Manpower Challenge in the Healthcare Industry within HK and GBA



CPCE Health Conference 2023

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Dr. Lam Ching Choi
Member of the Executive Council
CEO of Haven of Hope Christian Service

Biggest drop in Labour Force





HK’s labour force hast lost around 116,600 people aged 18 to 39 over the past two years

Source: Hong Kong Free Press

A global challenge: resignation wave



4.4 million Americans quit their jobs in September 2021



Source: Careerarc

Emerging work trends





Worldwide shortage of healthcare workers

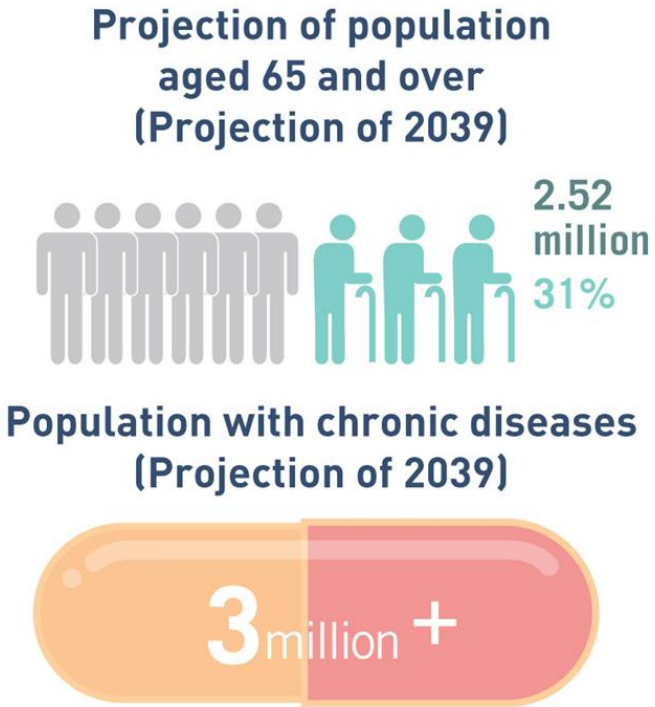
Estimated health worker demand (in millions) in 165 countries, by Region

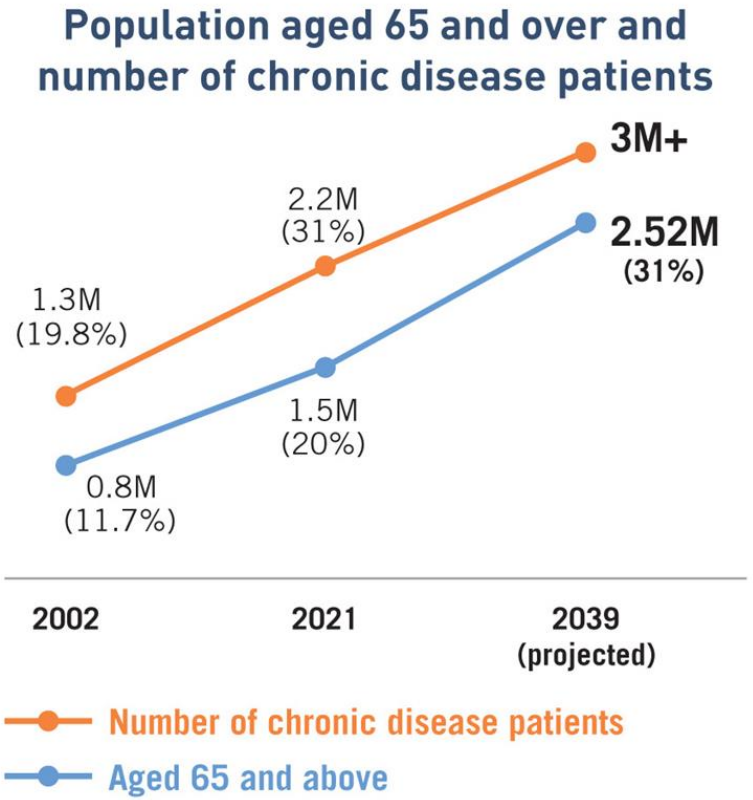
Region	2013				2030				% Change
	Physicians	Nurses/ midwives	Other cadres	Total	Physicians	Nurses/ midwives	Other cadres	Total	
Africa	0.9	1.8	1.5	4.2	1.1	2.8	2.2	6.1	45%
Americas	0.0	0.5	0.2	0.8	0.1	0.5	0.1	0.6	-17%
Eastern Mediterranean	0.2	0.9	0.6	1.7	0.2	1.2	0.3	1.7	-1%
Europe	0.0	0.1	0.0	0.1	0.0	0.0	0.0	0.1	-33%
South-East Asia	1.3	3.2	2.5	6.9	1.0	1.9	1.9	4.7	-32%
Western Pacific	0.1	2.6	1.1	3.7	0.0	1.2	0.1	1.4	-64%
Grand total	**2.6**	**9.0**	**5.9**	**17.4**	**2.3**	**7.6**	**4.6**	**14.5**	**-17%**

