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Appendix 1

Membership of the Hospital Authority

Name	No. of plenary meetings attended in 2011-12	Committee participation in 2011-12*
Mr Anthony WU Ting-yuk, GBS, JP <i>Chairman, HA</i>	13/13	Chairman of plenary meetings, EC, EEC, HRC (<i>from 28.4.2011</i>), HACF and Taskforce on Legal Matters.
Mr CHAN Bing-woon, SBS, JP	12/13	Member of HRC, MTB and PCC; Chairman of HKRAC; HGC Member of Pamela Youde Nethersole Eastern Hospital.
Mr CHENG Yan-kee, JP	12/13	Chairman of SSDC (<i>from 19.1.2012</i>); Vice-Chairman of ITGC (<i>from 30.6.2011</i>) and SSDC (<i>from 28.4.2011 to 18.1.2012</i>); Member of EC (<i>from 19.1.2012</i>), EEC (<i>from 19.1.2012</i>), ITGC (<i>up to 29.6.2011</i>), MSDC, MTB and SSDC (<i>up to 27.4.2011</i>); HGC Member of Yan Chai Hospital.
Ms CHIANG Lai-yuen, JP	7/13	Vice-Chairman of SSDC (<i>from 19.1.2012</i>); Member of SSDC (<i>up to 18.1.2012</i>).
Ms Quince CHONG Wai-yan	7/13	Member of HRC and MSDC.
Dr Margaret CHUNG Wai-ling (<i>up to 30.11.2011</i>)	5/7	Chairman of PCC; Member of EC, EEC, MSDC; Chairman of NRAC.
Prof FOK Tai-fai, SBS, JP	9/13	Chairman of MSDC; Member of EC, EEC and FC; HGC Member of Prince of Wales Hospital.

Name	No. of plenary meetings attended in 2011-12	Committee participation in 2011-12*
Mr Ricky FUNG Choi-cheung, SBS, JP	11/13	Chairman of PCC (<i>from 1.12.2011</i>); Member of AC, EC (<i>from 1.12.2011</i>), EEC (<i>from 1.12.2011</i>) and PCC (<i>up to 30.11.2011</i>).
Mr Benjamin HUNG Pi-cheng, JP	8/13	Vice-Chairman of FC.
Dr LAM Ping-yan, SBS, JP <i>Director of Health</i>	13/13	Member of MSDC.
Ms Alice LAU, JP <i>Deputy Secretary for Financial Services and the Treasury (up to 18.3.2012)</i>	13/13	Member of FC and MSDC.
Ms Ka-shi LAU	12/13	Vice-Chairman of HRC; Member of AC (<i>from 24.2.2012</i>), HAPFS and MSDC; Chairman of NRAC (<i>from 1.12.2011</i>).
Mr Andy LAU Kwok-fai <i>(from 1.12.2011)</i>	6/6	Member of PCC, MTB (<i>from 22.12.2011</i>) and SSDC (<i>from 22.12.2011</i>).
Mrs Yvonne LAW SHING Mo-han	12/13	Member of HRC and MTB; Chairman of KRAC; HGC Chairman of Shatin Hospital.
Mr Lawrence LEE Kam-hung, JP	12/13	Chairman of AC and MTB; Member of EC, EEC, FC, MSDC and Taskforce on Legal Matters; HGC Chairman of Pamela Youde Nethersole Eastern Hospital and HGC Member of Grantham Hospital.
Dr Hon Joseph LEE Kok-long, SBS, JP	10/13	Member of HRC, MSDC and MTB; HGC Member of Kwai Chung Hospital and Princess Margaret Hospital.

Name	No. of plenary meetings attended in 2011-12	Committee participation in 2011-12*
Mr John LEE Luen-wai, BBS, JP	12/13	Chairman of FC and HAPFS; Member of EC, EEC and Taskforce on Legal Matters; HGC Chairman of Queen Elizabeth Hospital.
Ms Sandra LEE, GBS, JP <i>Permanent Secretary for Health (up to 8.9.2011)</i>	4/4	Member of EEC, FC, HRC, MSDC, SSDC and Taskforce on Legal Matters.
Mr Richard YUEN Ming-fai, JP <i>Permanent Secretary for Health (from 9.9.2011)</i>	9/9	Member of EEC, FC, HRC, MSDC, SSDC and Taskforce on Legal Matters.
Prof LEE Sum-ping	10/13	Member of PCC; HGC Member of Queen Mary Hospital and Tsan Yuk Hospital.
Mrs Margaret LEUNG KO May-ye, SBS, JP <i>(from 1.12.2011)</i>	4/6	Member of FC <i>(from 22.12.2011)</i> ; HGC Member of Queen Mary Hospital and Tsan Yuk Hospital.
Dr LEUNG Pak-yin, JP <i>Chief Executive, HA</i>	13/13	Chairman of ITGC; Member of EC, EEC, FC, HAPFS, HRC, MTB, MSDC, SSDC, all RACs and HGCs and Taskforce on Legal Matters.
Ms Queenie LEUNG Pik-man <i>(up to 30.11.2011)</i>	4/7	Member of HRC and MSDC.
Dr Donald LI Kwok-tung, SBS, JP	12/13	Vice-Chairman of AC <i>(from 28.4.2011)</i> and MSDC; Member of AC <i>(up to 27.4.2011)</i> .

