

# 醫道有段故

The Inside Stories of  
Hong Kong's Hospitals

## 傳承亦創新

## 東區醫院的變與不變

「東區醫院有落！」說起位於柴灣的港島東醫院聯網龍頭醫院，相信未必很多人能叫出全名：東區尤德夫人那打素醫院。這個名稱背負多方期盼，既承載東區居民爭取廿多年的社區願景，同時延續雅麗氏何妙齡醫院（後稱「舊那打素」醫院）的百年院訓「矜憫為懷」。作為醫管局成立後第一間急症醫院，東區醫院的誕生可謂來之不易，走的卻是破格和創新路線。

七十年代，港島東沒有一所急症全科醫院，交通方面亦仍未有東區走廊和地鐵，居民長年面對交通擠塞問題，一旦發生意外，病人需幾經折騰才能送到中西區的醫院救治。朱耀明牧師與一眾東區居民遂發起連串「興建東區醫院」行動，終在八十年代初獲通過興建一座擁有逾千病床規模的全科急症醫院。及至前港督尤德爵士於1986年不幸於北京逝世，為紀念其對香港的貢獻，香港政府於1992年計劃將醫院命名為「尤德夫人醫院」。

### 巧用睿智促成會談

九十年代初，建院計劃如火如荼，惟難以短時間內招募大量醫護人手，此時有建議將位於般含道的舊那打素醫院暫遷至東區。東遷計劃由時任醫管局副執行總監蘇碧嫻醫生負責協調，她憶述當時距東區醫院開院只餘半年時間，與各方斡旋卻幾經波折：「那打素團隊本身已做好遷院至大埔的準備，沒必要中間搬到柴灣『過冷河』，我使用為那打素『開枝散葉』、並趁此汲取運作急症醫院的經驗等理由游說，同時亦爭取醫管局大會和時任主席鍾士元爵士（Sir SY）的認同。」

不過，醫管局與舊那打素醫院因醫院命名關係一度陷入膠著，蘇醫生趁尤德夫人到港處理尤德爵

## Inheritance and innovation The changed and unchanged of PYNEH



東區尤德夫人那打素醫院1993年10月15日正式啟用，圖中左三為首任行政總監梁明娟醫生。  
PYNEH was commenced service on 15 October 1993. The third one from the left in the picture is Dr Pamela Leung, the first HCE.

士紀念獎學金的機會，取得對方及政府同意，在醫院名加上「那打素」。蘇醫生再巧用睿智以鍾士元爵士的秘書之名，致電時任舊那打素管治委員會主席李福慶法政：「其實雙方已『擘咗面』拒絕會談，但我去了 Sir SY 辦公室以其秘書名義說專誠請他開會再談。平衡各方考量後，才有現在的『東區尤德夫人那打素醫院』。」

### 率先引入健康服務助理

解決東遷和命名之事後，醫院隨即面臨另一挑戰：招兵買馬。「舊那打素只有300張病床，原有班底不足以應付千床規模的新醫院，加上當時正值移民潮，全港護士不足。」為紓緩人手荒，東區醫院首任行政總監梁明娟醫生帶領團隊率先引入「健康服務助理」等支援職系，成為現時病人服務助理的雛形，「我們把清潔、運輸及物流等服務集中處理，服務助理便可分擔病房工作，包括執床、為病人餵飯、抹身洗澡等，讓護士專注照顧病人。」

梁醫生是婦產科出身，她形容這間醫院為「千辛萬苦執出來的仔」，全靠團隊上下一心，敢於實踐創新思維，才成就這28年來多項突破。

東區尤德夫人那打素醫院於1993年遷到柴灣，既延續般含道舊那打素的百年醫院歷史，亦承載港島東居民爭取多年的社區期盼。  
PYNEH was relocated to Chai Wan in 1993, extending a history of hundred years of the former Nethersole Hospital at Bonham Road, carrying the community vision strived by the Eastern District residents.

When people mention the leading hospital of the Hong Kong East Cluster situated in Chai Wan, many may not be able to call out its full name: Pamela Youde Nethersole Eastern Hospital (PYNEH). PYNEH bears expectations from all parties, incorporating the community vision strived by Eastern District residents for over two decades, and carrying the century-old motto of the Alice Ho Miu Ling Nethersole Hospital (former Nethersole Hospital) – Keeping Love, Care and Empathy. It was a hard-won to be the first acute hospital after the establishment of the Hospital Authority (HA). Nonetheless, it operates in an exceptional and innovative style.