[a] Since all values are rounded to the nearest 100 000, totals may not precisely add up.

Source: Global strategy on human resources for health: Workforce 2030 (WHO, 2016)

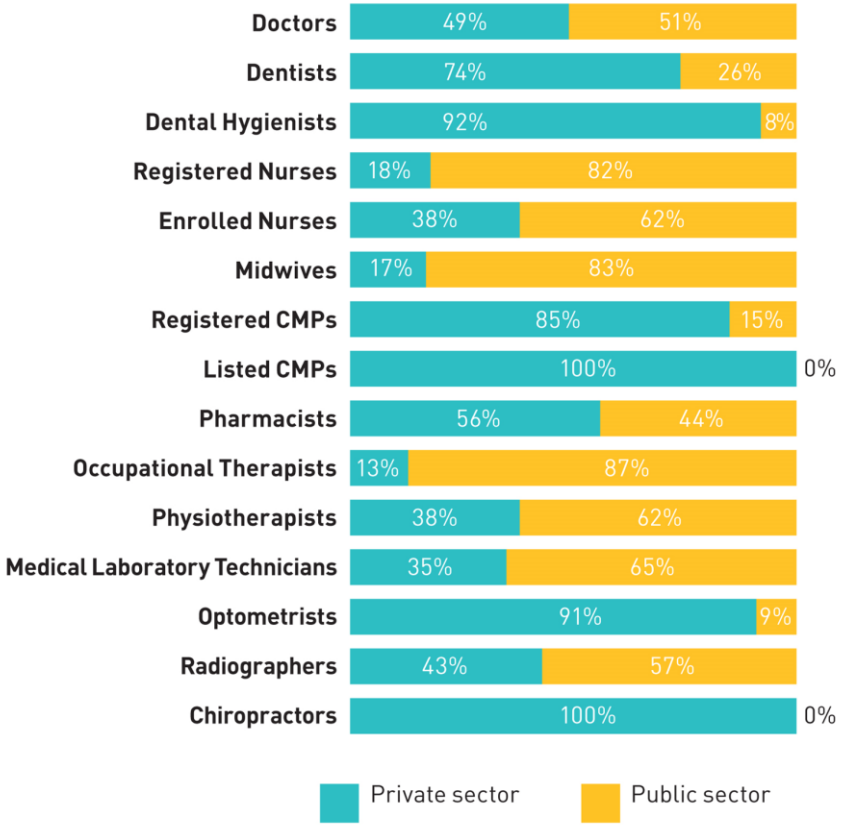
Ageing Trend & Increasing Demand for Healthcare Services





