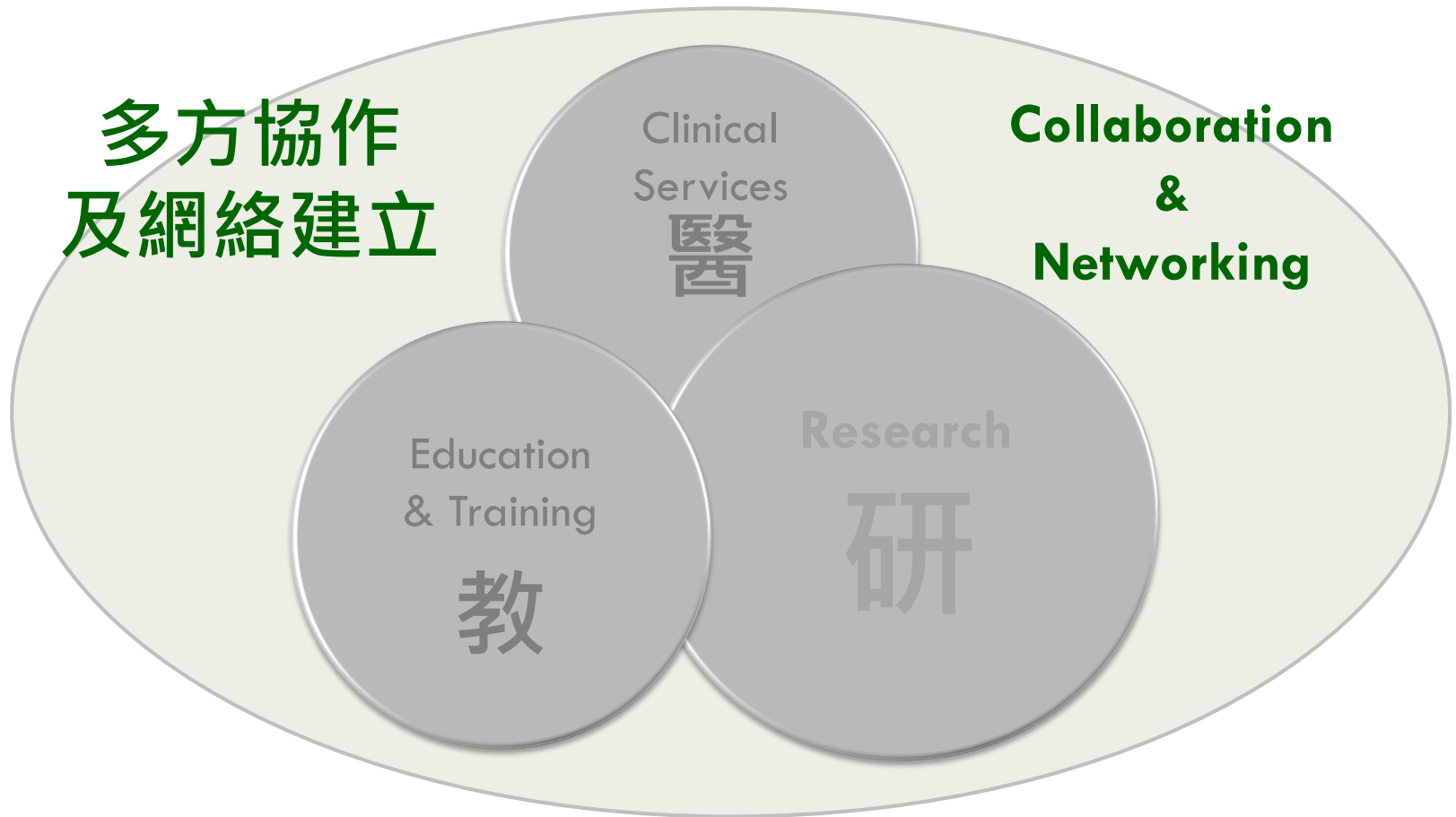
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# 中醫醫院的定位

