

# Good Research Governance & Management for Medical Innovation & Advancement with People

Participant Protection

Data Integrity

Scientific Validity

GOVERNANCE  
&  
MANAGEMENT



Clinical Research Governance  
World Conference

16 January, 2025 | Hong Kong



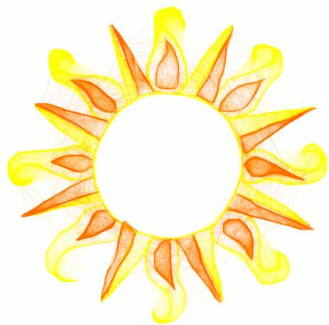
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Med

LKS Faculty of Medicine  
Clinical Trials Centre  
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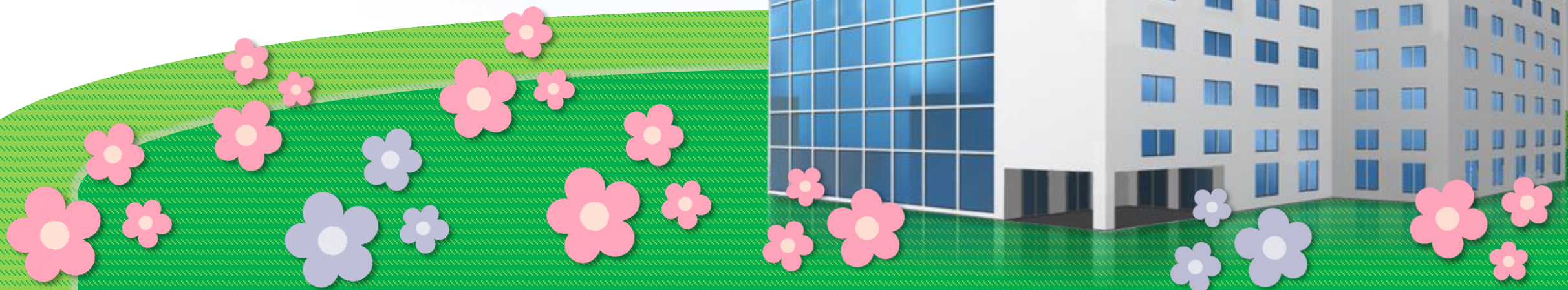
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26+ years' journey since 1998

*Is HKU-CTC practising good governance?*







NOW



18 years

24 years



BEFORE



## Good Governance for Good Research



### Good Clinical Research

#### Execution

Compliance  
Quality  
Risk

#### Participant Protection

Rights  
Safety  
Well-being

#### Science

Scientific Basis  
Study Design  
Scientific Integrity

Research Waste



Valuable Knowledge





# Importance of Institutional Governance



## HOSPITAL



EMERGENCY

### International guidelines on good governance practice for research institutions

Council for International Organizations  
of Medical Sciences (CIOMS)



Geneva 2023

## Institutional Governance



## Governance VS Management

GOVERNANCE

治理

MANAGEMENT

管理

## Governance VS Management



Set the vision & mission  
Ensure value creation  
for the society

Governance

Management

Measures applied to achieve  
the purpose of organization

Every organization exists for a purpose



# Institutional Governance & Management

Governance responsibilities are undertaken by the **board** of an institution

Set vision & mission

1

Build management team  
Set management standards

2

Create social value  
Undertake social responsibilities

4

3

Monitor performance

Management & operational duties are executed by the **management and staff** of an institution