Name	No. of plenary meetings attended in 2011-12	Committee participation in 2011-12*
Mr David LIE Tai-chong, SBS, JP	9/13	Member of AC and MSDC.
Mr Patrick MA Ching-hang, BBS, JP	13/13	Vice-Chairman of HRC (<i>from 28.4.2011</i>); Member of AC, FC and HAPFS; HGC Chairman of Tai Po Hospital (<i>from 30.6.2011</i>); HGC Member of Tung Wah Group of Hospitals.
Ms Winnie NG	13/13	Member of SSDC (<i>from 10.8.2011</i>); HGC Member of Queen Elizabeth Hospital.
Mr PANG Yiu-kai, SBS, JP	8/13	Member of FC and MSDC (<i>from 15.4.2011</i>).
Prof Maurice YAP Keng-hung	10/13	Vice-Chairman of MTB (<i>from 19.1.2012</i>); Member of AC, HRC and MTB (<i>up to 18.1.2012</i>).
Mr Stephen YIP Moon-wah, BBS, JP (<i>up to 15.12.2011</i>)	3/7	Chairman of SSDC; Vice-Chairman of MTB; Member of EC and EEC.

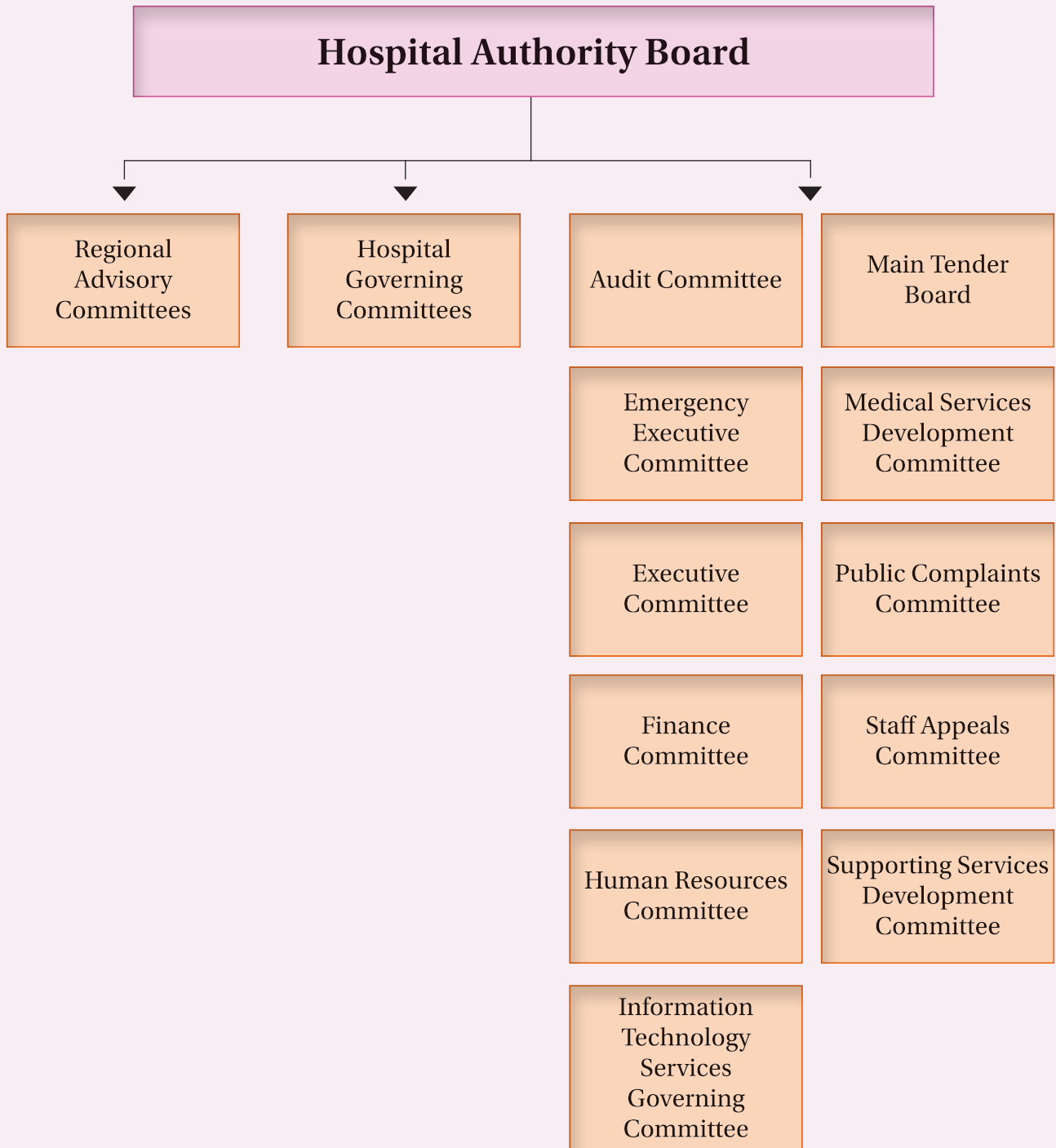
* Note

Apart from the principal officer (the Hospital Authority Chief Executive), other members are not remunerated in the capacity as Board members. They discharge the role of governance of the Authority through formulating policies and directions and overseeing executive performance at Board meetings, as well as taking part in steering the work of various committees of the Authority including:

AC	-	Audit Committee
EC	-	Executive Committee
EEC	-	Emergency Executive Committee
FC	-	Finance Committee
HAPFS	-	Hospital Authority Provident Fund Scheme
HACF	-	Hospital Authority Charitable Foundation
HGC	-	Hospital Governing Committee
HRAC	-	Regional Advisory Committee of Hong Kong
HRC	-	Human Resources Committee
ITGC	-	Information Technology Services Governing Committee
KRAC	-	Regional Advisory Committee of Kowloon
MSDC	-	Medical Services Development Committee
MTB	-	Main Tender Board
NRAC	-	Regional Advisory Committee of New Territories
PCC	-	Public Complaints Committee
SAC	-	Staff Appeals Committee
SSDC	-	Supporting Services Development Committee

Appendix 2(a)