## Positioning of the CMH

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# 中醫醫院網絡聯繫

## Networking of the CMH

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### □ 結合香港醫療系統

Integrate with the healthcare system of Hong Kong

### □ 提供平台以促進

Build a platform to facilitate

#### ➤ 服務共創、病人流轉、知識流轉、人才流轉

Appropriate service development, patient flow, knowledge flow and personnel flow

#### ➤ 服務、教育/培訓和科研的合作與協作

Partnership and collaboration in service, training/education and research

### □ 與香港以外的國際及中國內地同儕，發展積極聯繫、交流和協作

Linkage, ex-change and collaboration will be extended to counter-parts outside HK

# 創造健康價值

## Create Health Values

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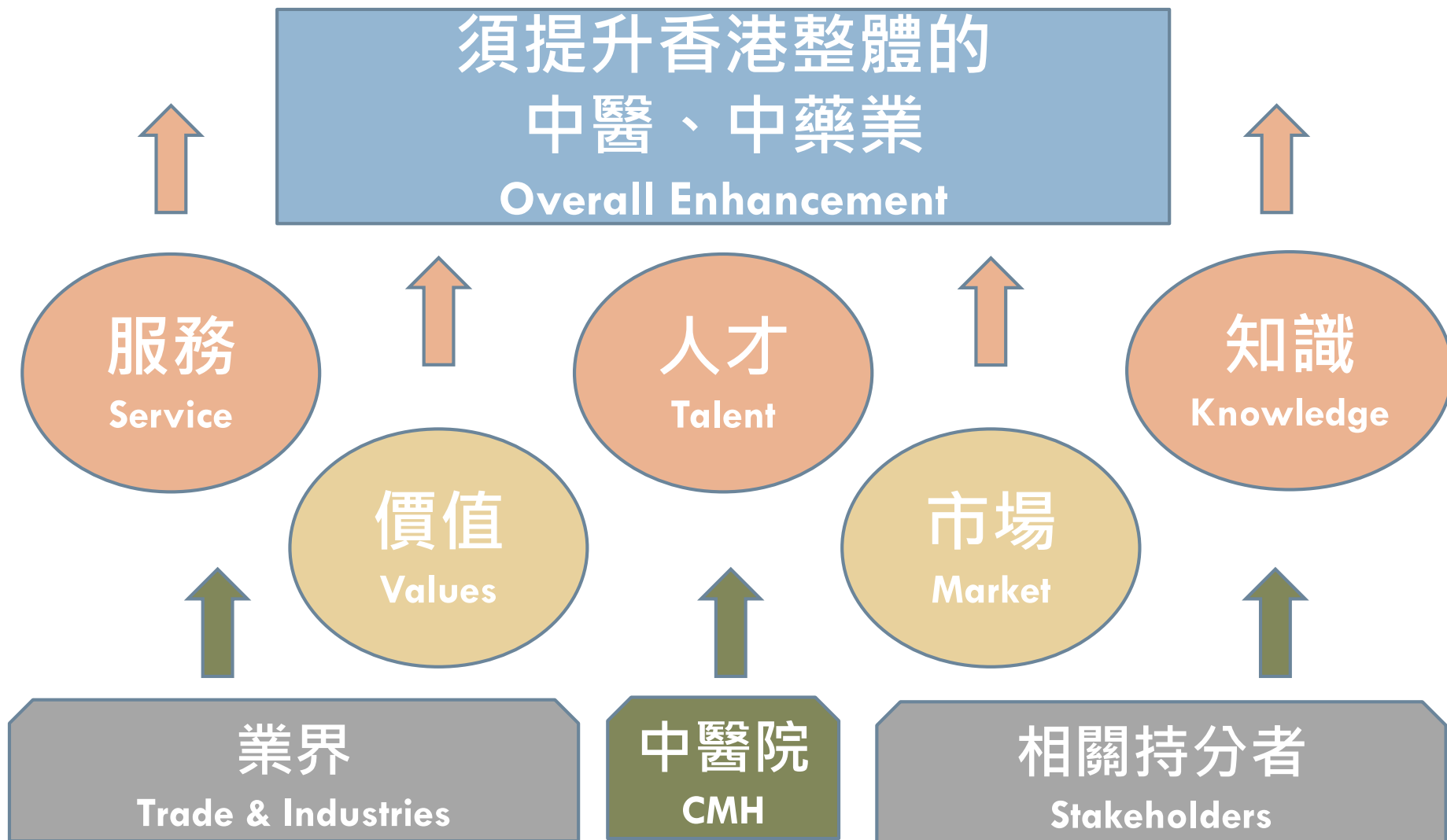
### 中醫醫院 CMH

