



**Minutes of Hospital Authority  
Administrative & Operational Meeting  
held on Thursday 23 November 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)
Ms Margaret CHENG Wai-ching, JP	(via web conference)
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 Maisy HO Chiu-ha, BBS	(via web conference)
Mr Sam HUI Chark-shum, JP Representing Permanent Secretary for Health	(via web conference)
Dr Tony KO Pat-sing, JP Chief Executive	
Dr Ronald LAM Man-kin, JP Director of Health	(via web conference)
Mrs Sylvia LAM YU Ka-wai, SBS	(via web conference)
Prof LAU Chak-sing, BBS, JP	
Ms Jessica LEE Wing-tung Representing Deputy Secretary for Financial Services and the Treasury (Treasury) <sup>1</sup>	(via web conference)
Dr LEUNG Wing-cheong	
Prof David SHUM Ho-keung	(via web conference)
Prof Agnes TIWARI Fung-ye	(via web conference)
Mr Philip TSAI Wing-chung, BBS, JP	
Mr Anthony TSANG Hin-fun	

Dr Thomas TSANG Ho-fai, BBS

Mr WAN Man-ye, BBS, JP

Ir Billy WONG Wing-hoo, BBS, JP *(via web conference)*

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

Absent with : \* Prof Francis CHAN Ka-leung, SBS, JP  
apology  
(\*Out of  
Hong Kong)

\* Mr Lawrence CHAN Man-yiu

\* Prof CHAN Wai-ye

\* Mr CHAN Wing-kai

Ms Mary HUEN Wai-yi, JP

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

Mr Henry TONG Sau-chai, MH, JP

In attendance : Ms Anita CHAN  
Director (Finance)

Dr K H CHAN *(via web conference)*  
Deputising Cluster Chief Executive (Hong  
Kong West)

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

Dr W K CHING  
Director (Strategy and Planning)

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

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

Mr David MAK  
Head of Human Resources

Mr Jeremiah NG  
Chief Internal Auditor

Dr Joanna PANG  
Deputising Head of Information Technology  
and Health Informatics

Dr Loletta SO *(via web conference)*  
Cluster Chief Executive (Hong Kong East)

Dr Simon TANG  
Director (Cluster Services)

Dr Michael WONG  
Director (Quality and Safety)

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

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

Mr Frankie YIP  
Chief Manager (Corporate Communication)

Ms Wincy WONG  
Chief Manager (Human Resources Policy & System)  
[For discussion of AOM Papers No. 1902, 1908 and 1909]

Mr Alvin CHAN  
Chief Manager (Financial Control & Operation)  
[For discussion of AOM Papers No. 1903 and 1908]

Ms Mary YUNG  
Chief Manager (Treasury, Insurance & Revenue Management)  
[For discussion of AOM Paper No. 1904]

Ms Priscilla POON  
Chief Manager (Allied Health)  
[For discussion of AOM Papers No. 1905 and 1906]

Mr Terence CHAM  
Chief Manager (Business Support Services)  
[For discussion of AOM Paper No. 1907]

Mr Ambrose LAU  
Chief Manager (Staff Development & Wellbeing)  
[For discussion of AOM Paper No. 1910 and report on Senior Executive  
Appointments under Any Other Business]

Dr Venus SIU  
Chief Manager (Quality & Standards)  
[For discussion of AOM Paper No. 1911]

Mr Andrew WONG  
Chief Manager (Capital Planning)  
[For discussion of AOM Paper No. 1915]

Dr Larry LEE  
Chief Manager (Cluster Performance)  
[For discussion of AOM Paper No. 1916]

Ms Natalia LI  
Chief Manager (Boards & General)

Ms Michele LIU  
Senior Manager (Boards & Support)

Ms Joanna KOO  
Manager (Boards & Support)

In attendance :  
(Attachees of  
the Corporate  
Exposure  
Programme)

Mr Kai Kei CHAN  
Deputising Ward Manager (Department of Medicine),  
Prince of Wales Hospital

Ms Horsanna CHIU  
Senior Physiotherapist, United Christian Hospital

Dr C Y CHOW  
Associate Consultant (Department of Paediatrics & Adolescent Medicine),  
Queen Mary Hospital

Ms M N LI  
Senior Nursing Officer, Tuen Mun Hospital

Mr Jack C M NG  
Optometrist, The Duchess of Kent Children's Hospital at Sandy Bay

**Declaration of Interest**

The Chairman invited Members to declare conflict of interest, if any, arising from the agenda items of, or discussion at, the meeting. There was no declaration from Members.