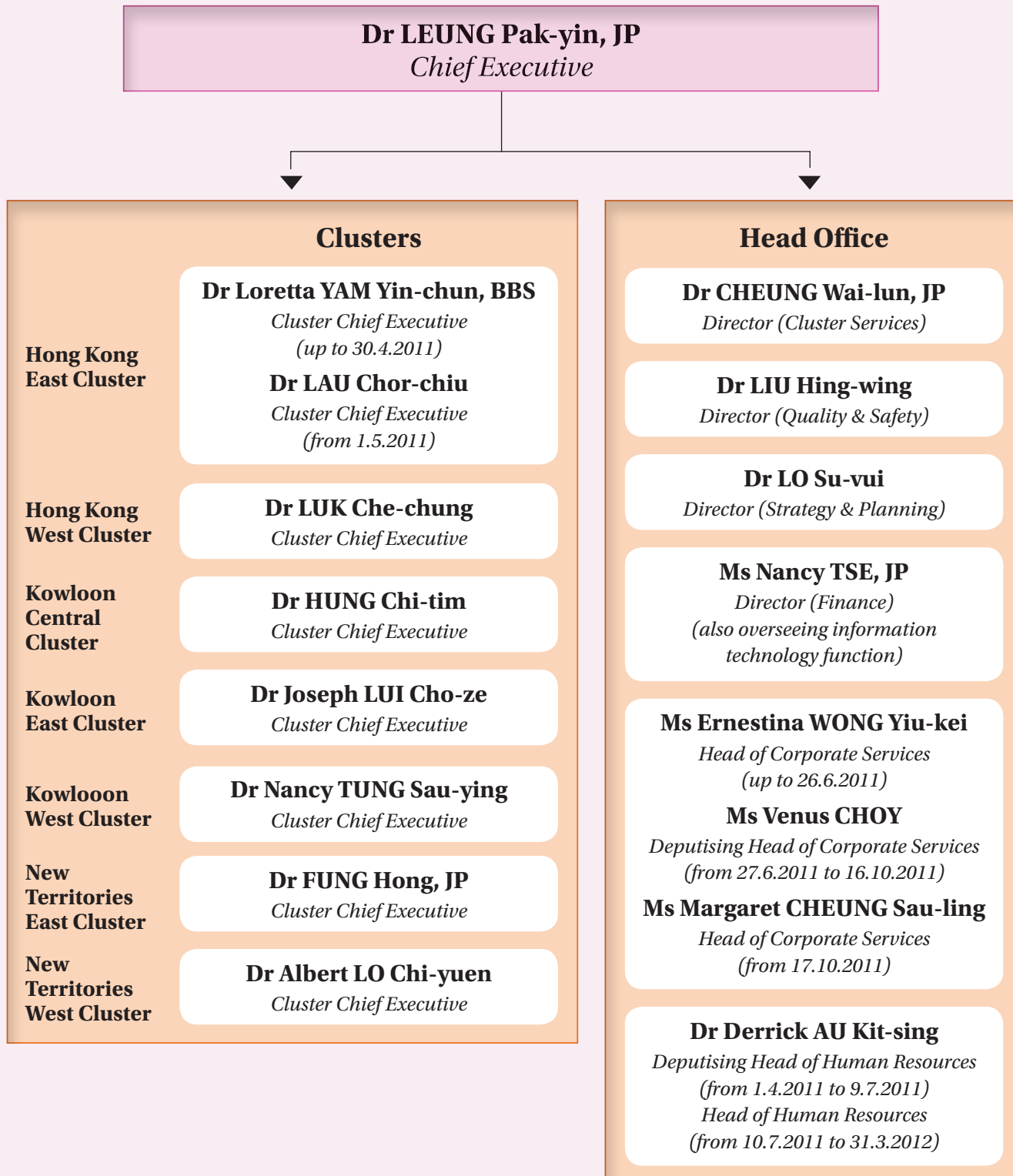
Hospital Authority Committee Structure



Note: Membership lists of various committees are listed in Appendices 3, 4 and 5.

Appendix 2(b)

Hospital Authority Executive Structure



Appendix 3

Membership and Terms of Reference of Functional Committees

Audit Committee

Membership List

- Chairman** : Mr Lawrence LEE Kam-hung, JP
- Vice-Chairman** : Dr Donald LI Kwok-tung, SBS, JP (*from 28.4.2011*)
- Members** : Mr Ricky FUNG Choi-cheung, SBS, JP
Ms Ka-shi LAU (*from 24.2.2012*)
Dr Donald LI Kwok-tung, SBS, JP (*up to 27.4.2011*)
Mr David LIE Tai-chong, SBS, JP
Mr Patrick MA Ching-hang, BBS, JP
Ms Estella Y K NG
Prof Maurice YAP Keng-hung
Mr Paul YU Shiu-tin, BBS, JP
- In attendance** : Ms Sandra LEE, GBS, JP, (*up to 8.9.2011*)
Mr Richard YUEN Ming-fai, JP, (*from 9.9.2011*)
Permanent Secretary for Health
Dr LEUNG Pak-yin, JP, *Chief Executive*

Terms of Reference

1. Exercise an active oversight of the internal audit function to ensure that its:
 - mandate, resources and organisational status are appropriate;
 - plans and activities are adequate to provide systematic coverage of the internal control and risk management systems put in place by the Management; and
 - findings are actioned appropriately and timely;
2. Recommend the appointment of the external auditor and the audit fee to the Board, endorse any non-audit services to be provided by the external auditor, and consider any questions of resignation or dismissal;
3. Consult with the External Auditor on all relevant matters including the:
 - nature and scope of the audit;
 - audited financial statements and the audit opinion;

- management letter and management's response; and
 - matters of which the External Auditor may wish to draw attention;
4. Gain reasonable assurance on the completeness, accuracy, and fairness of audited financial statements, including appropriateness of accounting policies and standards, adequacy of disclosures and significant audit adjustments (in collaboration with the Finance Committee);
 5. Monitor Hospital Authority's financial and administrative control processes, including those designed to ensure the safeguarding of resources and operational efficiency, through the results of internal and external audit; and
 6. Oversee the processes implemented by the Management for monitoring:
 - compliance with pertinent statutes and regulations;
 - compliance with Hospital Authority's Code of Conduct; and
 - effectiveness of controls against conflicts of interest and fraud.

