

Executive Summary for Year 2 Performance Review (November 2015 – October 2016)

“Establishment of a Disaster Preparedness and Response Institute”

1. Background

In June 2014, the Hong Kong Jockey Club Charities Trust approved HK\$271.12 million for the Hong Kong Academy of Medicine (HKAM) to establish and operate the Hong Kong Jockey Club Disaster Preparedness and Response Institute (HKJCDPRI) for five years in collaboration with the Collaboration Centre for Oxford University and CUHK for Disaster and Medical Humanitarian Response (CCOUC) and the Faculty of Medicine of The University of Hong Kong (HKU) (HKAM: HK\$155.34 million; HKU: HK\$57.89 million; CUHK: HK\$57.89 million).

2015/16 is the second year since the establishment of the HKJCDPRI and is a year for HKJCDPRI for achieving stable growth and developing new services based on the foundational work built in Year 1. Joining efforts with its collaborating partners including the CCOUC, HKU, Hong Kong College of Emergency Medicine, Hong Kong College of Community Medicine, Harvard University (Harvard) and new partners allied in Year 2, ***HKJCDPRI successfully reached 11,445 beneficiaries from the communities, schools, universities and healthcare settings through its wide range of programmes.***

2. Strategic Foci from Q3 Year 2 to Year 3

In 2015-2016, the foci of the HKJCDPRI was the strengthening of service activities and enhancing local and international participation in the field of disaster preparedness capacity building development. Apart from the continued delivery of various kinds of capacity building activities, HKJCDPRI had been looking for new opportunities through building new partnership, exploration of new service areas, and learning of new aspects of disaster preparedness knowledge. Various strategic planning exercise in Year 2 suggested that it is required to increase efforts and resources to delineate a strategy of HKJCDPRI on communications and knowledge dissemination in order to forge HKJCDPRI into a sustainable knowledge institute.

3. Summary of Year 2 Performance Review

2015/16 is the second year since the establishment of the HKJCDPRI and is a year for HKJCDPRI for achieving stable growth based on the foundational work built in Year 1, catching up with the work progress especially the unmet targets and paving the way for project outcome. Planning of a number of components of work which required the development of implementation strategies and building of collaboration with new partners did not commence in Year 1.

Component 1 – Establishing HKJCDPRI as a centre of excellence

- 3.1.1 The Governing Structure has been established during the first year of HKJCDPRI's service with the understanding that the kick-off of various committees would be in different phases during the 5-year project period. In 2015-2016, the Governance Board meetings and Committee meetings were held regularly to discuss HKJCDPRI development matters from project implementation level to strategic planning level. In the Programme Committee meeting held on 27 May 2016, the HKJCDPRI secretariat presented an internal mid-year project review and discussed with collaborating partners the need to strengthen linkages among different project outputs from collaborating partners to achieve HKJCDPRI project's overall objectives and goals.
- 3.1.2 HKJCDPRI secretariat recommended that clear links to goals are required to pave the pathway to goals of the project. HKJCDPRI indicated that it is required to increase efforts and resources to delineate a strategy of HKJCDPRI on communications, knowledge dissemination and building of knowledge library of the institute in order to forge HKJCDPRI into a sustainable knowledge institute. The set-up of various Working Groups to enhance results and establish vision links were proposed and agreed. The meeting was important to steer the direction of the HKJCDPRI.
- 3.1.3 On 30 October to 1 November 2015, **the first Annual Conference** on Disaster Preparedness and Response 2015: “From Community to Emergency Room” took place in Hong Kong Academy of Medicine Jockey Club Building. Co-organised by HKJCDPRI and the Hong Kong College of Emergency Medicine (HKCEM), the event gathered 311 participants from different countries and territories across the world. The second conference, with the main theme “Building a Resilient Health System, jointly organised with the Hong Kong College of Community Medicine (HKCCM) was held on 8 October 2016 with a participation of 319 people. The highlight of the conference was a roundtable discussion about multi-sectoral collaboration to build resilience for disaster preparedness and response. This discussion brought together leaders of the Hospital Authority, Fire Services Department, Hong Kong Observatory, The Hong Kong and China Gas Company Limited, Hong Kong Electric Investments Limited, as well as academics from

Component 2 – Develop capacity building programme for healthcare professionals in HK and the Asia Pacific region