# Research Institution Governance & Management

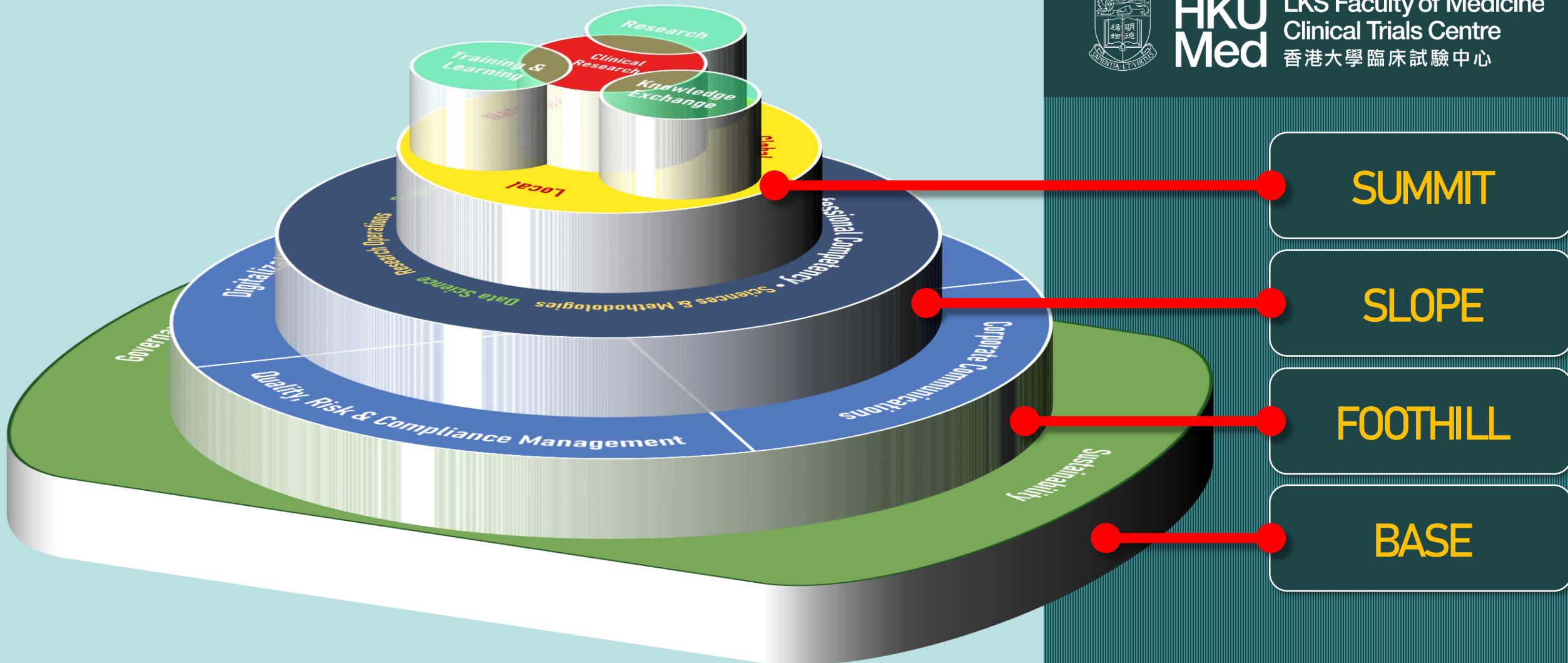


# HKU-CTC's Governance & Management Model



**HKU  
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# HKU-CTC's Governance & Management Model



## SUMMIT:

### Mission & Core Business

- Promote research, training/learning & knowledge exchange
- Through facilitating clinical research as its core business
- At local, national & global levels



# HKU-CTC's Governance & Management Model



**SLOPE:**

**Professional Competencies**



- Medical sciences & methodologies
- Research ethics
- Regulatory & legal affairs
- Data science
- Research operations

# HKU-CTC's Governance & Management Model



## FOOTHILL:

### Professional Management

- **Organizational management:** Organizational values & culture; Organizational structure; human resources management; financial management; facilities management; business development
- **Quality, risk & compliance management**
- **Corporate communications:** Internal communication; public communication; business communication
- **Digitalization**

# HKU-CTC's Governance & Management Model



**BASE:**

**Governance & Sustainability**



- Institutional governance
- Sustainability:  
Operational sustainability;  
Financial sustainability;





tips  
you

Give me FIVE!

good research institution governance



• Nurture a culture







# HKU-CTC' Vision, Mission, Values & Culture

Vision

Mission Values

Corporate Culture







# HKU-CTC' Vision, Mission, Values & Culture



**愿景：** 临床科研，以人为先，健康明天。

**Vision:** Clinical research for people.  
Clinical research for tomorrow.

**使命：** 在保护志愿者、坚持科学性并确保数据可靠之三大原则下，  
促进临床研究，并推动医疗创科发展。

To foster healthcare innovation and advancement by facilitating clinical research under the three core principles of participant protection, scientific validity and data integrity.





# HKU-CTC' Vision, Mission, Values & Culture



价值观：  
Values:



• Build leadership





What is leadership?