- 與多方協作共同為香港應對市民醫療需要  
Collaborate with multiple parties to meet the medical needs of HK people
- 推廣公眾對中醫、中藥的認識  
Promote public awareness of CM
- 以科學實證為中醫、中藥創造更高健康價值  
Create higher health values for CM by scientific evidence
- 與私營中醫、中藥業界正面互動發展  
Interact positively with private CM and CM drug industry
- 開發、擴闊中成藥的治療效用  
Develop and extend the therapeutic indications of proprietary Chinese medicines
- 與內地及國際伙伴共同開發中醫、中藥國際市場  
Collaborate with counterparts outside HK to develop CM & CM drugs in the international market

# 推動中醫、中藥發展

## Drive development of CM and CM drugs

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# 營運模式

## Business Model

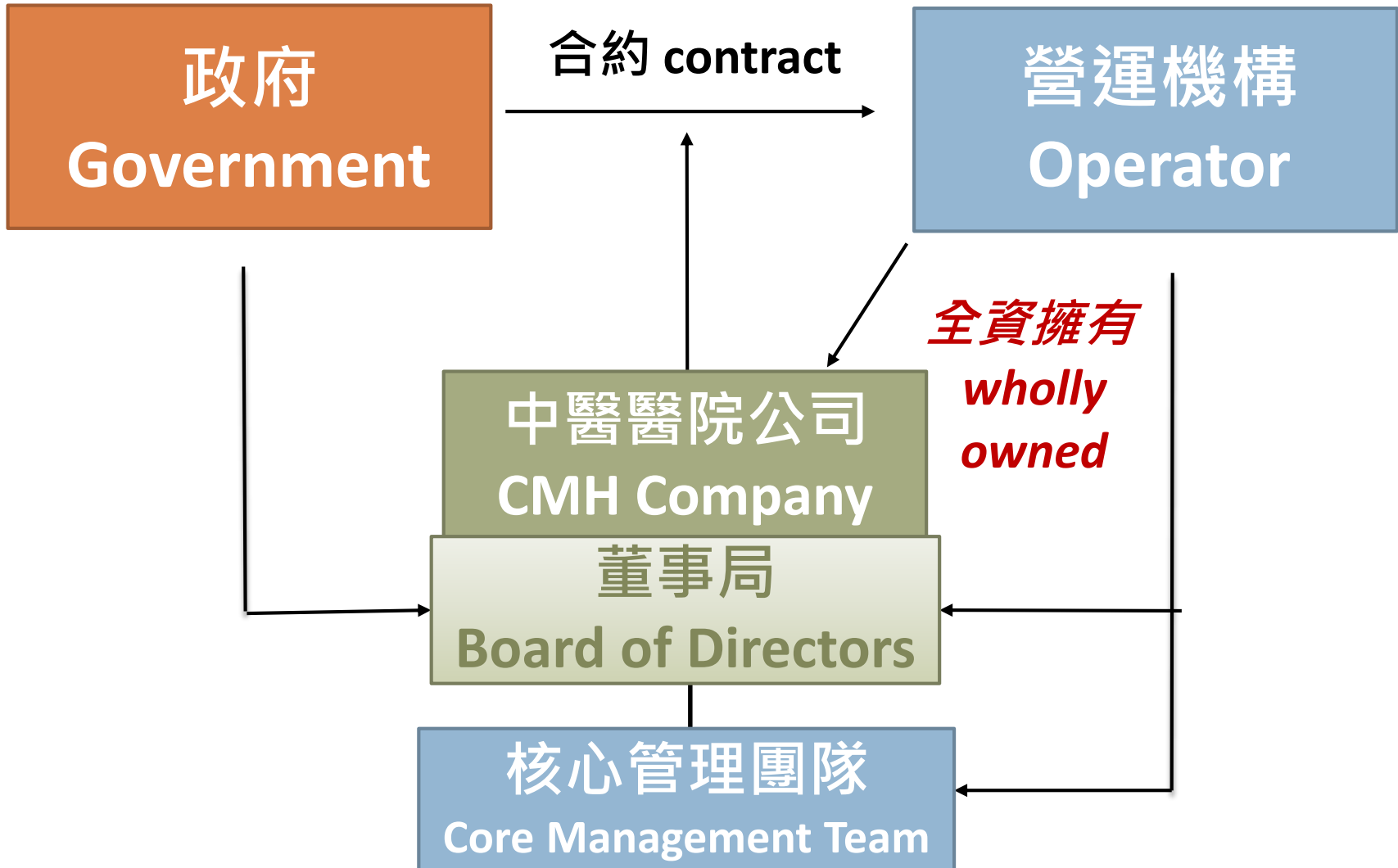
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- 擬議中的中醫醫院將由政府興建  
Built by Government
- 並以以招標方式挑選合適的非政府機構負責推展及營運中醫醫院  
Selection of operator by tender
- 按初步計劃，營運合約為10-15年  
Planned 10-15 years' contract
- 中醫醫院會提供政府資助的指定住院和門診服務之外，亦可按市場需要另外提供適量的自資中醫服務  
Subsidized & market orient services
- 中醫醫院亦會提供政府資助的培訓及科研項目  
Subsidized training & research