- 3.2.1 The **Scoping Study** “Disaster Preparedness in Hong Kong” with aims to assess the current disaster preparedness situations in Hong Kong” was completed in Q3 2016. The study reaffirms Hong Kong’s robust disaster planning machinery and sheds light on the universally felt need for expansion of efforts in certain areas.
- 3.2.2 Upon the completion of the **Scoping Study**, Harvard produced the White Paper titled “The HKJCDPRI Center of Excellence – The Proposed role of the HKJC Disaster Preparedness and Response Institute”. The two documents were used in the strategic planning exercise for HKJCDPRI’s simulation centre based disaster related training during June 2016 and the development of evaluation framework on the part of formulating the outcome achievement pathway in July 2016.
- 3.2.3 Commissioned by the CCOUC, the development of the **Disaster Research and Information Digital Hub** was kick-started in June 2016, it was expected to be launched in Q1 2017.
- 3.2.4 For the training programmes under the Public Health Track in Component 2, **four new Master of Public Health (MPH) modules** were developed in Year 2 in addition to the two modules developed in Year 1. In Year 2, **two MPH modules were launched** by CCOUC to reach a total of 31 participants (two modules in Year 1 had reached 39 participants). To support the learning from best practices, with collaboration with the Harvard, **three Case Study papers** were published on the topics of Nepal earthquake, Fukushima nuclear disaster and Hurricane Sandy in New York City. The production of the fourth and fifth Case Study was underway in Year 2 and was planned to be published in Q2 Year 3.
- 3.2.5 As for **e-learning modules**, new modules with one of those produced by CCOUC on the topic of climate change and the other module by HKU on the topic of biological disasters were launched in Year 2. The e-learning modules had reached 885 participants in Year 2. The production of two more new modules were underway in Year 2.
- 3.2.6 Regarding **special leadership training programmes and senior leadership training programmes** in collaboration with the Hong Kong College of Emergency Medicine (HKCEM) and the Hong Kong College of Community Medicine (HKCCM) respectively, two events of the **Fundamental Disaster Response Course** executed by HKCEM had been completed with a total of 55 graduates. Following the success of the fundamental course, the **Advanced Disaster Response Course** had been developed and launched on 29 September 2016 with totally 32 students enrolled into the course. For HKCCM, it was planned to conduct the Risk Communications Workshop in Year 2. The workshop design and structure had been completed in Year 2 but the delivery of the workshop was postponed to Q1 2017 due to the College’s efforts in preparing the Annual Conference.
- 3.2.7 As an additional effort in MPH development, the CCOUC implemented the **field-based training in community health for disaster settings** programmes and had arranged four field trips for a total of 101 attendees in Year 2 (73 reached in Year 1).
- 3.2.8 Concerning the **Overseas Fellowship Programme**, the first awardee successfully completed her 6-month placement at the Public Health England during 2016. In Q3 year 2, the HKJCDPRI redesigned and revised the fellowship programme package to increase the attractiveness. Some examples of areas of revision include the flexibility in fellowship period and provision of more specific learning objectives in the programme. Promotional plan had also been developed for Year 3.
- 3.2.9 Concerning the development of **emergency medicine track** in Component 2, the HKU had conducted one **Common Core Curriculum course** open for all undergraduate students, one compulsory **clerkship programme** for medical students, two **elective modules** for medical students, and two **clinical skills workshops** for medical and nursing students in Year 2. In Year 2, participants from the Mainland was invited to join the ultrasound related courses to allow knowledge exchange between participants from Hong Kong and the Mainland. A total of 945 attendees had been reached in Year 2 (310 reached in Year 1).
- 3.2.10 HKJCDPRI will launch the **research grant** application each year. The first HKJCDPRI Research Grant was awarded to the Emergency Medicine Unit of the HKU for the project ‘**Cross-sectional study on disaster preparedness of Hong Kong citizens using GPS spatial sampling methodology**’ in Year 1. In Year 2, the research proposal “**Smart Landslide Information System (LIS)**” was selected as the research project for 2016 by the selection panel consisting of members

from HKJCDPRI, Hong Kong Academy of Medicine Council, the Hong Kong Observatory, the Hong Kong Red Cross and the Hong Kong Polytechnic University and The United Nations Office for Disaster Risk Reduction.

