

Convergence of a dual-track system private sector's perspectives

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Declaration of Interest

The presenter has no conflict of interest with any corporate organisations relating to this presentation.



About IHH Healthcare and Gleneagles Hospital Hong Kong



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Some self-introduction

- Served at Hospital Authority (HA) in Hong Kong for over 25 years
- A physician by training and practised at Queen Elizabeth Hospital for 18 years
- Moved on to medical administration at HA Head Office; areas of focus included patient safety, strategy and service planning, infection control, and hospital cluster services
- Joined IHH Healthcare in 2019; heading up IHH Healthcare North Asia, Gleneagles Hospital Hong Kong, and Parkway Medical Services Hong Kong
- Hospitals, clinic chains and representative office in Hong Kong, Shanghai and Shenzhen



IHH Healthcare

- Key Markets
- Other Markets



Listed on the Main Markets of Bursa Malaysia and the Singapore Stock Exchange

>65,000 employees

83 Hospitals
10 Countries
Over 15,000 licensed beds

including Malaysia, Singapore, Türkiye, India, Greater China (including Hong Kong), Central and Eastern Europe & the Middle East



*Numbers are accurate as of Jan 2023. Includes the Fortis Healthcare network and its hospitals under O&M arrangement.

Part of A family of Healthcare brands

ACIBADEM



13 hospitals Gleneagles hospitals in

- Singapore
- Malaysia
- Brunei
- India
- Hong Kong



Gleneagles Hospital Hong Kong

Strategic Partnership



Care.
For good.



The University of Hong Kong as exclusive clinical partner
A gazetted university teaching hospital in HK



The dual-track system and healthcare reform in Hong Kong



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Dual-track healthcare system in Hong Kong

Public hospitals currently taking care of 90% of the city's inpatient services

- HK's healthcare **safety net**
- 7 hospital clusters, with **43 public hospitals and institutions**
- **Heavily subsidised prices** (>95% subsidised)
- **Comprehensive and quality healthcare services**
- **Highly trained medical staff and experienced doctors**
- **Overloaded occupancy** (>100% occupancy)
- **Lengthy waiting time** (A&E, specialist outpatient services, non-urgent surgeries, etc)



Queuing time at emergency rooms reaches eight hours

Local | 13 Feb 2022 2:32 pm



HEALTHCARE

Shorter waiting times for elderly at A&E facilities urged

Lo Hoi-ying
hoiying.10@scmp.com

Authorities should improve care for elderly residents by shortening their waiting time at public outpatient clinics and ramping up support for those who look after them, an advocacy group said.

Elderly residents speaking at a media event organised by the Society for Community Organisation (SoCO) yesterday also expressed reservations over a proposed increase in the fee for accident and emergency (A&E) services, saying the rise might deter them from seeking urgent help.

Chow Siu-wan, 66, said she faced immense difficulties trying to book an appointment for outpatient clinic services as she was unfamiliar with using the Hospital Authority's online system and could only call the hotline. "Every day at 10am, I try to call



Elderly residents speaking at yesterday's SoCO event are unhappy at a proposed rise in the accident and emergency fee. Photo: Jonathan Wong

In an attempt to reduce the waiting time, the health minister last month said residents who abused A&E services at public hospitals may be required to pay a fee similar to the cost of a consultation with a family doctor, or anywhere from HK\$200 to

She said she woke up one morning last month with difficulty breathing and speaking, but thought her situation was trivial and decided against visiting an A&E department as she did not want to "waste resources". But a friend eventually per-

Lawmaker for medical and health services Dr David Lam Tzi-yuen also called on the government to improve its pilot subsidy scheme for chronic disease screenings at private clinics.

Under the new programme, middle-aged and elderly residents will receive a subsidy of HK\$192 to pay for screenings for high blood pressure and diabetes at private clinics, with the aim of easing the burden on the public healthcare system.

"The ultimate goal is to turn the community into a hospital without walls, where A&E services such as X-ray scans and blood tests are available in the neighbourhood through family doctors," he said.

