

# Special Award for Small Enterprises and Start-ups – River Cam Medical Group 小型企業及初創企業特別獎 – 康河醫療集團



## Report Summary

Provided by River Cam Medical Group

### Company Background

Founded by Mrs. and Mr. Alan Koo in 2011, River Cam Medical Group (River Cam) is an emerging private outpatient healthcare medical group that provides a full spectrum of both online and offline Chinese medicine services. Committed to excellence and professionalism, River Cam aims to deliver patient-oriented Chinese medicine.

With more than 40 staff members in Hong Kong, River Cam has established itself as one of the pioneers in modernized Chinese medicine services. Over the past 12 years, the company has grown from a small office to a total of 10 outpatient medical offices by the end of 2023, serving over 50,000 patient visits annually.

By adopting Baldrige Framework in 2017 and integrating other tools, such as DMAIC (Define, Measure, Analyze, Improve, and Control) and PDSA (Plan-Do-Study-Act) cycle, River Cam maintains its competitive advantages and continue to find ways to improve the strategic challenges identified.



## 報告摘要

本報告摘要由康河醫療集團提供

### 公司背景

康河醫療集團（以下簡稱康河）由古鏗綸夫婦於2011年創立，是一家新興的私人門診醫療集團，提供線上線下全方位中醫服務。康河秉承追求卓越、專業團隊，以關懷之心提供以人為本的中醫服務。

目前擁有超過40名員工的康河，已成為現代化中醫服務的先驅者之一。在過去的12年裡，康河從一個小診室發展至2023年底共擁有10個門診診所的連鎖式醫療集團，每年服務超過50,000名人次的病人。

康河於2017年採用了Baldrige Framework並整合了其他工具，如DMAIC（定義、測量、分析、改進和控制）和PDSA（計劃—執行—研究—行動）循環，以保持其競爭優勢並持續尋求改進善的方案。

River Cam adopts a systematic customer engagement and management cycle to build higher patient loyalty through satisfactory experiences.

康河採用具系統性的客戶參與和管理循環方式，通過滿意的體驗，建立更高的病人忠誠度。

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At River Cam, we believe that effective coaching, clear goal setting and a fair reward mechanism, form the foundation of a reliable workforce performance management system.

在康河，我們深信提供有效的培訓、訂立清晰目標，與及建立公平的獎勵機制，是一個可靠的員工績效管理系統的基石。

## Leadership

River Cam's management shares its vision and values with employees, customers, and business partners throughout the entire employee lifecycle. The company employs various communication tools, including face-to-face interactions, printed materials, and online platforms, to engage stakeholders.

River Cam actively supports the community through partnerships with charitable organizations and participation in beneficial activities. All the workforce at River Cam is required to comply with the company policies on governance and ethics.

The senior management adopts a hybrid leadership system, which involves establishing their own hybrid leadership styles and conducting yearly self-evaluations using a scoring system to drive improvements in four major areas of managerial and leadership skills: technical, interpersonal, organizational, and entrepreneurial. Peer evaluations are also implemented to reduce self-serving bias in scoring.

## Strategy

River Cam develops and deploys business strategies employing both top-down and bottom-up approaches through strategic dialogue and planning processes.

Taskforces within the organization develop detailed strategic plans using tools such as SWOT analysis, PEST analysis, and Porter's Five Forces. These plans are then approved by the Board of Directors (BoD), and resources are allocated accordingly. Action plans are implemented through the Plan-Do-Study-Act (PDSA) cycle, overseen by designated individuals. Gantt Charts are used to manage the progress of action plans and tasks, while metrics and key performance indicators (KPIs) measure progress and success.

## 領導才能

康河的管理層會與員工、客戶和商業夥伴分享其願景和價值觀。為令持分者投入並參與，我們會利用各種溝通渠道如：面對面互動、印刷品和線上平台等。

康河通過與慈善組織的合作和參與有益活動來積極支持社區。康河所有員工都必須遵守公司關於治理和道德的政策。

高級管理層採用混合領導體系，包括：建立自己的混合領導風格並使用評分系統進行年度自我評估，以推動在技術、人際、組織和企業家精神四個主要管理和領導技能領域的改進。同時還實施了同儕評估，以減少評分中的自我評估的偏見。

## 策略

康河通過策略對話和規劃過程採用自上而下和自下而上的方法，來開發和部署業務策略。

組織內的專案小組使用SWOT分析、PEST分析和Porter's Five Forces等工具制定詳細的策略計劃，然後由董事會批准，並相應地分配資源。行動計劃通過計劃、執行、研究、行動(PDSA)的循環而實施，並委派指定人員進行監督。Gantt Charts用於管理行動計劃和任務的進度，以指標metrics和績效(KPI)用於衡量進展和成效。

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### Customers

To fulfill its vision and mission, River Cam strives to understand customer behaviors, needs, market requirements, and trends. The company utilizes various approaches, such as input from the BoD and advisors, market research, and listening and learning techniques to gather useful information from potential and current patients. This information helps address unmet customer needs and identify new business opportunities.

River Cam adopts a systematic customer engagement and management cycle to build higher patient loyalty through satisfactory experiences. The company has a complaint handling policy that emphasizes timely resolution and considers every complaint as an opportunity for improvement and turning crises into opportunities.

### Measurement, Analysis, and Knowledge Management

River Cam systematically selects, collects, and organizes information known as metrics to track daily operations and organizational performance at different hierarchical levels. Key Performance Indicators (KPIs) are quantifiable measures specifically chosen to gauge overall organizational performance, categorized into structure measures, core process measures, and outcome measures.

