



**Minutes of Hospital Authority
Administrative & Operational Meeting
held on Thursday 25 May 2023 at 2:30 pm
in Conference Hall, 2/F, HA Building, 147B Argyle Street, Kowloon**

Present :

Mr Henry FAN Hung-ling, SBS, JP	(Chairman)
Mr Thomas CHAN Chung-ching, JP Permanent Secretary for Health	
Prof Francis CHAN Ka-leung, SBS, JP	(via web conference)
Mr Lawrence CHAN Man-yiu	(via web conference)
Prof CHAN Wai-yee	
The Hon Duncan CHIU	(via web conference)
Ms Anita FUNG Yuen-mei, BBS, JP	(via web conference)
Mr Ambrose HO, SBS, SC, JP	(via web conference)
Ms Mary HUEN Wai-yi, JP	(via web conference)
Dr Tony KO Pat-sing, JP Chief Executive	
Dr Teresa LI Mun-pik Representing Director of Health	(via web conference)
Mrs Sylvia LAM YU Ka-wai, SBS	
Dr LEUNG Wing-cheong	
Mr Aaron LIU Kong-cheung, JP Deputy Secretary for Financial Services and the Treasury (Treasury)1	(via web conference)
Prof Agnes TIWARI Fung-ye	(via web conference)
Mr Henry TONG Sau-chai, MH, JP	
Mr Philip TSAI Wing-chung, BBS, JP	(via web conference)

Mr Anthony TSANG Hin-fun *(via web conference)*

Dr Thomas TSANG Ho-fai *(via web conference)*

Mr WAN Man-ye, BBS, JP

Ir Billy WONG Wing-hoo, BBS, JP

Mr Andy LAU *(Secretary)*
Head of Corporate Services

Absent with :
apology
(*Out of
Hong Kong)

Mr CHAN Wing-kai

Ms Margaret CHENG Wai-ching, JP

Ms Maisy HO Chiu-ha, BBS

* Mr JAT Sew-tong, SBS, SC, JP

Prof LAU Chak-sing, BBS, JP

* Prof David SHUM Ho-keung

In attendance :

Mr Alvin CHAN
Deputising Director (Finance)

Dr Eric CHEUNG *(via web conference)*
Cluster Chief Executive (Kowloon Central)

Dr N T CHEUNG
Head of Information Technology and Health
Informatics

Dr W K CHING
Director (Strategy and Planning)

Dr K L CHUNG *(via web conference)*
Cluster Chief Executive (New Territories East)

Dr Theresa LI *(via web conference)*
Cluster Chief Executive (Hong Kong West)

Mr David MAK
Head of Human Resources

Dr Loletta SO
Cluster Chief Executive (Hong Kong East)

Dr Simon TANG
Director (Cluster Services)

Dr C B LAW
Cluster Chief Executive (Kowloon West) *(via web conference)*

Dr WONG Yiu-chung
Cluster Chief Executive (New Territories West) *(via web conference)*

Dr Michael WONG
Director (Quality and Safety)

Dr Deacons YEUNG
Cluster Chief Executive (Kowloon East) *(via web conference)*

Mr Jeremiah NG
Chief Internal Auditor

Mr Frankie YIP
Chief Manager (Corporate Communication) *(via web conference)*

Ms Wincy WONG
Chief Manager (HR Policy & System)
[For discussion of AOM Paper No. 1857]

Mr Ambrose LAU
Chief Manager (Staff Development & Wellbeing)
[For discussion of AOM Paper No. 1858]

Mr Trevor GRIMSEY
Senior Principal, Korn Ferry
[For discussion of AOM Paper No. 1858]

Dr Jeffrey LAI
Chief Manager (Clinical Effectiveness & Technology Management)
[For discussion of AOM Paper No. 1860]

Dr Larry LEE
Chief Manager (Cluster Performance)
[For discussion of AOM Paper No. 1861 and Any Other Business]

Dr Vivien CHUANG
Chief Manager (Infection, Emergency & Contingency)
[For discussion of Updates on COVID-19]

Ms Natalia LI
Chief Manager (Boards & General)

Ms Phoebe LEUNG
Senior Manager (Boards & Support)

Ms Michele LIU
Manager (Chairman & CE's Office)

Ms Joanna KOO
Manager (Boards & Support)

In attendance : Mr Gavin CHAN
(Attachees of System Manager, Business Information Systems Section,
the Corporate Information Technology and Health Informatics Division, Head
Exposure Office
Programme)

Dr Amy KWOK
Department Manager, Clinical Psychology, Pamela Youde
Nethersole Eastern Hospital

Dr Fergus WONG
Associate Consultant, Pamela Youde Nethersole Eastern Hospital

Ms M S WONG
Nurse Consultant (Gerontology), Yan Chai Hospital

Welcome Remarks

The Chairman welcomed the four sit-in colleagues, who were attachees from the Medical, Allied Health (AH) and the Administrative disciplines under the Corporate Exposure Programme of the Hospital Authority (HA) Head Office (HAHO).

Declaration of Interest

(Declaration of interest was made by a Member, details of which were separately recorded.)

Confirmation of Minutes

3. The draft minutes of the last Administrative & Operational Meeting (AOM) held on 27 April 2023 were confirmed without amendments.

Matters Arising

Membership of Hospital Governing Committee

4. Members approved the proposed appointment of Ms Mary HUEN Wai-yi (禰惠儀女士) as Hospital Governing Committee Member of United Christian Hospital for a term from 25 May 2023 to 31 March 2024 in line with the progressive terms of appointment, i.e. a one-year term for the first appointment term under the six-year rule.

(Ms Mary HUEN joined the meeting at this juncture.)