Welfare sector lawmaker Tik Chi-yuen said the root of the problem was the government's lack of a long-term healthcare plan for an ageing population. He noted the elderly might not be able to properly assess the

Nowhere to go: Hong Kong public hospitals running out of beds

Local | 29 Dec 2021 12:09 pm



Hong Kong / Health & Environment

Just one-third of Hong Kong residents satisfied with public hospital services as long waiting times and lack of care top list of gripes

- With medical resources stretched, lawmaker Helena Wong says government should not encourage local doctors to head across the border to work
- Some 34 per cent of survey respondents support allowing outstanding overseas doctors to work in Hong Kong without requiring them to take local exam

Listen to this article

Phila Su

Published: 5:28pm, 19 May 2019



Dual-track healthcare system in Hong Kong

- **13 private hospitals**
- Majority is **primary care** (mainly by healthcare groups)
- **Self pay or by insurance** (~50% of population is medically-insured, but only around 50% of those are treated in private hospitals)
- **Shorter waiting time**
- **More privacy and personalised services**
- Perceived to be **lacking price transparency**
- **Opaque quality of clinical outcomes and governance**



Quality private health care is within Hong Kong's grasp, if the government is willing to regulate

Thalia Georgiou says there are numerous fixes that can make private health care more affordable and relieve pressure on public providers, if the government supports those willing to reform



The Queen Mary Hospital in Pok Fu Lam. Hong Kong has an urgent need for an effective, accessible private health care system to alleviate or Wilson Wong

After almost a decade in the making, one might expect that the government's flagship [voluntary health insurance scheme](#) would be readied to drive fundamental improvements to Hong Kong's private health care landscape. The scheme was supposed to create a product that was "entry-level", comprehensive and priced to attract broader market reach. This was a good vision. As the Hospital Authority creaks along with capacity as high as 130 per cent and waiting times soar to levels rarely seen in developed countries, there couldn't be a more urgent need for an effective, accessible private care system to alleviate overburdened public providers.

Hong Kong

Private hospitals may be forced to reveal fee details

The proposal is aimed at helping patients decide whether they can afford a particular treatment



Tsang + FOLLOW

10:43:00am, 17 Jul 2014

Why you can trust SCMP



Why you can trust SCMP

Why you can trust SCMP

Transparency on hospital charges is just part of big health-sector overhaul

Government sources say billing rules will tie in with insurance reforms to encourage patients to go private and ease burden on public sector

[Listen to this article](#)

Emily Tsang and LO WEI
Published: 4:23am, 17 Jul 2014

Why you can trust SCMP



Healthcare reform for a more balanced system



Promoting Public-Private partnership (PPP) programmes



Launching Voluntary Health Insurance Scheme (VHIS)



Raising fee transparency in private hospitals



Enhancing primary care



Strengthening regulation of private healthcare facilities



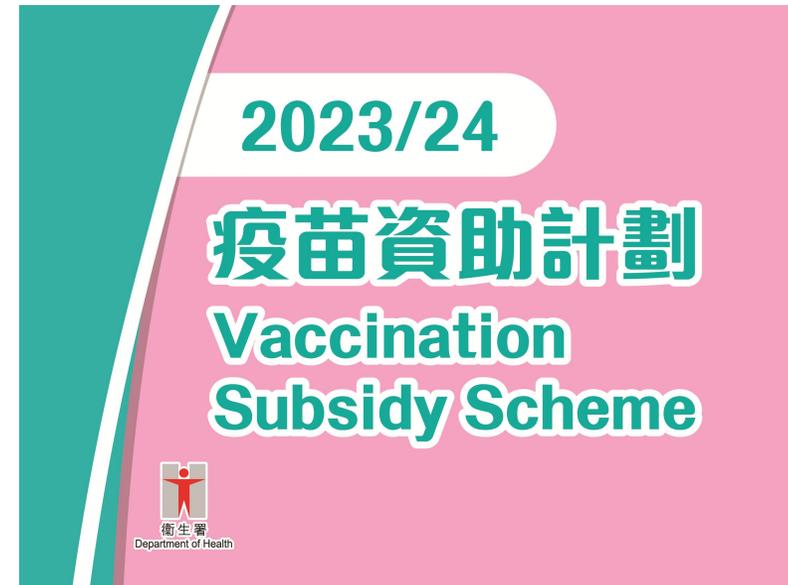
Public-Private Partnership (PPP) Programmes



Elderly Healthcare Voucher Scheme



Colorectal Cancer Screening Programme



Vaccination Subsidy Scheme



Voluntary Health Insurance Scheme (VHIS)

Enhance protection level of hospital insurance products

Objectives

Offer an additional choice of using private healthcare services through hospital insurance

Relieve pressure on the public healthcare system in the long run



Source: www.info.gov.hk



The role private sector plays under healthcare reform



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Complementary role of private healthcare sector