# 各方合約關係

## Contractual Relationship

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# 核心管理團隊

## Core Management Team

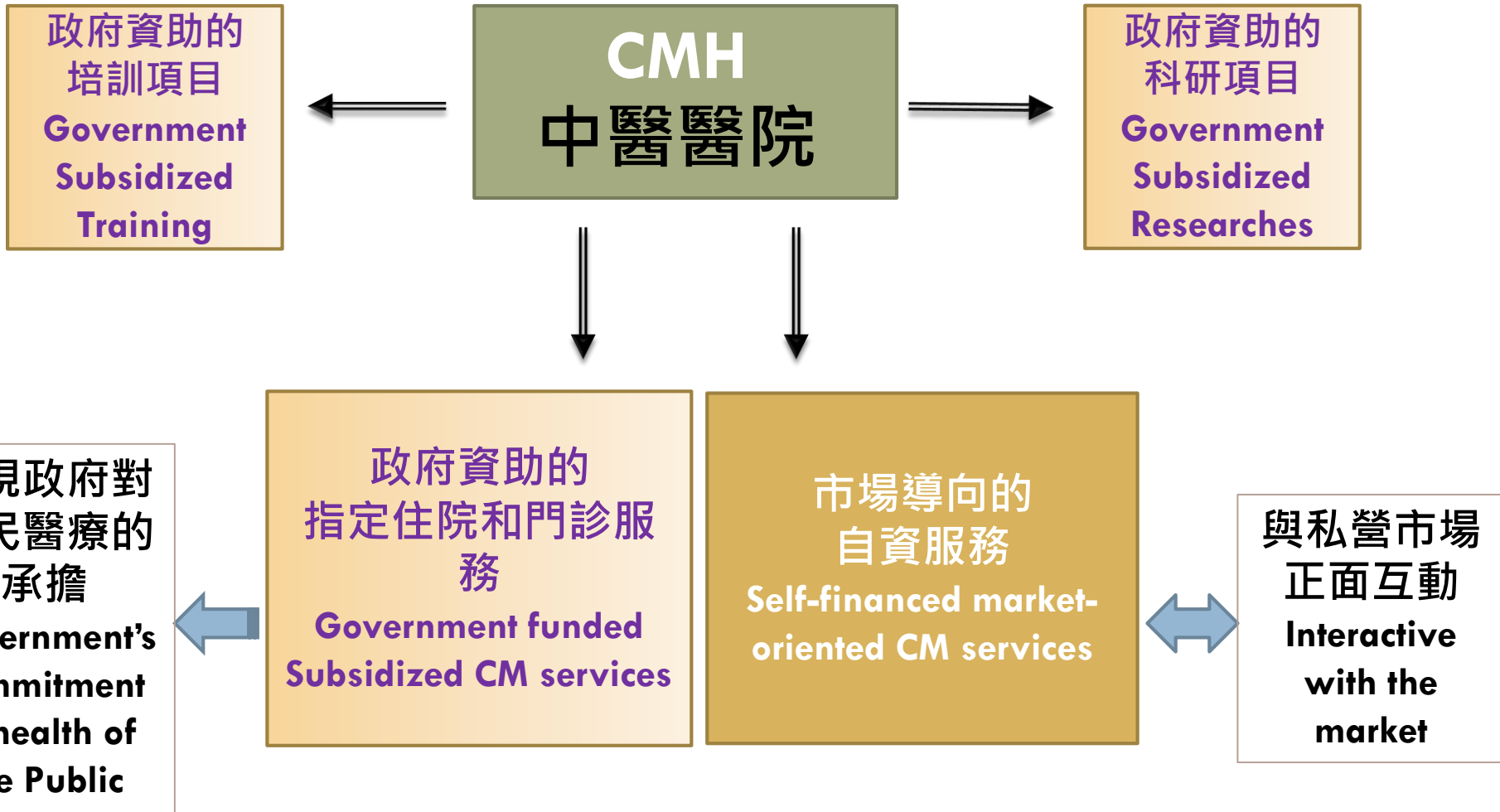
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# 營運模式