Note: It should be noted that although the functions of the Audit Committee cover a wide area, matters that are of a pure clinical nature (such as medical ethics) are not within its purview.

Focus of Work in 2011-12

In 2011-12, the Audit Committee held six regular meetings to consider planned agendas to cover the Committee's Terms of Reference. It also held two joint meetings with the Executive Committee to consider the response to the Report of Director of Audit on Hospital Authority's (HA) Public-Private Partnership Programmes.

In exercising active oversight of the internal audit function, the Committee approved the Annual Internal Audit Plan for 2011-12 and directly received quarterly progress reports from the Chief Internal Auditor on completed audit results and follow-up actions. The internal audits reviewed during the year included "Clinical Audit", "Human Capital Management - Report Handling and Control", "Management of ex-Quarters Space", "Continuous Audits - Procurement, Supply Chain and Finance", "Network Availability & Security", "Management of Linen and Laundry Services", "Patient Identification - Specimen Handling", "Debtor Management", "Long-stay Patients Discharge Management follow-up", "Public and Patient Feedback Processes", "Implementation of 5-Day Week" and "Duty Mileage Allowance". For external audit, the Committee reviewed the external auditor's Audit Strategy Memorandum, including their audit risk assessment and work plan. Subsequently, the Committee received and discussed their audit opinion on HA's financial statements in a joint meeting with the Finance Committee.

The Committee considered accountability reports from responsible subject officers to monitor HA's financial and administrative control processes, such as measures to reduce risks of outdated facilities, measures to mitigate integrity risks, strategic management of service demand risks and strategic workforce management. The Committee received reviews and updates on risk management for the Electronic Health Record Projects, HA's management and control framework and treasury operations, and the proposed monitoring framework for outsourcing of equity investments. The Committee also considered progress updates on planning and management of medical equipment, Patient Billing development and implementation, as well as HA's preparedness for disasters and pandemic responses.

Executive Committee

Membership List

- Chairman** : Mr Anthony WU Ting-yuk, GBS, JP
- Members** : Mr CHENG Yan-kee, JP (*from 19.1.2012*)
Dr Margaret CHUNG Wai-ling (*up to 30.11.2011*)
Prof FOK Tai-fai, SBS, JP
Mr Ricky FUNG Choi-cheung, SBS, JP (*from 1.12.2011*)
Mr Lawrence LEE Kam-hung, JP
Mr John LEE Luen-wai, BBS, JP
Dr LEUNG Pak-yin JP, *Chief Executive*
Mr Stephen YIP Moon-wah, BBS, JP (*up to 15.12.2011*)

Terms of Reference

1. Advise the Board on the organisation structure and functions of the HA Head Office and its Divisions;
2. Advise the Board on the appointment, remuneration changes, contract variation of Directors and Cluster Chief Executives;
3. Approve the appointment, remuneration changes, and contract variation of Hospital Chief Executives, Deputy Directors and Heads of Division;
4. Review the performance of Chief Executive, Directors and Cluster Chief Executives;
5. Convene as the Emergency Executive Committee (EEC) consistent with HA's Emergency Contingency Plan (supplemented by a senior Food & Health Bureau official when meeting as EEC); and
6. Oversee self-assessment of the Board and advise on changes to Board structure and processes.

Focus of Work in 2011-12

In 2011-12, the Executive Committee (EC) met six times to discuss or approve 23 papers, including eight through circulation. Issues discussed included the Follow-up Review on HA Head Office Structure, Corporate Governance Review, membership of HA committees, succession to HA Board Committees, and appointment and remuneration matters of senior executives as well as chiefs of clusters and hospitals. The EC also held two joint meetings with the Audit Committee in February 2012 to handle the preparation of the HA's response to the Report of Director of Audit on HA's Public-private Partnership Programmes.

Emergency Executive Committee

Membership List

- Chairman** : Mr Anthony WU Ting-yuk, GBS, JP
(In his absence, the Emergency Executive Committee chairmanship should be elected among its standing members)
Mr CHENG Yan-kee, JP *(from 19.1.2012)*
Dr Margaret CHUNG Wai-ling *(up to 30.11.2011)*
- Members** : Prof FOK Tai-fai, SBS, JP
Mr Ricky FUNG Choi-cheung, SBS, JP *(from 1.12.2011)*
Mr Lawrence LEE Kam-hung, JP
Mr John LEE Luen-wai, BBS, JP
Dr LEUNG Pak-yin, JP, *Chief Executive (or the Deputising CE in his absence)*
Mrs Susan MAK, JP *(up to 3.1.2012)*
Miss Janice TSE, JP *(from 4.1.2012)*
(representing Permanent Secretary for Health)
Mr Stephen YIP Moon-wah, BBS, JP *(up to 15.12.2011)*

Note: The Emergency Executive Committee (EEC) was set up by the Board on 15 January 2004. It will automatically be called into action when the HA activates the Tier-three Strategic Response to a major incident, which is defined as an incident with prolonged and territory-wide implications, such as the Serious Level (S2) or Emergency Level Response (E1 and E2) to influenza pandemic.

Terms of Reference

1. Act for the Hospital Authority Board and exercise its powers and functions, including :
 - (a) altering, amending or overriding existing Hospital Authority policies, standards, guidelines and procedures; and
 - (b) the establishment of sub-committees or task forces to tackle particular matters at hand;
2. Identify the objectives and assess the risks facing Hospital Authority in emergency situations;
3. Approve the strategies and policies for managing the emergency formulated by the Hospital Authority Central Command Committee, and monitor implementation progress in all Hospital Authority hospitals and institutions;
4. Coordinate activities of the other Hospital Authority committees including Hospital Governing Committees;
5. Ensure effective communication of clear and concise messages to key stakeholders, including staff, patients, Government and the public; and
6. To be accountable to the Authority Board and the making of regular reports to Hospital Authority Members as soon as practicable.