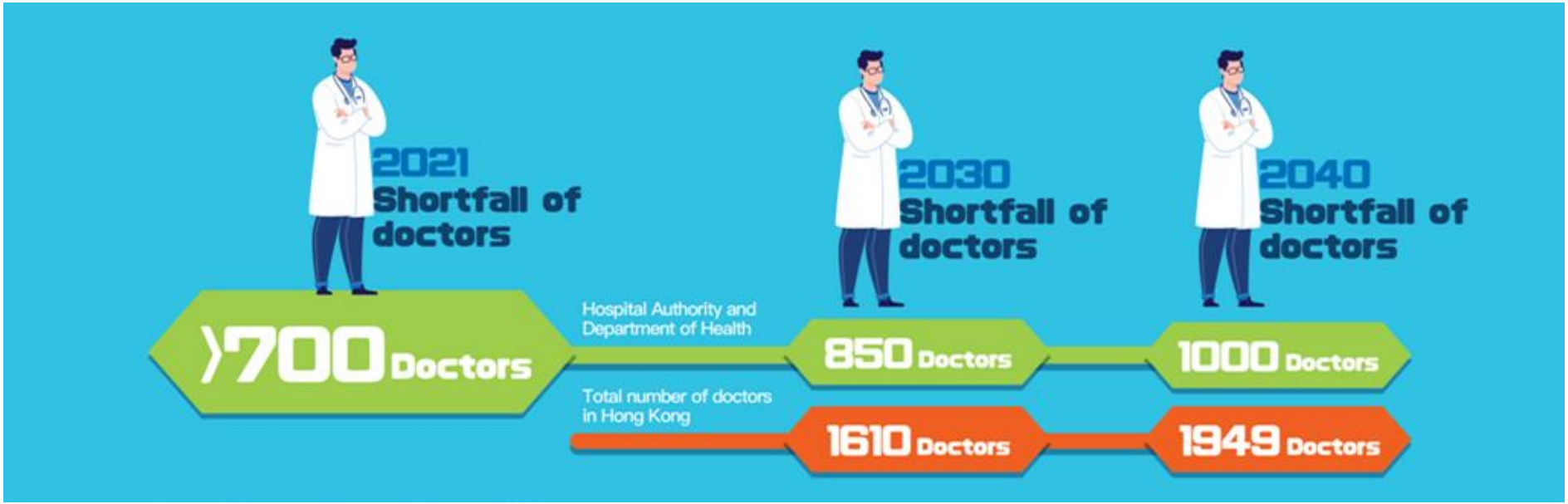
Source: Primary Healthcare Blueprint (2023)

Healthcare professionals by type of work sector



Source: Report of the Strategic Review on Healthcare Manpower Planning and Professional Development

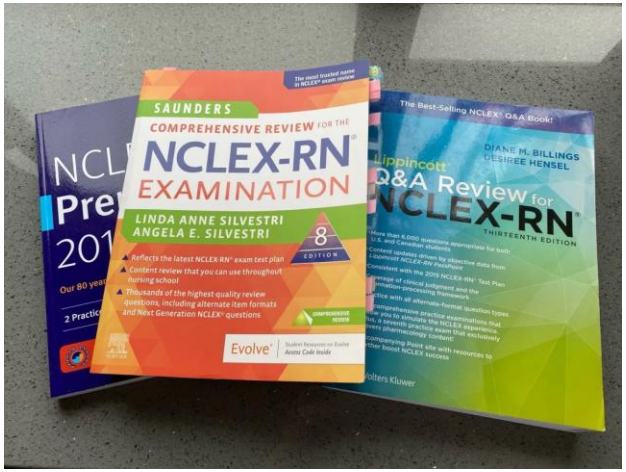
Severe Shortage of Doctors in the Public Healthcare Institutions