## Business Model

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# 營運模式

## Business Model

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- 政府就中醫醫院的持續營運及發展將會有主要投放  
Government financial commitments
- 會確保中醫醫院能達到推動中醫、中藥發展的長遠目標  
Attainment of objectives
- 合約中會設定清晰的權責、範圍、財務安排、表現監督及風險分擔機制  
Build-in appropriate mechanism

# 中醫醫院臨床服務

## Clinical Services of the CMH

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- 涵蓋相關基層、第二層及第三層的醫療服務  
Primary, secondary & tertiary care
- 醫院服務將涵蓋：健康維護、預防保健、偶發性及慢性病、複雜疾病、復康、療養、善終紓緩及其他疾病類別  
Disease coverage: health maintenance, preventive care, episodic, chronic, complex diseases, convalescence, rehabilitation, palliative care, and other disease categories
- 服務範圍：住院(約400病床)，日間護理，門診和社區服務  
Service scope: In-patient of about 400beds, day-patient, out-patient & community care

### 服務類別 Service type

- **純中醫服務**：治療方法是基於傳統中醫的理論  
Pure CM: treatment based on the theory of traditional CM
- **中醫為主的服務**：中醫主導醫治療程，而西醫按臨床需要提供支援  
CM predominant: CM will be the dominant component of medical care and supported by WM methods
- **中西醫協作**：將揀選特定的患者或疾病，以中醫和西醫對該病的最佳醫治，優勢整合治療方案，以達至最理想的治療效果  
ICWM: collaboration will be on specific patient types or diseases where CM and WM would be integrated into the care protocols based on the strengths of both treatment types to achieve the desired patient outcome

# 分科原則 Principle of Specialized Services

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	分項意見 Views
註冊/傳統 Registration / Tradition	<ul style="list-style-type: none"><li>• 註冊/傳統/教學分類 Registration / Tradition / Teaching category</li></ul>
香港市民所需 Hong Kong People's needs	<ul style="list-style-type: none"><li>• 滿足香港市民醫療的需要 Healthcare needs of Hong Kong People</li><li>• 滿足臨床、教學、科研的需要 Needs of clinical, teaching an research</li><li>• 符合發展需要 Meeting developmental needs</li></ul>
中醫優勢及特色 Advantage and uniqueness of CM	<ul style="list-style-type: none"><li>• 中醫科目及專病治療優勢 Advantage of CM subjects and treatment of special diseases</li><li>• 中醫特色療法 Unique CM treatment</li></ul>
其他 Others	<ul style="list-style-type: none"><li>• 循序漸進 Gradual approach</li><li>• 避免危重、風險高的病種 Avoid critical and high risk disease types</li></ul>