**Confirmation of Minutes**

2. The draft minutes of the last Administrative & Operational Meeting (AOM) held on 26 October 2023 were confirmed without amendment.

**Matters Arising**

3. There was no outstanding item arising from the minutes of the last meeting.

**Membership of the Trust Board of the Hospital Authority Provident Fund Scheme**

**(Restricted AOM Paper No.1902)**

(without presentation)

4. Members approved the re-appointment of the following three Trustees of the Hospital Authority (HA) Provident Fund Scheme (PFS):

- (a) Mr WONG Kwai-huen (王桂堦先生) for a term of two years from 23 February 2024 to 22 February 2026 inclusive;
- (b) Mr Jason YEUNG Chi-wai (楊志威先生) for a term of two years from 1 March 2024 to 28 February 2026 inclusive; and
- (c) Mr Dave NGAN Man-kit (顏文傑先生) for a term of two years from 7 April 2024 to 6 April 2026 inclusive.

**2022/23 Audited Financial Statements of the Samaritan Fund**

**(Restricted AOM Paper No.1903)**

(without presentation)

5. Members approved the draft audited financial statements of the Samaritan Fund (SF) for the year ended 31 March 2023 (the Financial Statements) at the Annex to the paper. The Financial Statements, with audit conducted by the Director of Audit, were endorsed by the Samaritan

**Action by**

Fund Management Committee and the Finance Committee (FC) at their meetings on 25 September 2023 and 17 October 2023 respectively.

**Annual Report on Debt Management in the Hospital Authority  
(Restricted AOM Paper No.1904)**

(without presentation)

6. Members noted the debt management position of HA for 2022-23; and the electronic payment initiatives for settlement of hospital fees, which were reported to FC on 17 October 2023, with details set out in the paper.

**Annual Report on the Operation of the Samaritan Fund  
(Restricted AOM Paper No.1905)**

(without presentation)

(The subject was discussed and Members noted the overall operation of the SF in 2022-23, including the coverage and application statistics, financial implications, and quality assurance as detailed in the paper. The detailed deliberations were separately recorded in paragraphs 7 to 9.)

**Progress Report on Post-Approval Check of Medical Fee Waiving / Samaritan Fund / Community Care Fund Applications  
(Restricted AOM Paper No.1906)**

(without presentation)

10. Members noted the progress of post-approval check for Medical Fee Waiving, SF and Community Care Fund applications for 2022-23; and the work progress in 2023-24 as detailed in the paper.

**Update on Surgical Light Safety Issue  
(Confidential AOM Paper No.1907)**

(The subject was discussed and the detailed deliberations were separately recorded in paragraphs 11 to 18.)

**Proposed Restructuring of the Retirement Benefits Schemes of the Hospital Authority  
(Confidential AOM Paper No.1908)**

(The subject was discussed and Members approved in principle the proposed restructuring of the HA retirement benefits schemes in response to the recommendations of the Task Force for Review on Retirement Benefits Schemes established under the HA Board. The detailed deliberations were separately recorded in paragraphs 19 to 21.)

**Action by**

*(The attachees of the Corporate Exposure Programme joined the meeting at this juncture.)*

**Welcome Remarks**

22. The Chairman welcomed the five sit-in colleagues, who were attachees from the Medical, Nursing and Allied Health Grades under the Corporate Exposure Programme of the HAHO.

**Human Resources Policy Review  
(Confidential AOM Paper No.1909)**

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(The subject was discussed and Members approved the proposed updates on Human Resources (HR) policies with respect to variable pay schemes and discipline, together with other refinements including those related to Corporate Travel Insurance Scheme approved by the Board in 2019, as recommended by the Task Force on Human Resources Policy Review. The detailed deliberations were separately recorded in paragraphs 23 to 25.)

*(Prof Agnes TIWARI joined the meeting at this juncture.)*

**Progress Update on Establishment of Hospital Authority Academy  
(Confidential AOM Paper No.1910)**

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(Members approved the proposed governance structure of HA Academy (HAA); and noted the updates on the recruitment of the Head of HAA, as well as the strategic direction and plan of HAA recommended by the Steering Committee of HAA. The detailed deliberations were separately recorded in paragraphs 26 to 27.)

**Development of Expertise to Support Genetic and Genomic Services  
in Hospital Authority  
(Restricted AOM Paper No.1911)**

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(The subject was discussed and Members approved the proposed creation of the new grades of Bioinformatics Team and Genetic Counselling Team to support the delivery of Genetic Counselling Teams services in HA. The detailed deliberations were separately recorded in paragraphs 28 to 34.)