Show vision & direction

Help staff achieve

Leadership

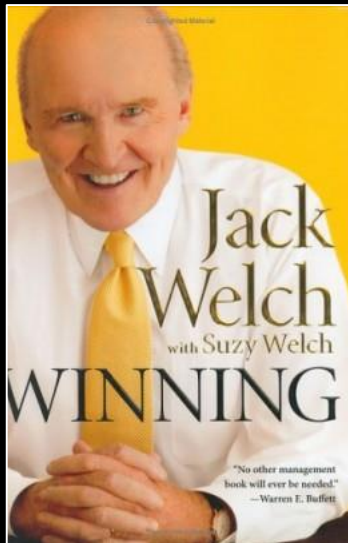
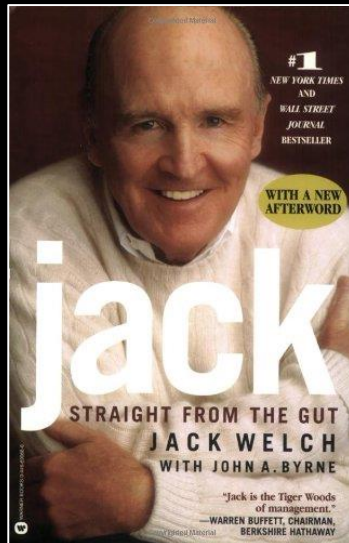


# Leadership



热 + 力 × 4

Leadership: **4E1P**



**Jack Welch**  
Chairman & CEO, General Electric  
1981-2001

Leadership



Passion 热忱

Energy

原动力

Energize

动员力

Edge

决断力

Execute

执行力

热 + 力  $\times 4$

Leadership: **4E1P**

Jack Welch

Chairman & CEO, General Electric  
1981-2001







- Grow your people





# Competency Domains





# Competency Domains



**Research operations**







## Competency Domains



Full professional & technical competencies





## Competency Domains

Management & communications





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- **Communicate**







## Corporate Communications



Internal  
communication



Business  
communication



Public  
communication



Posted in CTC Colleagues' Share

**DT Daisy Tam**  
Oct 29 • Edited

好開心上星期五可以係Faculty Staff Common Room呢個咁靚既地方舉行Mingle Time! 🥳 藉著呢個機會大家可以見到唔同team既同事，一齊打乒乓，玩board game，互相交流認識 😊 係度再一次恭喜<<CTC第一屆問答比賽>>既冠軍季軍同事，Andy, Anson同Ida 🏆 同埋祝各位10月，11月同12月生日之星生日快樂 🎂 身體健康 🍀 工作順利 😊

再次鳴謝Philip 友情客串，帶比大家咁多歡樂 😊 大家可以係Library重溫番當日精彩既時刻!



Love Comment Share

You and 27 others

## Internal Communication







# Business Communication



STAKEHOLDERS





# Public Communication



Publication



Book



Magazine



Leaflet



Facebook/Instagram



Public website



Corporate website





## Public Communication

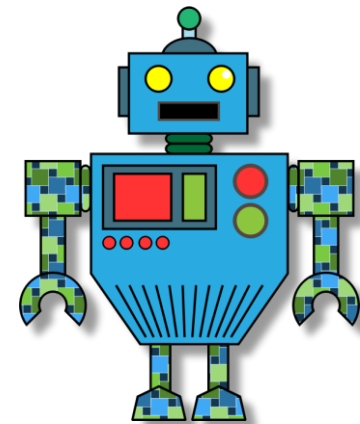
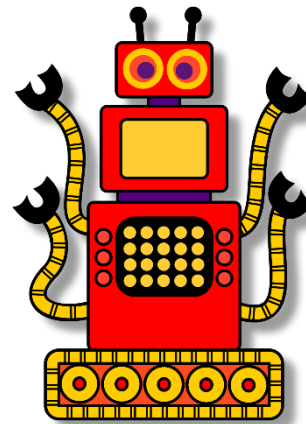
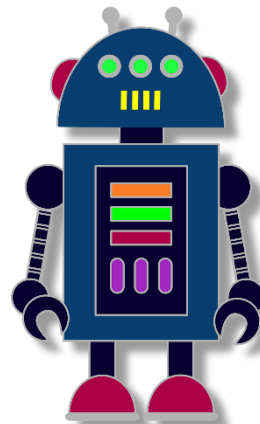
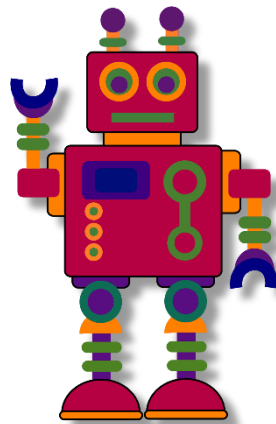
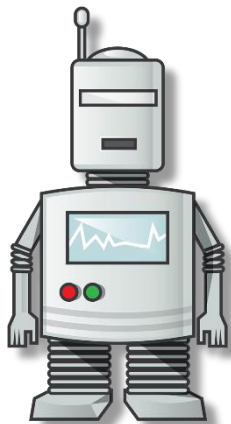
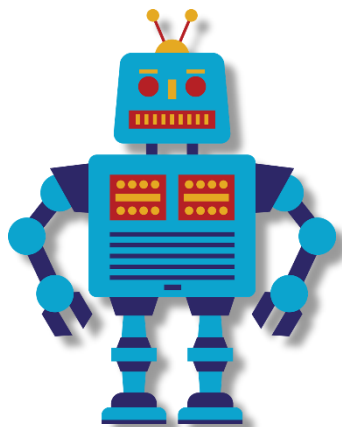