# 分科 Specialized Services

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## □ 主流意見 Mainstream opinion :

內、外、婦、兒、骨傷、針灸

Medical, surgical, gynecology, paediatrics,  
orthopedics and acupuncture

# 專病服務發展的原則

## Principle of Developing Services for Special Disease

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為特定病種發展醫治方案

To develop treatment protocol for special diseases

1. 香港市民醫療的需要  
Healthcare needs of Hong Kong People
2. 中醫具有特定的優勢和強項  
Advantage and uniqueness of CM
3. 本地人才的可行性和協作  
Availability and accessibility of local talents



# 專病服務的發展

## Development of Services for Special Disease

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### 主流意見 Mainstream opinion :

- 中風後復康  
Stroke rehabilitation
- 腫瘤復康/舒緩  
Cancer rehabilitation / palliative
- 長期痛症  
Chronic pain
- 不孕及產前產後治理  
Infertility, Prenatal and postnatal care
- 治未病  
Preventive & health maintenance
- 老年退化性疾病  
Elderly degenerative diseases
- 情志病  
Mental illness
- 皮膚頑病  
Skin disease
- 關節頑病  
Chronic Joint disease
- 季節性流感  
Seasonal flu
- 其他  
Others

# 中醫醫院臨床服務

## Clinical Services of the CMH

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### 西醫的角色 Role of Western medicine doctor

1. 中醫為主的服務 CM oriented services
  - 在照顧多病種病人時，提供中醫以外的全面照顧  
To provide care for patient with comorbidity in addition to CM services
  - 西醫在適當的診治階段按臨床需要提供支援  
To provide support at appropriate juncture based on clinical need
2. 中西醫協作服務 Integrated CM and WM services
  - 完整協作治療方案的一部份  
Part of a comprehensive treatment protocol
3. 病人情況轉危和急救  
Patient condition deteriorated and emergency care

# 中醫醫院臨床服務

## Clinical Services of the CMH

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### 相關的診斷和治療設施

### Relevant Diagnostic and treatment facilities

- 放射診斷設施，例如：X光、電腦掃描造影、磁力共振及超聲波，內窺鏡設施

Radio-diagnostic facilities, e.g. X-ray, computed tomography (CT), Magnetic Resonance Imaging (MRI) & Ultrasound (US), and Endoscopy facilities

- 中央化驗室、血庫、西藥部、中央消毒物品供應、小型手術室、加護病房、負壓隔離室

Core Laboratory, Blood Supply, Western Medicine Department, Central Sterile Services, Minor OT Room, High Dependency Beds (HDU) Ward, Isolation Room

# 中醫醫院臨床服務

## Clinical Services of the CMH

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### 綜合專職醫療服務

### Integrated Allied Health Services

- 包括物理治療，職業治療，言語治療  
Include physiotherapy, occupational therapy  
and speech therapy

# 中醫醫院臨床服務

## Clinical Services of the CMH

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### 中醫醫院的服務並不包括

#### Services **NOT** include

- 急症室服務 Accident & Emergency services
- 全身麻醉手術服務 Operations with General Anesthetic
- 深切治療服務 Intensive Care services
- 分娩服務 Child delivery services