In the 1970s, there was no acute general hospital in the Eastern District. Moreover, the Island Eastern Corridor and mass transit railways were yet to build in Hong Kong East, residents were facing traffic jams all the time. As such, it took a long time to transfer casualties to hospitals in Central and Western District for treatment if an emergency incident occurred. Therefore, residents and Reverend Chu Yiu-ming strived for building a hospital in Eastern District. An acute general hospital with a scale of thousand beds was given a green light to proceed in the early 80s. Following the decease of the then Hong Kong Governor Sir Edward Youde in Beijing in 1986, Hong Kong government planned to name the hospital after his wife Pamela Youde in 1992, in recognition of his contributions to Hong Kong.



東區居民爭取興建醫院多年，在開院前一個月，院方特別安排了社區參觀活動。  
The residents of Eastern District strived for building a hospital for years. Before the opening of PYNEH, a hospital visit was arranged for them to better understand the operation.

### Witty approach to win a conversation

In the early 90s, the hospital construction project was in full swing. However, the hospital was unable to recruit a large number of medical professionals in a short period of time. In this connection, it was suggested to relocate former Nethersole Hospital at Bonham Road to Eastern District. The relocation plan was coordinated by Dr Kathleen So, the then Deputy Director (Operations) of the HA. She recalled the challenges in negotiating with different parties, when there was only six months to go before the opening. “The Nethersole team was ready to move the former Nethersole Hospital to Tai Po. There was no need to ‘cool down’ in Chai Wan in between,” Dr So recalls, “I persuaded them

醫院即將邁入30年，梁明娟醫生（左）和蘇碧嫻醫生（右）期望員工能繼續秉持全人照顧、與社區同行的精神，實踐「矜憫為懷」。PYNEH is approaching its 30th anniversary, Dr Pamela Leung (left) and Dr Kathleen So (right) hope that the staff continue to serve with a holistic heart and walk with the community, to put the spirit of ‘Keeping Love, Care and Empathy’ into practice.



with reasons like passing on core value and culture of the former Nethersole Hospital, and learning experience from operating a large acute hospital. Meanwhile, I sought support from the HA Board and Sir Chung Sze-yuen (Sir SY), the then HA Chairman.”

HA and the former Nethersole Hospital had once struggled with the hospital naming. While Lady Youde was visiting Hong Kong for the Sir Edward Youde Memorial Scholarship, Dr So took the opportunity to seek approval from Lady Youde and the government to add ‘Nethersole’ to the hospital name. Dr So then posed as Sir SY’s secretary to contact Canon Li Fook-hing, the then Chairman of Hospital Governing Committee of the former Nethersole Hospital. She says, “actually both parties had fallen out badly and refused to communicate, so I went to Sir SY’s office to call Canon Li Fook-hing, invited him to attend a meeting to restart the negotiation. After striking a balance among all parties, it became ‘Pamela Youde Nethersole Eastern Hospital’ as now.”

### Introducing Health Care Assistant

After solving all problems, there was another challenge right away – recruitment. “There were only 300 beds in the former Nethersole Hospital, the existing staff could not manage the workload of the new hospital with a thousand beds. And there was a shortage of nurses amid the wave of emigration in Hong Kong.” To alleviate the manpower shortage, Dr Pamela Leung, the first Hospital Chief Executive (HCE) of PYNEH and the team introduced the grade of supporting staff ‘Health Care Assistant’, which became Patient Care Assistant today. “We centralised the service of cleansing, transportation and logistics etc., so that the assistants could share the ward duties, including tidying beds, feeding and bathing the patients. All these allowed nurses to focus on looking after the patients.”

Dr Leung is a specialist in Obstetrics and Gynaecology. She describes PYNEH as ‘a baby whom we delivered with tremendous effort’. With the joint efforts and the innovative mindset of the team, they achieved significant breakthroughs in the past 28 years.



# 東區檔案

## PYNEH Files

**舊**時港島東發生大型車禍或事故，只能把傷者送往中西區的醫院，因此東區醫院急症室的啟用，對等待了廿多年的當區居民意義非凡。該院於1993年10月15日啟用，11月30日開始提供日間急症服務，翌年全面開放24小時服務。時任院長梁明娟醫生表示，每當有新醫院落成，都是內外婦兒等專科齊備後才會開設急症室。惟當年東區醫院的首要任務是開設急症室，團隊加派人手資源，共同合作才得以完成，速度之快創公立醫院紀錄。

**W**henver massive traffic accidents or incidents occurred at Hong Kong East in the past, the only option was to send the casualties to the hospitals in Central or Western District. That was the reason of PYNEH Accident & Emergency (A&E) Department meant a lot to the residents. PYNEH was put into service on 15 October 1993, and provided daytime A&E service from 30 November. It extended to 24-hour service in the following year. Dr Pamela Leung, the then HCE, says that A&E would always be the last department to commence service when a new hospital opened, following the Medicine, Surgery, Obstetrics and Gynaecology, and Paediatrics. But for PYNEH, the establishment of A&E was the primary mission. It was completed in six weeks with additional manpower and great teamwork, breaking the record of public hospitals.