**Serving as the main
primary care provider**



**Helping relieve
pressure on public
hospitals**



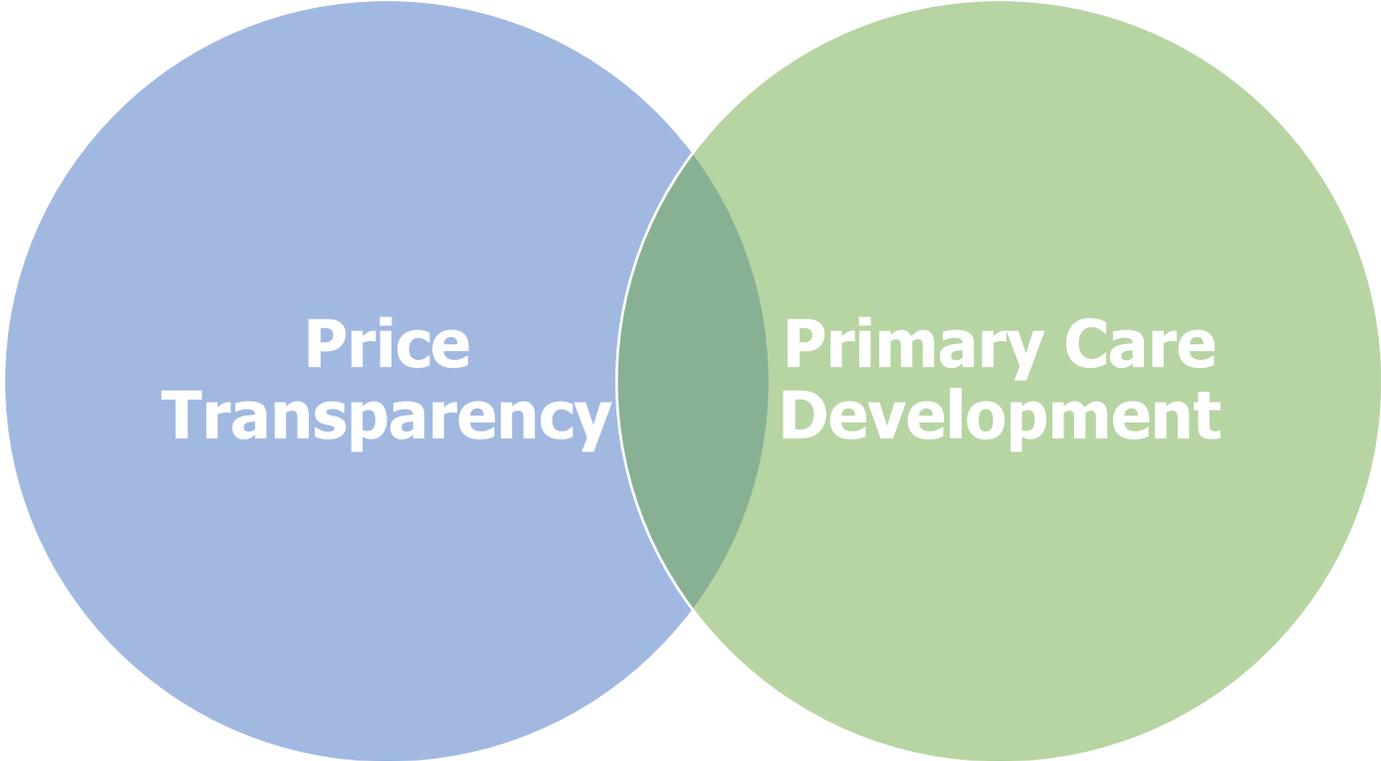
**Offering enhanced
privacy, quality and
more personalised
services**



**Providing additional
healthcare options to
those who can afford**



Filling the gaps between public and private sectors



Price transparency

CPT based system

- Fee for service
- Procedural based
- Internal limits
- Payer = Agents-based
Insurance companies
- Gleneagles Hospital HK