### □ 運作模式 Operation Model

- 中醫組和西醫組會採用綜合協作模式來提供醫療服務 Integrated CM and WM clinical services

#### A. 協作模式 Collaboration Model

- 縱向跨團隊協作模式

Vertical approach with collaboration across teams

#### B. 綜合模式 Integrative Model

- 橫向同團隊綜合模式

Horizontal approach with integrative working model within the same team

# 中醫醫院臨床服務

## Clinical Services of the CMH

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### □ 中醫：分科及專病

#### **CM: Specialized Services and Special Disease**

- ▣ 普通門診將提供全面護理，無需分科

General out-patient services cover all types of diseases

- ▣ 分科可因應發展需要而分階段推行

Specialized services may be developed by phase on need basis

# 中醫醫院臨床服務

## Clinical Services of the CMH

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### □ 中醫：分科及專病

#### **CM: Specialized Services and Special Disease**

##### ▣ 專病亦可分季節性或時段式進行

Special disease with reference to seasonal and periodic need

##### ▣ 24 小時全科駐院服務

24-hour coverage by CM and WM doctor



# 中醫醫院臨床服務

## Clinical Services of the CMH

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- 西醫：專科及分科 (臨床專科按需要發展)  
**WM: Specialties and Specialized Services**  
(subject to clinical need)
  - ▣ 24 小時會全科駐院服務 Onsite 24-hour coverage
    - 可以考慮家庭醫學，內科，急症醫學，麻醉學和其他背景的醫生。  
May consider doctors with background of Family Medicine, Internal Medicine, Accident & Emergency Medicine, Anaesthesiology & others

# 中醫醫院臨床服務

## Clinical Services of the CMH

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- **西醫：專科及分科 (臨床專科按需要發展)**  
**WM: Specialties and Specialized Services**  
(subject to clinical need)
  - ▣ 日常巡房及門診服務 Daily ward round and out-patient services
    - 根據入院患者的類型和門診診所的組織方式，家庭醫學，內科，外科，婦產科，兒科，骨科和創傷學，臨床腫瘤學，神經病學，精神病學，皮膚病學，麻醉學等醫生可以考慮。  
Subject to patient type and out-patient service organization

# 中醫醫院臨床服務

## Clinical Services of the CMH

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- 西醫：專科及分科 (臨床專科按需要發展)  
**WM: Specialties and Specialized Services**  
(subject to clinical need)
  - ▣ 臨床支援服務 Clinical Supporting Services
    - 應選擇診斷放射學和病理學服務24小時，以支持常規，急性或緊急服務需求。可以通過轉介方式安排非即場關鍵服務。  
To consider Diagnostic Radiology & Pathology services with 24-hour coverage to cater for routine, ad hoc or emergency service need. May arrange services by referral for services outside on-site scope.

# 中醫醫院發展計劃辦事處

## Chinese Medicine Hospital Project Office

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食物及衛生局衛生科轄下中醫醫院發展計劃辦事處已於2018年5月2日成立。The Food and Health Bureau (FHB) set up the Chinese Medicine Hospital Project Office (CMHPO) on 2 May 2018.

職務及職責如下：

- 監督中醫醫院發展計劃  
Oversee the project
- 推動醫院規劃，招標和興建工作  
Take forward the planning, tendering, construction and commissioning of the CMH
- 委託合適的非政府機構營辦中醫醫院  
Identify a suitable non-profit-making organization (NPMO) by tender to operate the hospital

# 中醫醫院投入服務時間表

## Timeline on the Development of CMH

分階段開展  
服務  
Commence  
operation  
by phases

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我們預計於2019年  
下半年開展招標程  
序；  
預計中醫醫院於  
2024年年底落成及  
分階段啟用。

Tendering will start  
by late-2019 and  
CMH will be  
commissioned by  
late-2024

Preparation work and tender for the selection  
of operator

醫院營運機構招標及預備工作

開展招  
標程序

確定  
營運者

Design and planning  
設計及規劃工作

Design and construction work  
建築設計及建築工作

Commissioning Work  
籌備醫院開展工作

2018

2019

2020

2021

2022

2023

2024



# 重點準備工作

## Highlight of Work Ahead

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1. 積極與業界及持份者諮詢、討論，營造共識  
Proactive consultation & consensus building
2. 為中醫醫院的人才隊伍建設作準備  
Workforce preparation
  - 會與大學及其他機構籌備不同的培訓課程，包括為註冊中醫師、中藥藥劑師、西醫、護士及其他醫療人員提供相關培訓課程  
Basic and advanced clinical training for concerned healthcare professionals
3. 推展整體籌劃工作  
Continue planning & development

多謝

Thank you