Focus of Work in 2011-12

No EEC meeting was convened during 2011-12.

Finance Committee

Membership List

- Chairman** : Mr John LEE Luen-wai, BBS, JP
- Vice-Chairman** : Mr Benjamin HUNG Pi-cheng, JP
- Members** : Prof FOK Tai-fai, SBS, JP
Ms Alice LAU, JP (*up to 18.3.2012*) /
Miss Katy FONG (*up to 17.4.2011*)
Mr Keith GIANG (*from 18.4.2011 to 19.7.2011*)
Ms Karyn CHAN (*from 20.7.2011*)
(*representing Secretary for Financial Services and the Treasury*)
Mr Lawrence LEE Kam-hung, JP
Mrs Margaret LEUNG KO May-yee, SBS, JP (*from 22.12.2011*)
Dr LEUNG Pak-yin, JP, *Chief Executive*
Mr Patrick MA Ching-hang, BBS, JP
Mr PANG Yiu-kai, SBS, JP (*from 15.4.2011*)
Mrs Susan MAK, JP (*up to 3.1.2012*)
Miss Janice TSE, JP (*from 4.1.2012*)
(*representing Permanent Secretary for Health*)
Mr Michael N SOMERVILLE

Terms of Reference

1. Advise and make recommendations on the financial aspects of the Hospital Authority Corporate Plan and Annual Plan;
2. Advise and make recommendations on the financial planning, control, performance, monitoring and reporting aspects of the Hospital Authority;
3. Advise on policy guidelines for all financial matters, including investment, business and insurance;

4. Advise and make recommendations on the resource allocation policies;
5. Advise and recommend to the Hospital Authority on the financial statements (audited and unaudited) of the Hospital Authority;
6. Liaise with the Trustees of the Hospital Authority Provident Fund Scheme and the Hospital Authority Mandatory Provident Fund Scheme and make recommendations to the Hospital Authority; and
7. Monitor the financial position of the Hospital Authority.

Focus of Work in 2011-12

In 2011-12, the Finance Committee met six times to advise and make recommendations to the Board on the financial planning, control, performance, monitoring and reporting aspects of the Hospital Authority. The Committee considered a review of Government funding arrangement for the years beyond 2011-12, progress updates on treasury operations and management, development of the Next Generation Patient Billing System, development of the "Pay-for-Performance" internal resource allocation system and HA financial management and control framework. It reviewed monthly financial reports, the draft audited financial statements for 2010-11, mid-year financial review and outlook, and the unaudited financial statements for the six months ended 30 September 2011. It also received the draft audited financial statements for the electronic Health Record Programme development undertaken by Hospital Authority Information Technology Services for 2010-11 and an overview on HA fees and charges. It considered a report on the 2010-11 financial position of the Samaritan Fund, the proposed HA budget and resources allocation, insurance approach and direction, financial risk assessment and the Annual Work Plan of the Finance Division for 2012-13.

Human Resources Committee

Membership List

Chairman : Mr Anthony WU Ting-yuk, GBS, JP (*from 28.4.2011*)

Vice-Chairman : Ms Ka-shi LAU
Mr Patrick MA Ching-hang, BBS, JP (*from 28.4.2011*)

Members : Mr CHAN Bing-woon, SBS, JP
Ms Quince CHONG Wai-yan
Mr Billy KONG Churk-hoi, BBS, JP
Mrs Yvonne LAW SHING Mo-han
Dr Hon Joseph LEE Kok-long, SBS, JP
Dr LEUNG Pak-yin, JP, *Chief Executive*
Ms Queenie LEUNG Pik-man (*up to 30.11.2011*)
Miss Gloria LO Kit-wai (*up to 25.7.2011*)
Ms Angela LEE Chung-yan (*from 26.7.2011*)
(*representing Permanent Secretary for Health*)
Dr Kim MAK
Prof Thomas WONG Kwok-shing, JP
Prof Maurice YAP Keng-hung

Terms of Reference

1. Advise on staff training and development matters;
2. Advise on manpower planning;
3. Advise, review and make recommendations on human resources policies and related issues;
4. Advise, review and make recommendations to the Hospital Authority on the terms and conditions of employment for staff;

5. Advise, review and make recommendations to the Hospital Authority on staff pay awards and overall staffing structure; and
6. Advise, review and make recommendations to the Hospital Authority on any other staff related matters.

Focus of Work in 2011-12

The Human Resources Committee met six times in 2011-12 to discuss various human resources matters. In 2011-12, the Committee considered and endorsed various human resource measures that were initiated to improve the manpower situation, including short-term and interim measures to address doctors' manpower strain; enhancement in Fixed Rate Honorarium for doctors and part-time doctors' pay package; continuation of the enhanced overseas package for Diagnostic Radiographer, Radiation Therapist and Podiatrist grades; call payment offer for eligible staff (other than clinical doctors) attending off-site call duties; as well as the follow-up refinements of new supporting staff structure.

In addition, the Committee discussed staff training and development matters. It deliberated on the three core training and development initiatives in 2011-12 and gave direction to the training and development strategic plan for 2012-2017; endorsed the Training Sponsorship Scheme for Enrolled Nurses; formalised the Graduate Prosthetist-Orthotist Programme; and supported the Pilot Training Programme for Student Dispensers.

In respect of staff benefits, the Committee received a progress report on the HA Mandatory Provident Fund Scheme and endorsed the introduction of one additional service provider. It aligned the leave taking requirements for employees serving on five-day week and non five-day week work patterns. The to-and-from work extension clause of Employees' Compensation was also discussed.