Source: Healthcare Manpower Projection 2020

Nurses intend to migrate and leave HK due to political & social reasons

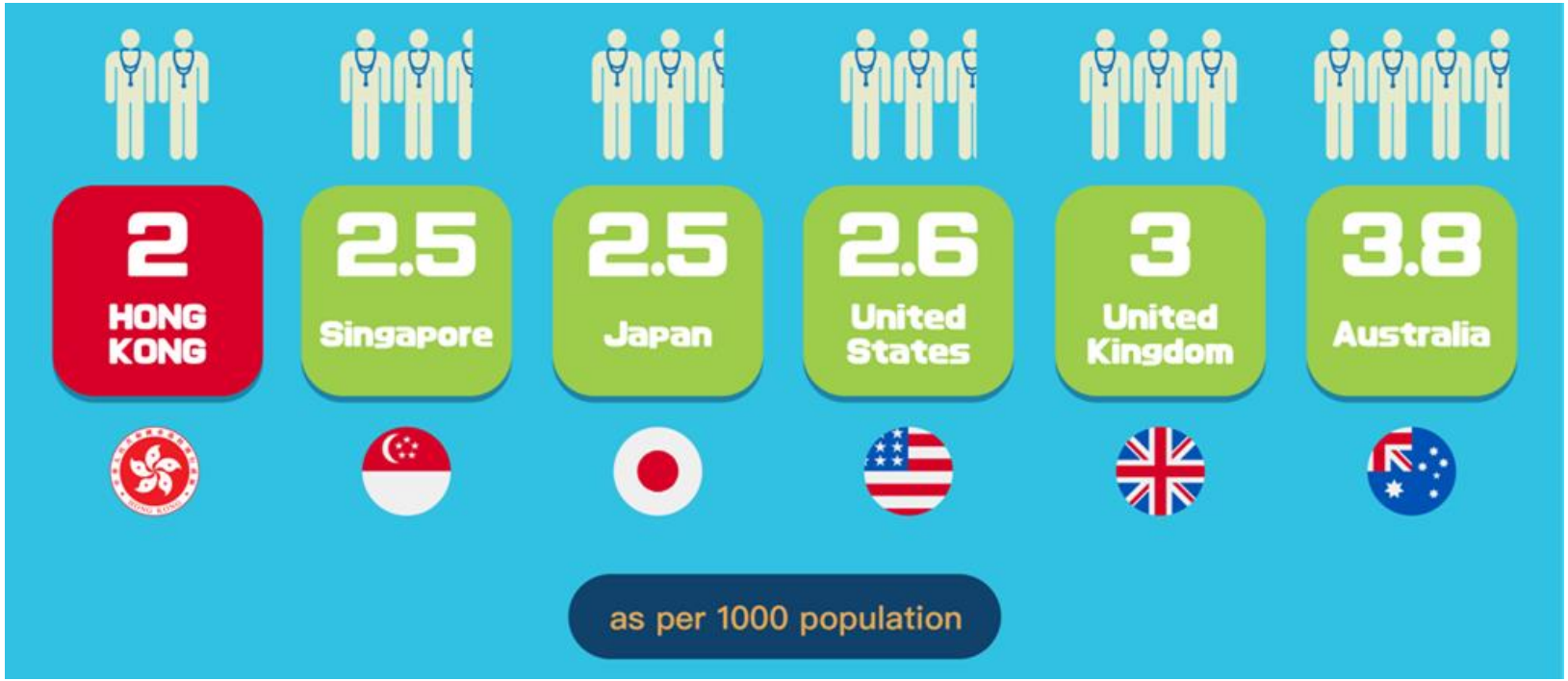




- Nearly **half** of the interviewees said they are considering/ are in the process of emigrating overseas
- Among the respondents, **RN who worked in the Hospital Authority with 5 to 10 years experience had the highest desire to emigrate**
- "bad working conditions in hospitals", "no improvement in salary & benefits" and "the ratio of nurses to patient failed to reach one to six" increased nurse' desire to emigrate

Source: The Association of Hong Kong Nursing Staff (2021)

Doctor-to-population Ratio in HK



Source: Healthcare Manpower Projection 2020

Impact: Long waiting time for stable new case booking at Specialist Out-patient Clinic