### 六周內開急症室 創紀錄

Record-breaking -  
opening of A&E in six weeks

Accident & Emergency Department  
Operates  
24 Hours Daily

急症室診症時間  
每日24小時服務

### 停機坪隨時候命

Helipad service at 24/7



**2**003年，東區醫院設立停機坪，政府飛行服務隊的直升機可以直接在醫院天台降落，毋須再取道小西灣停機坪，亦是唯一可以提供24小時直升機降落的醫院。東區醫院總醫院管事梁洪寬印象最深刻是2012年南丫海難事故，「平日一架機載兩三個病人，但當晚難估算有多少傷者，只知不斷有機飛來，同事們通宵候命，協助運輸病床、輪椅等，不敢鬆懈。」

**A** helipad was built at PYNEH in 2003. Instead of landing on Siu Sai Wan helipad, helicopters of the Government Flying Service can directly land on the hospital's rooftop. PYNEH is also the only hospital which provides 24-hour helipad service. As for **Leung Hung-foon**, Chief Hospital Foreman of PYNEH, the Lamma Island ferry collision in 2012 impressed him the most. "A helicopter usually takes two to three patients to the hospital. However, the number of casualties on that night was unpredictable. We just knew helicopters kept flying over. Our colleagues were standing by for the whole night in transporting hospital beds and wheelchairs."

### 小橋流水 龜魚共融

Bridge over stream with fish and turtles



**要**說醫院內的著名「打卡」景點，不得不提主座二樓對出的室外花園平台，花園中央設有典雅的石橋，石橋左右為魚池和龜池，成為員工、病人及訪客憩息靜思的空間，乃公立醫院中獨有的設計。

**U**ndoubtedly, the garden outside the second floor of the Main Block is a photo hotspot in PYNEH. A classic stone bridge is situated at the centre of the garden, with fish and turtles swimming in the ponds. It has become a relaxing place for the staff, patients and visitors. Its design is also one-of-a-kind among the public hospitals.

**梁**明娟醫生指，開院初期團隊以舊那打素班底為主，因此參考了不少舊那打素經驗，例如使用單一醫療檔案。她解釋：「以往不少醫院都是不同部門各自管理病人的醫療檔案，醫護要處理一個病情複雜的病人，便要把不同專科的檔案找出來整理，我們則為每名病人開立一個檔案，也算創醫管局先河。」

由於舊那打素歷史悠久，東區醫院至今仍保存不少當年舊那打素的產科病人住院及初生嬰兒出生記錄（右圖）。開院元老之一的梁洪寬透露，該院主座大樓通往病理大樓之間有一「秘道」通往閒置樓層，前身為機房，平日不對外開放，實則用來存放這些有百年歷史的「古籍」檔案，因此不少同事戲稱此地為「古墓」。

**D**r Pamela Leung pointed out that their team was mainly formed by the staff working at the former Nethersole Hospital when PYNEH was newly opened. So, they made reference to the past experience. For example, they would use a single patient record. She explains, "in the past, each department would manage the patient records on their own. When dealing with a patient with complex conditions, medical professionals had to sort out the records from different specialties. But we only kept one single record for each patient, which I believe was pioneered in the HA."

The former Nethersole Hospital had a long history. The inpatient records of O&G patients and the birth records of newborn babies (right photo) are still being stored in PYNEH. Leung Hung-foon, joined PYNEH in the early days, uncovered a 'secret pathway' between the Main Block and the Pathology Block leading to an abandoned floor, which is not open to the public. Formerly a server room, it is now the place storing 'ancient' patient records with a history of almost hundred years. Colleagues laugh off it is an 'ancient tomb'.

### 「古墓」藏 舊那打素病人記錄

'Ancient tomb' stored  
patient records of former  
Nethersole Hospital



「古墓」原為機房，現成了存放舊紀錄的後備醫療檔案儲存室。  
The 'ancient tomb' was a server room,  
now storing the patient records.