During the year, the Committee noted the progress of e-HR (electronic human resource) Services and implementation of the HA Head Office human resource projects under the Resource Allocation Exercise in 2011-12. It also considered the report on staff complaints received in 2010 and 2011, as well as the agenda forecast for 2012-13.

Information Technology Services Governing Committee

Membership List

- Chairman** : Dr LEUNG Pak-yin, JP, *Chief Executive*
- Vice-Chairman** : Mr CHENG Yan-kee, JP (*from 30.6.2011*)
- Members** : Mr Thomas CHAN, JP
Deputy Secretary for Food and Health (Health)
Mr CHENG Yan-kee, JP (*up to 29.6.2011*)
Mr Stephen LAU Ka-men, JP
Mr Stephen MAK, BBS, JP (*up to 31.12.2011*)
Mr Daniel LAI, BBS, JP (*from 19.1.2012*)
Government Chief Information Officer

Terms of Reference

1. Approve corporate policies and standards for Information Technology / Information Systems;
2. Approve and monitor the overall progress of the implementation of the Information Technology/ Information Systems Strategic Plan;
3. Approve and monitor the execution of the Information Technology / Information Systems Annual Business Plan;
4. Receive recommendations on the priorities for Information Technology systems development and implementation;
5. Receive advice from the Information Technology Technical Advisory Sub-Committee;
6. Receive performance and status reports; and
7. Provide periodic progress report to the Hospital Authority Board.

Focus of Work in 2011-12

The Information Technology (IT) Services Governing Committee met four times in 2011-12 to discuss various issues relating to the strategic development of information technology / information systems in HA. During this period, the Committee considered and deliberated on the IT operational risk model, key risks identified in the IT Operational Risk Assessment and the corresponding action plans; technology refreshment programme to replace the aging Corporate IT equipment and software for maintaining the delivery of healthcare services; ongoing efforts on information security and privacy upon completion of the action targets in response to the recommendations by Privacy Commissioner for Personal Data; development of the Government's electronic Health Record (eHR) with HA as the technical agent; and setting up of the IT Technical Advisory Sub-Committee to advise the Committee on technical aspects of HA's IT services from the perspective of external IT experts.

To meet the growing demand for IT systems to support the operation of the organisation, the Committee also considered and deliberated on the HA Clinical Systems Strategy 2012-17, the Business Support IT Systems Programme 2012-17 and the HA IT Services (HAITS) Annual Work Plan 2012-13 for responding to challenges in continuing existing service delivery and delivering the major strategic IT-enabled projects.

To support HA's business needs and accountability reporting, the Committee also endorsed the IT Block Vote Submission for 2012-13; draft audited financial statements for eHR programme development undertaken by HAITS for 2010-11; IT Services Performance Reports; and Clinical Management System Phase III Progress Reports.

Main Tender Board

Membership List

- Chairman** : Mr Lawrence LEE Kam-hung, JP
- Vice-Chairman** : Prof Maurice YAP Keng-hung (*from 19.1.2012*)
Mr Stephen YIP Moon-wah, BBS, JP (*up to 15.12.2011*)
- Ex-officio members** : Dr LEUNG Pak-yin, JP, *Chief Executive*
(or his nominated representative)
Ms Nancy TSE, JP, *Director (Finance)*
(or her nominated representative)
- Members** : **Two of the following rotating members:**
Mr CHAN Bing-woon, SBS, JP
Mr CHENG Yan-kee, JP
Mr Andy LAU Kwok-fai (*from 22.12.2011*)
Mrs Yvonne LAW SHING Mo-han
Dr Hon Joseph LEE Kok-long, SBS, JP
Prof Maurice YAP Keng-hung (*up to 18.1.2012*)

Terms of Reference

1. Review and assess the recommendations made by the assessment panel;
2. Review the procedures and criteria adopted by the assessment panel in the course of its selection; and
3. Approve the selection made by the assessment panel after satisfying itself that (1) and (2) are in order and such approval should be final.

Focus of Work in 2011-12

In 2011-12, the Main Tender Board met 24 times to consider a total of 557 tender papers for procurement of supplies and services with value of over \$1 million for HA Head Office, and above \$4 million for clusters and hospitals. Tenders for procurement of supplies mainly covered purchases of pharmaceutical products, medical and laboratory equipment and their consumables whereas service tenders were mainly related to hospital domestic and supporting services, maintenance of medical and laboratory equipment, information technology systems and maintenance services and data hosting facilities. Capital works tenders were mainly concerned with hospital redevelopment projects and minor works improvements for maintenance of hospital premises.

Medical Services Development Committee

Membership List

Chairman : Prof FOK Tai-fai, SBS, JP

Vice-Chairman : Dr Donald LI Kwok-tung, SBS, JP

Members : Mr CHENG Yan-kee, JP
Ms Quince CHONG Wai-yan
Dr Margaret CHUNG Wai-ling (*up to 30.11.2011*)
Dr LAM Ping-yan, SBS, JP
Director of Health
Ms Alice LAU, JP (*up to 18.3.2012*) /
Miss Katy FONG (*up to 17.4.2011*)
Mr Keith GIANG (*from 18.4.2011 to 19.7.2011*)
Ms Karyn CHAN (*from 20.7.2011*)
(*representing the Secretary for Financial Services and the Treasury*)
Ms Ka-shi LAU
Mr Lawrence LEE Kam-hung, JP
Dr Hon Joseph LEE Kok-long, SBS, JP
Ms Sandra LEE, GBS, JP (*up to 8.9.2011*)
Mr Richard YUEN Ming-fai, JP (*from 9.9.2011*)
Permanent Secretary for Health
Dr LEUNG Pak-yin, JP, *Chief Executive*
Ms Queenie LEUNG Pik-man (*up to 30.11.2011*)
Mr David LIE Tai-chong, SBS, JP
Mr PANG Yiu-kai, SBS, JP (*from 15.4.2011*)

Terms of Reference

1. Examine, review and make recommendations on the changing needs of the community in respect of clinical services provided by public hospitals and institutions;
2. Advise and make recommendations on the overall policies, directions and strategies relating to the provision, planning and development of the public hospitals and related services, having regard to the availability of technology, staff and other resources and the need to provide a patient-centred, outcome-focused quality healthcare service by a knowledge-based organisation;
3. Consider and make recommendations on the overall priorities for the planning and development of the public hospitals and related services in order to ensure an optimal utilisation of available resources; and
4. Consider, review and make recommendations on any other matters related to the planning and development of the public hospitals and related services.