The company emphasizes professionalism and ensures the accuracy, validity, integrity, reliability, timeliness, up-to-date-ness, security, and confidentiality of all organizational information.

River Cam utilizes a reliable cloud system for over 12 years to collect and manage knowledge from multiple sources and stakeholders. Knowledge is refined through management procedures and transformed into reports, training materials, policies, and procedures.

### Workforce

River Cam believes that an excellent workforce performance management system relies on effective coaching, clear goal setting, and a fair reward system. Managers and supervisors receive training on effective coaching to develop skills such as relationship building, communication, analysis, and motivation. The company employs a differentiated compensation scheme using a tier-scoring system for different work levels.

River Cam prepares the workforce for changing capability and capacity needs through the idea of stewardship that is transparent, well-planned, and caring. River Cam fosters an inclusive team-based culture that encourages open communication, respect for others, and serves as a key engagement factor between employees and the company.

The company has signed pledges in the Labour Department's Good Employer Charter and joined the Joyful@Healthy Workplace Charter to promote employee welfare.

### 客戶

為了實現其願景和使命，康河努力了解客戶行為、需要、市場要求和趨勢。公司利用多種方法，如：董事會和顧問的意見、市場研究以及聆聽和學習技巧，從潛在和現有病人中收集有用信息。這些信息有助於滿足客戶未滿足的需求，並確定新的業務機會。

康河採用具系統性的客戶參與和管理循環方式，通過滿意的體驗，建立更高的病人忠誠度。

公司在投訴處理政策方面，是強調及時解決問題，並將每一個投訴視為改進和化危為機的機會。

### 評估、分析和知識管理

康河系統地選擇、收集和組織被稱為指標的信息，以追蹤各層級的每日營運和組織表現。績效指標 (KPI) 是以具體的、可量化的標準，用於衡量整體組織績效，分為結構指標、核心流程指標和結果指標。

公司強調專業，並確保所有組織信息的準確性、有效性、完整性、可靠性、及時性、更新性、安全性和保密性。

康河利用可靠的雲端系統超過12年，收集和管理來自多個來源和持分者的知識。通過管理程序以完善相關知識，並轉化為報告、培訓材料、政策和流程。

### 工作團隊

康河相信員工優秀的績效管理系統，是依賴有效的輔導、明確的目標設定和公平的獎勵制度。管理人員和主管須接受有效輔導培訓，以發展建立關係、溝通技巧、分析和激勵等技能。

公司採用不同的薪酬方案，對不同的工作層級使用分級評分系統。

康河通過透明、精心規劃和關懷的管理理念，為員工在不斷變化的環境中，建立應變能力做好準備。康河培養一種包容性團隊文化，鼓勵開放式溝通、尊重他人，作為員工與公司之間的關鍵互動因素。

公司已簽署勞工處的好僱主約章，並加入好心情@健康工作間約章，以促進員工福利。

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## Operations

At River Cam, all workforce members are trained to understand the detailed work processes involved in providing medical services. The company utilizes listening and learning approaches to consolidate input from patients, suppliers, and collaborators to develop comprehensive patient journeys, provider workflows, and business continuity plans.

Key indicators and in-process measures are employed to control and improve work processes in areas such as product and process, customer, workforce, leadership & governance, financials, market and strategy.

River Cam prioritizes the security and cybersecurity of sensitive patient data by following best practices available on InfoSec of the Hong Kong SAR Government. The company also prepares for emergencies through an emergency preparedness plan.

## Results

Despite the challenges posed by the pandemic, River Cam Medical Group achieved a positive annual growth rate in terms of total patient visits from 2020 to 2022. The number of new visits continued to grow over the past three years. Patient satisfaction scores remained consistently high, indicating a positive patient experience.

River Cam's financial performance exhibited stability and growth, with revenue increasing steadily over the years. The workforce turnover rate remained relatively low, reflecting a stable and motivated workforce.

River Cam received recognition and awards for its commitment to excellence, patient care, and community service. These awards include:

- 2022 & 2023 Top Brand Services Award
- 2022 & 2023 Brand HKiD
- 2021 & 2022 Excellent Services Awards
- 2023 Best SME's Award
- 2021-2023 Caring Company
- 2021 & 2022 Partner Employer Awards

## 營運

康河工作團隊的所有成員都接受培訓，以了解提供醫療服務所涉及的詳細工作流程。公司採用聆聽和學習的方法，整合來自患者、供應商和合作夥伴的意見，制定全面的患者流程、提供服務者的工作流程和業務連續性計劃。

採用關鍵指標和過程中的措施來控制和改進，包括：產品和流程、客戶、工作團隊、領導和管理、財務、市場和策略等領域的工作流程。

康河將病人私隱數據的安全和網絡安全放在首位，程序遵循以香港特別行政區政府資訊安全的守則。公司亦會做好緊急情況的準備。

## 業績

儘管受到疫情帶來的挑戰，康河醫療集團在2020年至2022年的總病人到診數量，達至正增長率。新病人的數量在過去三年持續增長。病人滿意度分數一直保持較高水平，代表病人體驗良好。

康河的財務表現穩定增長，收入逐年增加。員工的流失率相對較低，反映出工作團隊是穩定且有動力的。

康河因其卓越承諾、關懷病人和社區服務而獲得了認可和獎項。這些獎項包括：

- 2022年和2023年香港服務名牌
- 2022年和2023年香港品牌名冊
- 2021年和2022年「香港傑出服務」證書
- 2023年最佳中小企業獎
- 2021年至2023年商界展關懷
- 2021年和2022年「友商有良」嘉許計劃