DRG based system

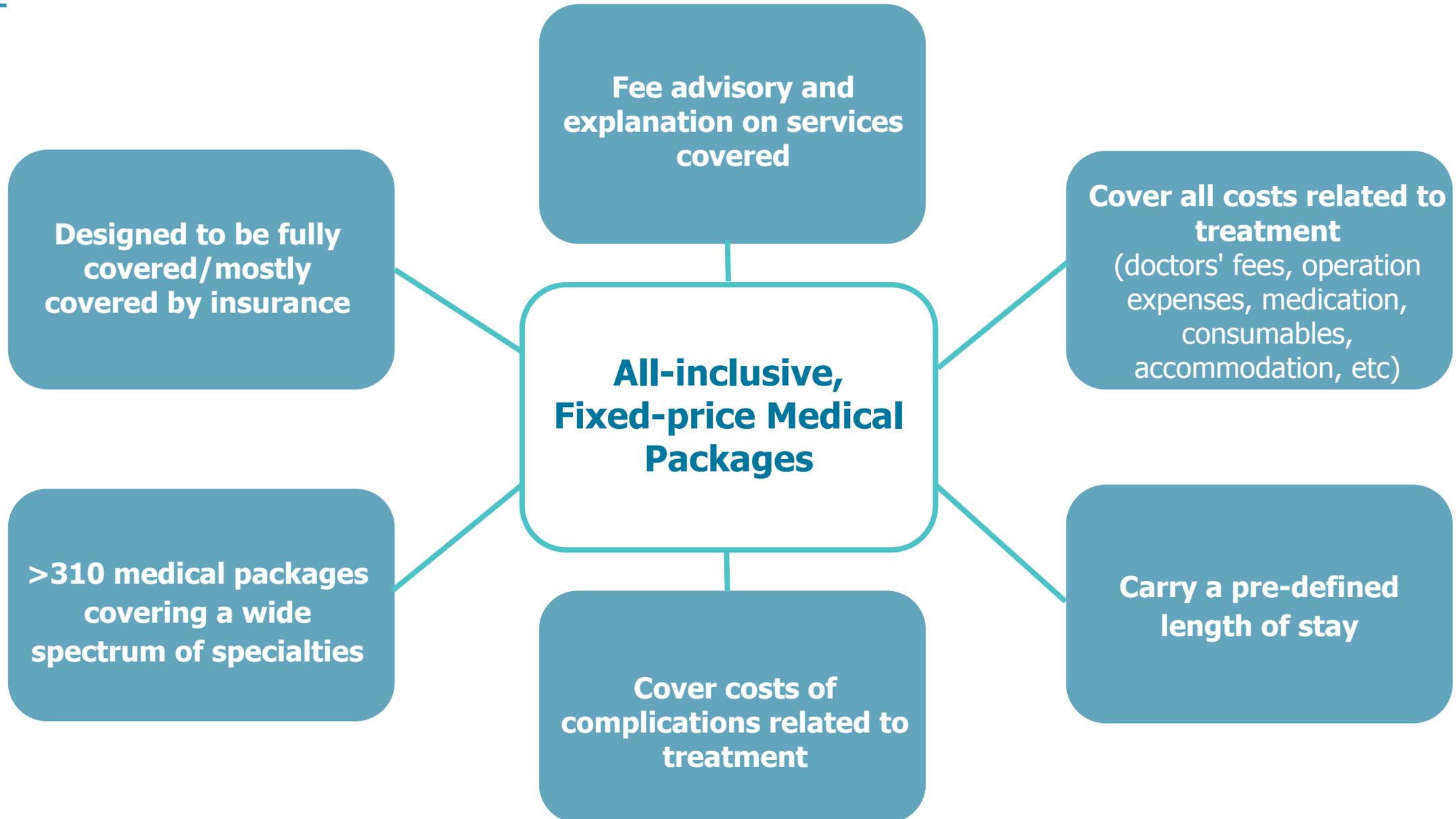
- Value based care
- Disease and person based
- Capped payments
- Govt or insurance
companies
- Kaiser Permanente US

DIP (Diagnosis Intervention Packet)

DIΠ (Διαγνώση Παρεμβατικού Πακέτου)



Price transparency



Price transparency

Collaboration with Hospital Authority during COVID-19

- All-inclusive package, price certainty concept extended to transferred patients from Hospital Authority
- Services provided by Gleneagles through PPP during COVID-19:
 - Radiology services
 - Cancer treatments
 - Rehabilitation services for stroke and heart disease patients
 - Percutaneous coronary intervention
 - Neonatal jaundice treatment
 - Elective caesarean section
 - Trauma surgery
 - Convalescent cases



Price transparency

Partnership with insurance companies on medical packages

- Facilitates insurers' change in its approach to case steering and cost control
- Saving insurers' needs to monitor individual doctors' clinical quality and price transparency



Primary care development

In 2022, the Government introduced a systemic reform of the healthcare system to shift the focus **from treatment to disease prevention**