**Review of Caps of Entertainment Expenses  
(Confidential AOM Paper No.1912)**

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(The subject was discussed and the detailed deliberations were separately recorded in paragraphs 35 to 37.)

**Annual Self-Assessment of the Hospital Authority Board and Committees  
(Restricted AOM Paper No.1913)**

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(Members noted the outcome of the self-assessment exercise of the HA Board and its Functional Committees conducted for the period from 1 April 2022 to 31 March 2023. The detailed deliberations were separately recorded in paragraphs 38 to 39.)

**Restructuring and Appointment/Re-appointment Proposals of Committees of the Hospital Authority Board  
(Restricted AOM Paper No.1914)**

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40. Ms Natalia LI presented the proposals on (a) restructuring the committees of the HA Board, as suggested by the Supporting Services Development Committee (SSDC), viz. upgrading of Capital Works Subcommittee (CWSC) to a Functional Committee (Development and Works Committee (DWC)) to serve as a dedicated platform for works experts with the technical know-how to focus on planning and delivery of major capital works and other works related subjects, while SSDC would focus on strategies and policies related to planning, development and delivery of business support services; and (b) the appointments / re-appointments to the Functional Committees of the Board. The HA Management was actively reviewing the Terms of Reference and co-opted membership of the two committees for further consideration and endorsement / approval by the Executive Committee (EC) and the Board.

41. Without particular comment, Members approved the proposed restructuring of the committees of the HA Board, which included the dissolution of Central Training and Development Committee approved by the Board under AOM Paper No. 1910 above, as detailed in the paper.

42. Members also approved the following proposed appointment and re-appointment of Chairmen, Vice-Chairmen and Co-opted Members to Functional Committees of the HA Board, which were endorsed by EC at its meeting on 3 November 2023:

- (a) Mr WAN Man-yee (溫文儀先生), currently HA Board Member and Chairman of CWSC and SSDC, as Chairman of DWC upon its establishment;
- (b) Mrs Sylvia LAM YU Ka-wai (林余家慧女士), currently HA Board Member, to succeed Mr WAN Man-yee as SSDC Chairman upon upgrading of CWSC to DWC;



**Action by**

- (c) Mr JAT Sew-tong (翟紹唐先生), currently HA Board Member, to succeed Mr WONG Kwai-huen as Vice-Chairman of the Public Complaints Committee (PCC) from 1 January 2024; and
- (d) Other proposed appointment and reappointment of Co-opted Members of PCC, Information Technology Services Committee, Taskforce on Legal Matters, Main Tender Board (MTB), Staff Appeal Committee and SSDC, and their respective terms of appointment as set out in the paper.

**Annual Situation Update on First Ten-year Hospital Development Plan  
(Confidential AOM Paper No.1915)**

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(Members noted the annual progress report of the major capital works projects under the first ten-year Hospital Development Plan being undertaken in HA. The detailed deliberations were separately recorded in paragraphs 43 to 44.)

**Service Demand Surge Preparation  
(Restricted AOM Paper No.1916)**

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(The subject was discussed and Members noted HA's strategy and preparation for the 2023-24 service demand surge including the paradigm shift on the operation of service demand surge mode to be delinked from any pre-set period. The detailed deliberations were separately recorded in paragraphs 45 to 48.)

**Progress Reports of Committees of the Hospital Authority Board  
(Restricted AOM Paper No.1917)**

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(without presentation)

49. Members noted the key agenda items discussed by EC and Human Resources Committee (HRC) in November 2023; and the detailed progress reports from SSDC, MTB, joint meeting of FC and HRC, HRC, Medical Services Development Committee, EC and FC in September and October 2023. In addition, an annual briefing was held for MTB on 22 September 2023.

**Any Other Business**

**Senior Executive Appointment**

50. Members noted the appointment of Dr Joe FAN King-man (樊敬文醫生), currently Assistant Hospital Chief Executive of the University of Hong Kong - Shenzhen Hospital, as Project Director (Greater Bay Area Collaboration) (on secondment to Health Bureau) with effect from 18 December 2023.

**District Council Election**

51. The Chairman encouraged Members and HA executives to cast their vote at the District Council election on 10 December 2023 and to encourage families and friends to do the same.

**Date of Next Meeting**

52. The next AOM was scheduled for Thursday, 21 December 2023 at 2:30 pm in the Conference Hall, HA Building.

53. There being no other business, the meeting was adjourned at 4:35pm.