Update on the Implementation of Enhanced Home Loan Interest Subsidy Scheme
(Confidential AOM Paper No.1857)

(This subject was discussed and Members noted the status of the first-batch applications for the Enhanced Home Loan Interest Subsidy Scheme of HA and the plan for seeking the Board's approval for amendments on Terms and Conditions (T&Cs) of the Scheme in the third quarter of 2023. Members also approved the granting of one-off approval to allow ex-HLISS recipients to join the Scheme for their remaining period of entitlement and the relevant amendment on T&Cs of the Scheme and the proposal for handling public housing with resale restrictions. The detailed deliberations were separately recorded in paragraphs 5 to 14.)

**Hospital Authority Focused Staff Survey 2023
(Confidential AOM Paper No.1858)**

(This subject was discussed and Members noted the key findings of HA Focused Staff Survey (FSS) conducted in February 2023 on staff retention targeted at junior nursing and AH staff; as well as the proposed follow-up actions and staff communication plan in regard to the key issues identified in the FSS. The detailed deliberations were separately recorded in paragraphs 15 to 23.)

(Attachees left the meeting at this juncture.)

**Report from Review Committee on Medical Equipment and Facility Maintenance
(Confidential AOM Paper No.1859)**

(This subject was discussed and Members noted the observations and recommendations of the Review Committee on Medical Equipment and Facility Maintenance formed by HA in March 2023 to review the maintenance of public hospital medical equipment and facilities and provide advice on policy direction on management of relevant issues. The detailed deliberations were separately recorded in paragraphs 24 to 31.)

(The attachees joined the meeting again at this juncture.)

**Resuming Hospital Accreditation in the Hospital Authority
(Restricted AOM Paper No.1860)**

(Members noted the latest update on the resumption of hospital accreditation in HA and the related implementation and communication plans. The details were separately recorded in paragraphs 32 to 33.)

**Annual Summary Report on Commissioning of Medical Services in Completed Hospital Projects
(Restricted AOM Paper No.1861)**

34. Dr Larry LEE briefed Members on the annual summary report as of 31 March 2023 on the commissioning of medical services in completed hospital projects. The respective planned capacity on medical services and service commissioning position, and committed commissioning plan on the remaining planned capacity in respect of the two new hospital development projects of Tin Shui Wai Hospital (TSWH) and Hong Kong Children's Hospital were outlined. Updates were also given on the respective progress of service commissioning of the refurbishment project at Hong Kong Buddhist Hospital, which was a major capital works project of refurbishment nature with additional capacity for direct patient care, and four hospital redevelopment /

Action by

expansion projects, viz. expansion of Haven of Hope Hospital and Tseung Kwan O Hospital (TKOH), redevelopment of staff quarters for the establishment of a rehabilitation block at Tuen Mun Hospital (TMH) and phase 1 redevelopment of Kwong Wah Hospital (KWH). During 2022-23, all of the planned medical services for TSWH development project were fully commissioned while most of those planned for TKOH expansion and TMH Rehabilitation Block redevelopment projects were commissioned.

35. Upon completion of the phase 1 of KWH redevelopment project on 31 March 2023 with a new building coming into operation, services that were temporarily relocated to other hospitals and areas were relocated back and provided in the new building. To facilitate the decanting process of phase 2 project, the new building would also accommodate services currently provided in the existing old blocks. On service provision, a new Emergency Medicine ward with 40 beds was opened and the Medical Oncology services (including three new beds) commenced. The full set of planned capacity would be available for commissioning upon completion of phase 2. Same as the first phase, KWH would remain operational at all times during the redevelopment project and any disruption of services, if unavoidable, would be kept to a minimum.

36. In modernising and enhancing its facilities and services, HA would continue to adopt a flexible approach in capacity planning and commissioning for medical services to cater for the growing and evolving healthcare needs in the medium to longer term. In particular for new hospital developments, a phased approach would usually be adopted while taking into consideration a basket of factors in the annual planning exercise. Service development and space utilisation of the newly completed capital works projects would be subject to close monitoring, with annual summary report to the HA Board on commissioning of medical services until the projects were fully commissioned. Major changes to the planned capacity would also be reported to the Government and communicated to the stakeholders in the community as appropriate.

37. Mr WAN Man-ye reminded that it would be important to incorporate smart building infrastructure in the new hospital buildings under construction/planning as so to support the implementation of various smart initiatives and adoption of other innovations for improving operational efficiency and patient experience.

Updates on COVID-19

(Members noted the updates on COVID-19. The details were separately recorded in paragraphs 38 to 39.)

**Progress Reports of Committees of the Hospital Authority Board
(Restricted AOM Paper No.1862)**

(without presentation)

40. Members noted the key agenda items discussed by joint meeting of Finance Committee and Human Resources Committee (HRC), HRC, and Executive Committee (EC) in May 2023; and the detailed progress report from Audit and Risk Committee, EC, Main Tender Board and MSDC in March and April 2023.

Any Other Business

Extra Support to Accident and Emergency during Pressure Hours

(This subject was discussed and Members approved the time-limited Accident & Emergency (A&E) support programme from 26 May to 8 June 2023 and the proposed delegation of authority to the Central Command Committee/ the Directors' Meeting for approving the extension/ early cessation of the programme; the extension of Special Honorarium Scheme (SHS) to cover other specialties; and adjustment of the enhanced SHS rate of the proposed measure, having regard to the manpower and service situation, where necessary. The detailed deliberations were separately recorded in paragraphs 41 to 46.)

Date of Next Meeting

47. The next AOM was scheduled for Thursday, 29 June 2023 at 2:30 pm in the Conference Hall, HA Building.

48. There being no other business, the meeting was adjourned at 4:25pm.