Focus of Work in 2011-12

The Medical Services Development Committee met five times in 2011-12 to discuss issues relating to the planning, development and management of clinical services. On clinical services planning and development, the Committee considered and deliberated on measures to address reducing number of Medical Graduates, Disaster Psychological Services Plan for HA, redevelopment of Cancer Research Laboratory in Queen Elizabeth Hospital, development of Elderly People Service Plan, service planning works of the North Lantau Hospital Phase I, and development of Phase I Clinical Trial Centres in the two teaching hospitals.

The Committee considered and gave advice on clinical management issues relating to the inclusion of new drugs and indications under the Samaritan Fund from 2011-12, the impact of the increase in demand for Obstetric services by non-local pregnant women on the Obstetrics and Neonatal Intensive Care services in HA, Sponsored Drug Programme for Wet Age-related Macular Degeneration, potential collaboration with Innovation and Technology Commission, HA's contribution to the Controlling Officer's Report 2011-12, and Review for Key Performance Indicators 2011.

The Committee also received progress reports of various clinical programmes, including the enhancement of Post-incident Support Services to HA staff, Pilot Scheme of Accreditation in public hospitals, Public-private-partnership Pilot Scheme on Radiological Imaging Services, initiatives for enhancement of Mental Health Services in 2011-12, implementation of the Chronic Disease Management Programmes, and the Filmless HA Project.

Public Complaints Committee

Membership List

- Chairman** : Dr Margaret CHUNG Wai-ling (*up to 30.11.2011*)
Mr Ricky FUNG Choi-cheung, SBS, JP (*from 1.12.2011*)
- Vice-Chairman** : Dr LAM Ching-choi, BBS, JP* (*up to 30.11.2011*)
- Members** : Mr CHAN Bing-woon, SBS, JP
Rev Canon Dr Alan CHAN Chor-choi
Mr CHAN Shu-ying, SBS, JP
Mrs Jennifer CHEUNG NG Chui-yiu
Sister Nancy CHEUNG Chu-kin
Mr CHOI Chi-sum
Dr Eric CHONG Chee-min (*up to 30.11.2011*)
Mr Antonio CHU Lok-sang
Prof Joanne CHUNG Wai-yee
Mr Ricky FUNG Choi-cheung, SBS, JP (*up to 30.11.2011*)
Mr HO Sau-him (*from 1.12.2011*)
Mr Samuel HUI Kwok-ting (*from 1.12.2011*)
Mr Alex LAM Chi-yau (*from 1.12.2011*)
Mr Andy LAU Kwok-fai
Dr Robert LAW Chi-lim*
Prof LEE Sum-ping
Mr Carlos LEUNG Sze-hung*
Dr Pamela LEUNG Ming-kuen, JP* (*up to 30.11.2011*)
Mr Lawrence LI Shu-fai, SBS, JP (*up to 30.11.2011*)
Prof Raymond LIANG Hin-suen* (*from 1.12.2011*)
Dr MAK Sin-ping, BBS* (*from 1.12.2011*)
Prof WAN Chin-chin
Dr WONG Kwok-chun
Mr Anthony WONG Luen-kin, JP (*up to 30.11.2011*)
Mrs Elizabeth WONG YEUNG Po-wo, MBE
Ms Virginia WU Wei-kin (*up to 30.11.2011*)
Ms Lina YAN Hau-yee, MH, JP
Dr Agnes YEUNG LAW Koon-chui, JP (*from 1.12.2011*)
Ms Lisa YIP Sau-wah, JP

* Panel Chairman

Terms of Reference

1. The Public Complaints Committee (PCC) is the final complaint redress and appeal body of the Hospital Authority (HA).
2. The PCC shall independently :
 - (a) consider and decide upon complaints from members of the public who are dissatisfied with the response of the HA/hospital to which they have initially directed their complaints.
 - (b) monitor HA's handling of complaints.
3. Pursuant to Para 2 above, the PCC shall independently advise and monitor the HA on the PCC's recommendations and their implementation.
4. In handling complaint cases, the PCC shall follow the PCC Complaint Handling Guidelines (Annex) which may be amended from time to time.
5. The PCC shall from time to time and at least once a year, make reports to the HA Board and public, including statistics or raising important issues where applicable.

Annex**Guidelines on the handling of complaint cases in the Public Complaints Committee (PCC)**

1. The PCC is an appeal body within the Hospital Authority (HA) to consider appeals made by the public relating to its services. Based on its Terms of Reference, the following are guidelines set by the PCC to facilitate the handling of complaints.
2. The PCC shall not normally handle a complaint:
 - (a) if the complaint relates to services provided by the HA more than 2 years before the date of the lodging of the complaint, unless the PCC is satisfied that in the particular circumstances it is proper to conduct an investigation into such complaint not made within that period;
 - (b) if the complaint is made anonymously and/or the complainant cannot be identified or traced;
 - (c) if the complainant has failed to obtain the proper consent of the patient, to whom the services were provided, in the lodging of the complaint (this restriction will not be applicable if the patient has died or is for any reason unable to act for himself or herself);
 - (d) if the subject matter of the complaint has been referred to or is being considered by the coroner;
 - (e) if the complaint relates to a matter for which a specific statutory complaint procedure exists;