- 3.2.11 On the subcomponent ***simulation centre-based disaster training***, much effort was put to establish the related knowledge and skills and partnership in this area of development. In Year 2, HKJCDPRI started to reach out potential users and started using the XVR and other simulation facilities located at the Hong Kong Jockey Club Innovative Learning Centre for Medicine (HKJCILCM) for disaster management training. In order for HKJCDPRI to gauge the needs in this field by evidence-based need analysis, the HKJCDPRI identified a consultant specialised in developing simulation based emergency training to conduct the ***strategic planning workshop for HKJCDPRI to develop simulation centre-based disaster related training***.
- 3.2.12 In parallel with the strategic planning, the HKJCDPRI had explored disaster simulation training opportunities with various potential organisations. In Year 2, two unprecedented training courses were created and designed in collaboration with the Hong Kong Automotive Association and the Hong Kong College of Anesthesiologists. The Motorsport Medicine Incident Management Course specifically designed for medical first responders for the Hong Kong Formula E event in October 2016 trained up 80 participants while the Air Crew Resuscitation Simulation Course had been conducted in December 2016. A total of 118 participants had been reached in Year 2. For ***field-based simulation training***, planning meeting was held with the Fire and Ambulance Service Academy of the Fire Service Department in August 2016 for planning of the exercise in 2017.
- 3.2.13 Under the ***Faculty Mentorship and Development*** subcomponent, the HKJCDPRI and collaborating partners had reached out to identify opportunities to enhance continuous development and technical sustainability of the institute. Among the activities under this component, a three-year programme to support the WHO Emergency Medical Team development (EMT) was developed in collaboration with the University of Manchester WHO Collaborating Centre for EMT and Emergency Capacity Building. The project developed titled ***“Training and Research Development for Emergency Medical Teams with Reference to the WHO Global Emergency Medical Team Initiative and the WHO Classification and Standards”*** to support the curriculum and training development for EMTs. As continued support to the WHO, the HKJCDPRI co-organised and hosted the ***WHO EMT Global Meeting from 28 November to 30 November 2016*** (Year 3). The meeting attracted 291 participants from 68 countries or regions.

Component 3 – Expert Directory and multilevel certification system

Component 3 was one of the components with delayed commencement of planning from Year 1 to Year 2. During Q2/Q3 Year 2, the HKJCDPRI and the Harvard developed a proposal on building the ***Expert Directory on an online system***, targeted to be launched in Year 3.

Component 4 – Create a regional consultative platform

In Year 2, ***a situational and need analysis*** has been conducted to study the trend in global webinar and disaster e-portal development. The e-portal with interactive functions and delivery of webinars will be built and launched in Year 3. With regards to the production of Policy Brief papers, ***three policy brief paper*** were produced by the CCOUC and Harvard in Year 2. Among those, one of the papers was selected to be announced and disseminated during the Annual Conference in 2016.

Component 5 – Enhance total community response

- 3.5.1 Continuing the success of the first lecture for ***Train-the-trainer programmes*** in secondary schools by CCOUC in Year 1, the CCOUC had escalated the efforts by collaborating with the Education Bureau (EDB) of Hong Kong. In Year 2, the programme had reached 210 participants with the potential further exposure of knowledge to 33,315 students by the trained teachers and training materials produced by CCOUC.
- 3.5.2 Regarding ***campaign with NGOs*** executed by HKJCDPRI, the “Community Campaign on Disaster Resilience” with the theme as ***“Dare to Prepare – before It’s too Late”*** was launched in Year 2. Under this programme, HKJCDPRI and ***four NGO partners*** designed and delivered campaigns to increase the public awareness on disaster preparedness. A total of 7,331 beneficiaries had been reached in Year 2.
- 3.5.3 In the third part of the HKJCDPRI’s community programme – ***Multimedia Creation Competition***, the first competition was officially launched in July 2016. The competition featured two categories – “Drawing Competition” for primary school students and “Mini-video production” for secondary school students. The Hong Kong Observatory had served as the supporting organization. A total of 333 applications were received for the Drawing Competition and the

awards ceremony attracted more than 800 audiences. The total number of beneficiaries reached by Component 5.3, Multimedia Creation Competition, was 1,135 in Year 2. The Mini-Video production competition would be reviewed and re-launched in Year 3 due to insufficient applications during school summer vacation.

Component 6 – Conduct programme evaluation

During July to October 2016, led by HKJCDPRI office, various strategic planning meetings were conducted to develop the framework. Three documents on the Theory of Change for HKJCDPRI, Evaluation Framework and the Terms of Reference for mid-term and final evaluation were produced in October 2016. Apart from the framework, HKJCDPRI and Harvard had produced the proposal for an online system to facilitate reporting and monitoring.

4 The Way Forward

In response to the institutional development perspective to forge HKJCDPRI into a sustainable knowledge and training institute as well as the need to pave the way for HKJCDPRI to achieve outcomes, HKJCDPRI shall develop the communications and knowledge dissemination strategy for the institute. Various strategic planning exercise in Year 2 suggested that deepening and widening the impact of HKJCDPRI's community activities might be required in order to achieve one of the three goals of HKJCDPRI which is to enhance total community resilience. Thus, aside from the need to devise a communications and knowledge sharing strategy, HKJCDPRI has identified the potential benefits of re-allocation of budgetary resources from existing activities with surplus resources to community programmes.