		醫院聯網 Hospital Clusters						
		港島東 HK East	港島西 HK West	九龍中 Kowloon Central	九龍東 Kowloon East	九龍西 Kowloon West	新界東 NT East	新界西 NT West
耳鼻喉科 Ear, Nose, Throat	中位數 Median	18 星期/weeks	64 星期/weeks	27 星期/weeks	84 星期/weeks	62 星期/weeks	52 星期/weeks	59 星期/weeks
	最長 Longest(1)	81 星期/weeks	81 星期/weeks	55 星期/weeks	92 星期/weeks	97 星期/weeks	88 星期/weeks	75 星期/weeks
眼科 Eye	中位數 Median	52 星期/weeks	57 星期/weeks	55 星期/weeks	70 星期/weeks	175 星期/weeks	49 星期/weeks	53 星期/weeks
	最長 Longest(1)	97 星期/weeks	77 星期/weeks	94 星期/weeks	100 星期/weeks	224 星期/weeks	98 星期/weeks	88 星期/weeks
婦科 Gynaecology	中位數 Median	26 星期/weeks	34 星期/weeks	30 星期/weeks	51 星期/weeks	42 星期/weeks	57 星期/weeks	64 星期/weeks
	最長 Longest(1)	28 星期/weeks	50 星期/weeks	66 星期/weeks	78 星期/weeks	87 星期/weeks	89 星期/weeks	69 星期/weeks
內科 Medicine	中位數 Median	46 星期/weeks	40 星期/weeks	71 星期/weeks	58 星期/weeks	72 星期/weeks	57 星期/weeks	36 星期/weeks
	最長 Longest(1)	92 星期/weeks	122 星期/weeks	93 星期/weeks	116 星期/weeks	95 星期/weeks	119 星期/weeks	76 星期/weeks
骨科 Orthopaedics & Traumatology	中位數 Median	52 星期/weeks	18 星期/weeks	51 星期/weeks	71 星期/weeks	54 星期/weeks	43 星期/weeks	29 星期/weeks
	最長 Longest(1)	92 星期/weeks	77 星期/weeks	99 星期/weeks	95 星期/weeks	76 星期/weeks	88 星期/weeks	72 星期/weeks
兒科 Paediatrics	中位數 Median	9 星期/weeks	11 星期/weeks	10 星期/weeks	10 星期/weeks	9 星期/weeks	16 星期/weeks	24 星期/weeks
	最長 Longest(1)	15 星期/weeks	20 星期/weeks	24 星期/weeks	27 星期/weeks	20 星期/weeks	27 星期/weeks	32 星期/weeks
精神科 Psychiatry	中位數 Median	16 星期/weeks	36 星期/weeks	16 星期/weeks	48 星期/weeks	27 星期/weeks	63 星期/weeks	57 星期/weeks
	最長 Longest(1)	56 星期/weeks	84 星期/weeks	53 星期/weeks	94 星期/weeks	93星期/weeks	94 星期/weeks	88 星期/weeks
外科 Surgery	中位數 Median	46 星期/weeks	28 星期/weeks	40 星期/weeks	69 星期/weeks	51 星期/weeks	30 星期/weeks	50 星期/weeks
	最長 Longest(1)	85 星期/weeks	109 星期/weeks	109 星期/weeks	104 星期/weeks	101 星期/weeks	74 星期/weeks	76 星期/weeks

下次更新日期: 2023年4月28日　　Date of Next Update: 28 April 2023

註 Notes :

(1) 最長(90百分值數)輪候時間，是指有90%的新症可以在早於顯示的輪候時間內就診。 The longest (90th percentile) waiting time implies that appointments are earlier than the indicated time in 90% of the new case bookings.

(2) 由2022年10月1日起，綜合診所被納入專科門診新症輪候時間。 With effect from 1 October 2022, the waiting time for new case booking at Specialist Out-patient Clinics has incorporated integrated clinics.