- Go digital





# Digitalization Tools



1998

1999

2000

2001

2002

2003

2004

2005

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2011

2012

2013

2014

2015

2016

2017

2018

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2020

2021

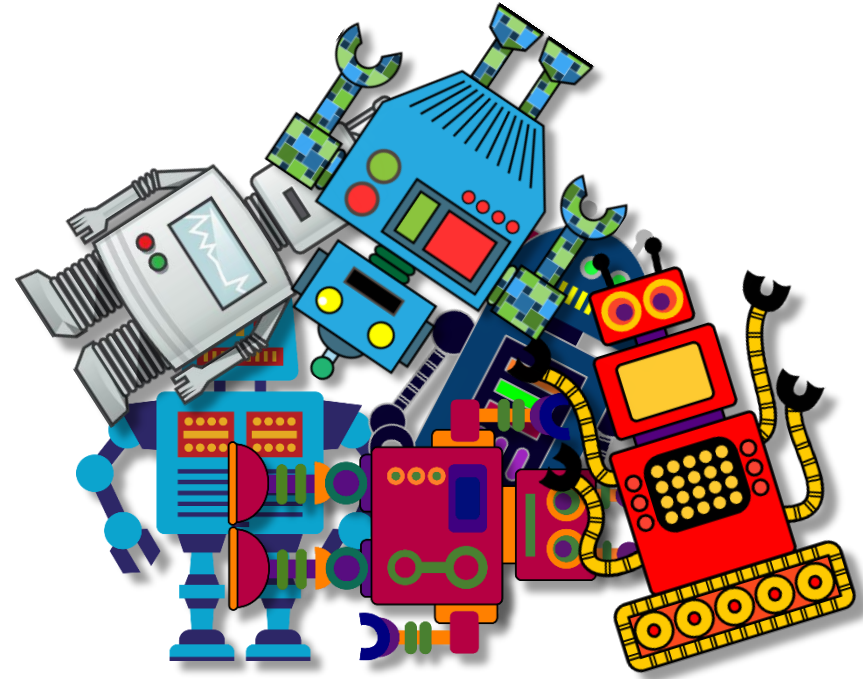
2022

2023

2024

2025

## Digitalization Tools



1998 1999 2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022 2023 2024 2025

Digitalization must be a **strategy**, not only **tools**

# Digitalization Strategy



## Electronic Cloud Portal for Clinical Trials Institution Management

### Welcome to eCPort

Your electronic cloud portal for professional management of your clinical trials institution and clinical trial projects

### Sign in



Login

Need help? Submit your enquiry to [ctcinno@hku.hk](mailto:ctcinno@hku.hk)



## Digitalization Strategy



### RMAN

Central Project Registry



### QMAN

Quality Documents and  
Training Records  
Approval



### LMAN

Quality Documents and  
Guidelines Learning



### SMAN

Specialty Management



### FMAN

Finance Management



### BMAN

Biospecimen  
Management



### DMAN

Drug Management



# 临床试验

保护  
参与者  
Participant  
Protection

坚持  
科学性  
Scientific  
Validity

确保  
数据可靠  
Data  
Integrity

臨危救急  
馬當先  
試驗煉前  
診療賴科  
研  
証福澤  
百年  
安全與  
成效

- Participant protection is our priority;
- Evidence-based practice is founded on scientific validity;
- Confirming safety & efficacy relies on data integrity;
- Good clinical research benefits people for eternity