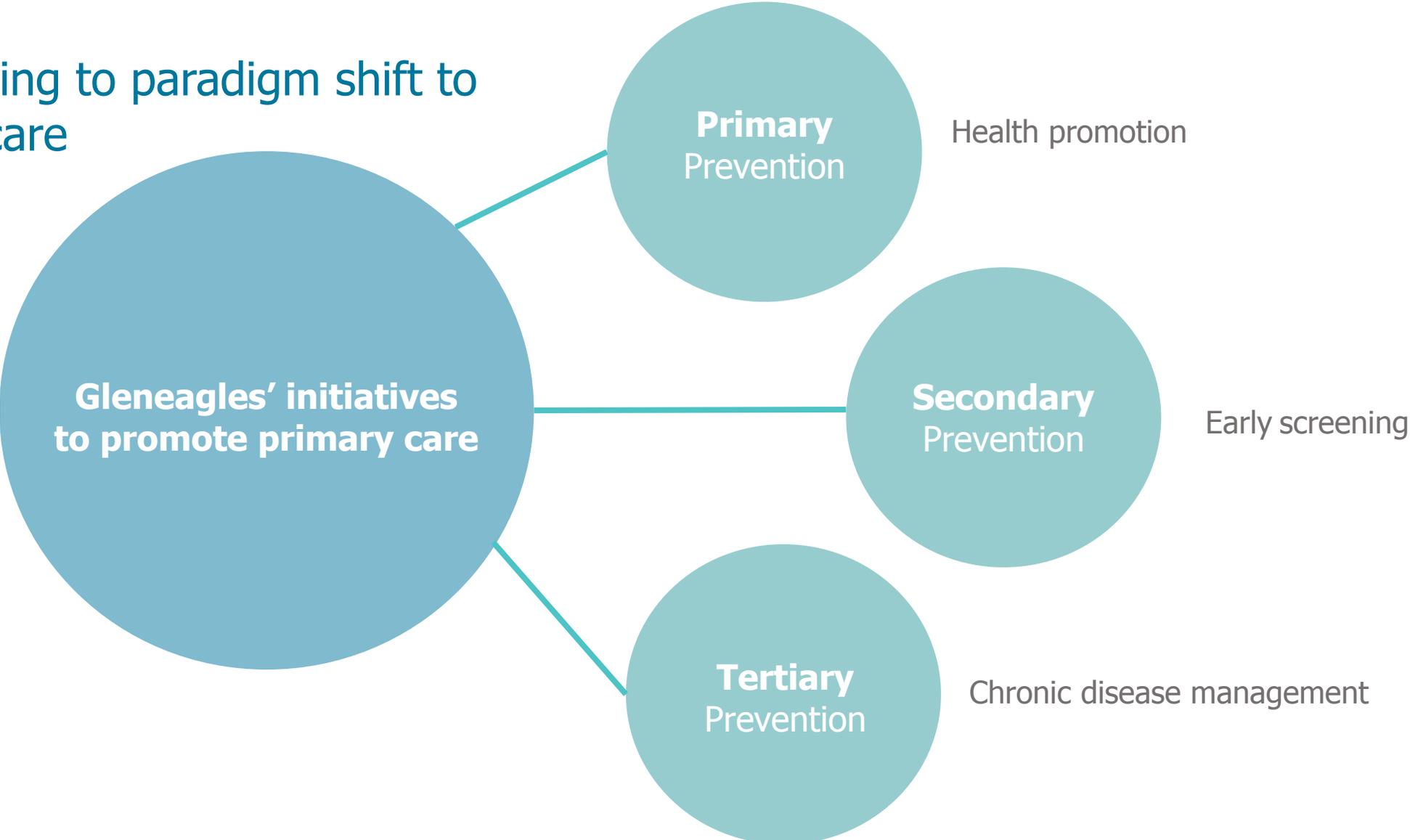


Source: www.info.gov.hk

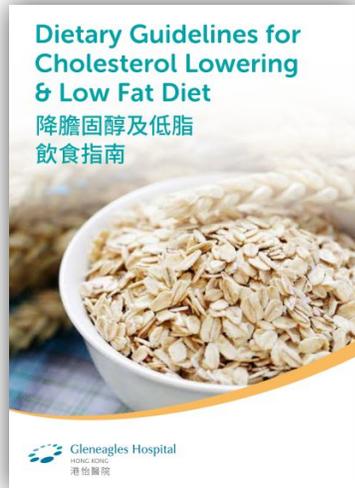
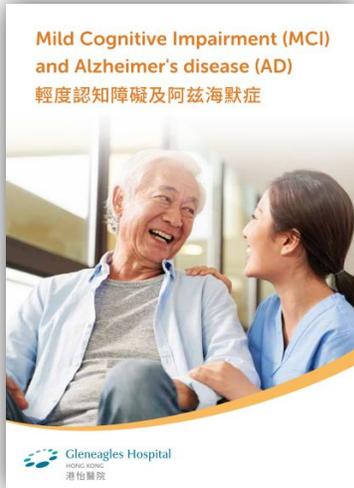