Source: Hospital Authority

Reforms to retain talents : Rethink the Retirement Age





Extend the retirement age to up to 65

Hospital Authority estimated 1,650 retiring clinical professionals will extend employment in the next 5 years

Reforms to retain talents: Special arrangements for working



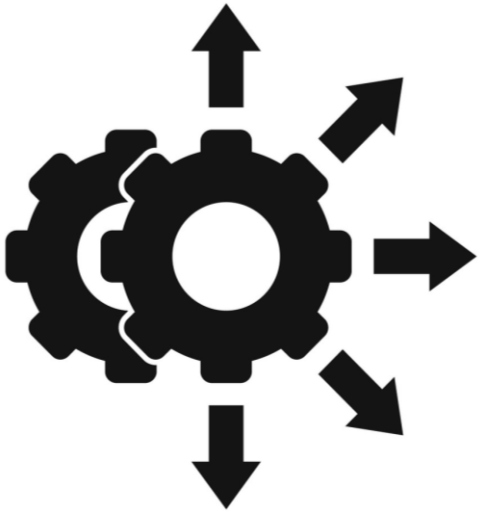


Fractional work arrangement for staff with special needs

Example:
Special arrangement to enable female doctors to attend to both family & work

HA introduced pilot run of fractional work arrangement for medical staff in A&E and Family Medicine departments

Reforms to retain talents: Restructuring job responsibilities





Training staff to support clinical duties

- Nurse Assistant
- Doctors Assistant

Reforms to retain talents: develop nursing career ladder





Create new rank between nurse and personal care worker
Establish Youth Building Committee to support vocational development

Overcoming staffing challenges through technology and automation









Recruitment

1. Recruiting non-locally trained doctors through limited registration
2. Recruiting suitable retirees to support clinical duties





More to be done to attract non-local doctors





Large gap compared to the initial target:

- The government **aimed to attract 100 doctors** trained abroad to serve at public hospitals after admission rules were relaxed
- **Only around 20 have accepted offers**

More to be done to attract non-local doctors





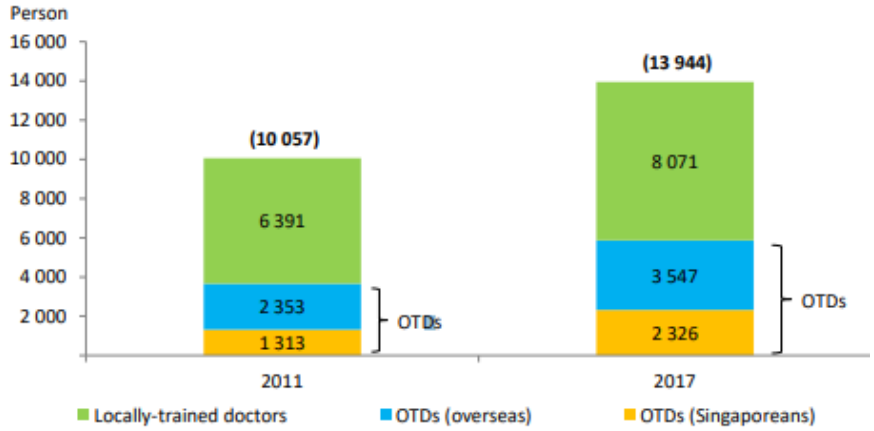
Case study: Singapore's strategy to recruit overseas-doctors

Out of the 13,219 practicing doctors in Singapore (2017), **42% of them are overseas-trained doctors (OTDs)**

- Per capita doctor ratio increased by 71% from 2000-2017
- 90% of overseas-trained Singaporean doctors continued to practice after 5 years
- 80 % of them stayed in the public sector for 5 years or more

<u>Features of their admission scheme of OTDs</u>

1. Examination-free admission system
2. Supervision-based quality assurance
3. Quality control by the Singapore Medical Council
4. Language bridging courses for OTDs
5. Encourage Singaporeans to receive overseas medical training through sponsorship



Source: the Singapore Medical Council

Training

1. Increasing the number of UGC-funded healthcare training places for disciplines that face manpower shortage in medium to long term

2. Subsidizing the pursuit of study in disciplines facing manpower shortage

3. Training for young persons in care services



Leveraging the GBA's medical talent resources



GBA Healthcare Talents Visiting Programmes

1. GBA Visiting Doctors Programme
2. GBA Chinese Visiting Scholars Programme
3. GBA Specialty Nursing Knowledge-exchange Programme
4. GBA Visiting Radiographer (Diagnostic) Programme

Thank you!