Promote primary care development

Contributing to paradigm shift to primary care



Primary Prevention – Health promotion



Education leaflets



Community health education campaign



Social media platforms

Health Education

Search by specialty: All



Antibody-Drug Conjugates: Magic Bullets against cancer

Clinical Oncology



Breastfeeding counselling by healthcare professionals



Fast track recovery approach in knee joint replacement

Orthopaedics & Traumatology



Brachytherapy



Drug allergies can be life-threatening

Rheumatology



Alzheimer's disease: Early detection and timely treatment

Neurology



Know more about food allergy



Renal denervation to treat resistant hypertension

Cardiology

Online articles



Secondary Prevention – Early screening

Primary care clinics and health screening centre



GHK-HKU Collaborative Women's Health Services 港怡醫院 – 香港大學 婦女健康協作服務



世界肝炎日 提醒大家 驗身要及時 以免為時已晚

World Hepatitis Day
Timely check-ups make all the difference

全港超過40萬人
患有乙型肝炎
Over 400,000 people
in Hong Kong have
hepatitis B

• 約40%
感染而不自知
About 40% of those
infected don't know
they have it

• 約70%
沒有跟進病情
About 70% have
received no treatment
for the condition

參考資料：衛生署
Reference: Department of Health



乙型肝炎病毒感染
可引起的致命疾病
Infection caused by the
hepatitis B virus (HBV) can lead
to fatal illnesses, such as

慢性肝炎
Chronic hepatitis

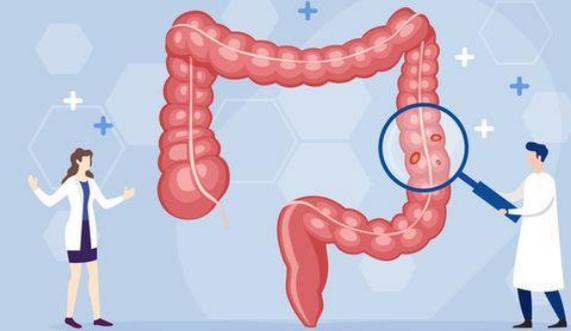
肝硬化
Cirrhosis

肝衰竭
Liver failure

肝癌
Liver cancer



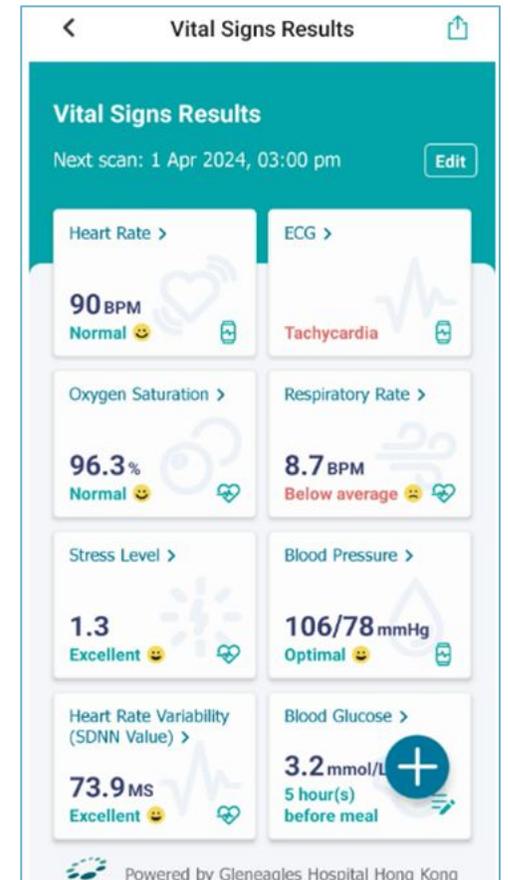
大腸癌篩查計劃 Colorectal Cancer Screening Programme



Tertiary Prevention – Chronic disease management



Download My Gleneagles SmartHealth app
下載港怡「智」健康應用程式



Looking ahead

- Achieve a more balanced healthcare system
- More accessible and transparent private healthcare
- Contribute to primary healthcare development
- Help alleviate pressure on public healthcare services



Thank you



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