- (f) if the complainant or the patient concerned has instituted legal proceedings, or has indicated that he/she will institute legal proceedings, against the HA, the hospital or any persons who provided the services (in any event, the Committee shall not entertain any request for compensation);
- (g) if the complaint relates to dispute over the established policies of HA, for example fees charging policy of the HA in respect of its services;
- (h) if the complaint relates to an assessment made by a medical staff pursuant to any statutory scheme whereas such scheme provides for a channel of appeal, for example, the granting of sick leave under the provisions of the Employees' Compensation Ordinance, Cap. 282;
- (i) if the complaint relates to personnel matters or contractual matters and commercial matters;
- (j) if the PCC considers that the complaint is frivolous or vexatious or is not made in good faith; or
- (k) if the complaint, or a complaint of a substantially similar nature, has previously been the subject matter of a complaint which had been decided upon by the PCC.

3. Taking into account the following:

- (a) the disclosure of legal privileged documents in an open hearing;
- (b) the disclosure of personal data in an open hearing;
- (c) the PCC is not a judicial or quasi-judicial body;
- (d) an aggrieved party has other channels to seek redress; and
- (e) the PCC should not duplicate the functions of other institutions such as the courts or the Medical Council;

the PCC considers that its meetings shall not be open to the public.

4. In considering the merits of a complaint, the PCC may from time to time obtain expert opinion by medical professionals or other experts relating to the subject matter of the complaint. If the PCC considers appropriate, it may also invite the complainant, the patient, the medical staffs or any other relevant persons to attend an interview.

(The above Guidelines on the handling of complaint cases may be amended from time to time as appropriate.)

Focus of work in 2011-12

In 2011-12, the Public Complaints Committee held 19 meetings and handled a total of 237 cases, of which 147 were related to medical services, 31 related to administrative procedure, 28 related to staff attitude and 31 others. In addition to the handling of appeal cases, the Committee also formulated complaint handling policies to improve the efficiency and effectiveness of the Authority's complaints system, and make recommendations for system change and improvement of healthcare services. Regular internal and external communication programmes were conducted to enhance the transparency and credibility of the Authority's complaints system and the Committee as the final appeal body. Through its Secretariat, the Committee also shared important lessons learned for risk management and enhanced the complaint handling skills of frontline staff through regular specialist complaint management training.

Staff Appeals Committee

Membership List

Chairman : Mr Peter LO Chi-lik (*from 28.4.2011*)

Members : Mr Billy KONG Churk-hoi, BBS, JP
Dr Kim MAK
Prof Thomas WONG Kwok-shing, JP

Terms of Reference

1. Consider and decide upon appeals from staff members who have raised a grievance through the normal internal complaint channels and who wish to appeal against the decision made;
2. The Committee shall :
 - consider whether the appeal cases need further investigation by the management;
 - direct the appeal cases to be investigated;
 - have access to all the relevant information required from the management for making a decision;
 - ensure that appropriate action is taken; and
 - reply to the appellant;
3. The Committee's decision shall represent the Hospital Authority's decision and shall be final; and
4. The Committee shall make annual reports to the Hospital Authority Board.

Focus of Work in 2011-12

The Staff Appeals Committee was set up on 19 December 2002 as an independent authority for handling staff appeals which have already exhausted the normal staff complaint channels within the HA's operation. The Committee received three staff appeal cases in 2011-12, one of which was subsequently withdrawn by the appellant. The Committee considered the two remaining cases and handed down its decision on one case during the year. The decision on the other case was handed down in April 2012.

Supporting Services Development Committee

Membership List

- Chairman** : Mr CHENG Yan-kee, JP (*from 19.1.2012*)
Mr Stephen YIP Moon-wah, BBS, JP (*up to 15.12.2011*)
- Vice-Chairman** : Mr CHENG Yan-kee, JP (*from 28.4.2011 to 18.1.2012*)
Ms CHIANG Lai-yuen, JP (*from 19.1.2012*)
- Members** : Prof Edwin CHAN Hon-wan (*from 30.6.2011*)
Dr Andrew CHAN Ping-chiu (*from 30.6.2011*)
Mr CHENG Yan-kee, JP (*up to 27.4.2011*)
Ms CHIANG Lai-yuen, JP (*up to 18.1.2012*)
Mr Andy LAU Kwok-fai (*from 22.12.2011*)
Mr Peter LEE Kwok-wah (*from 30.6.2011*)
Dr LEUNG Pak-yin, JP, *Chief Executive*
Ms Winnie NG (*from 10.8.2011*)
Miss Gloria LO Kit-wai (*up to 25.7.2011*)
Ms Angela LEE Chung-yan (*from 26.7.2011*)
(*representing Permanent Secretary for Health*)

Terms of Reference

1. Advise on the directions and policies related to the development of Business Support Services and Environmental Protection to best support clinical services delivery in the Hospital Authority;
2. Review and advise on the implementation and monitoring of Capital Works Projects in the Hospital Authority;
3. Review and advise on the new initiatives in Business Support Services such as improvements in supply chain management, equipment management, strategic outsourcing and public-private-partnership of non-core functions, and the development of supporting services for revenue generation; and
4. Advise on the adoption of better practices and industry innovations related to the planning and delivery of Business Support Services and implementation of Capital Works Projects in the Hospital Authority.

Focus of Work in 2011-12

In 2011-12, the Supporting Services Development Committee met four times to fulfil its Terms of Reference, mainly to advise on the directions and policies related to the development of business support services and environmental protection to best support clinical service delivery in the HA. It also considered review reports on improvement of Non-Emergency Ambulance Transfer Service, product recall and safety alert for non-drug items and advertising services. The Committee also received progress update on replacement of medical and engineering equipment for 2011-12 and planning for 2012-13, implementation of Enterprise Resource Planning System for pharmaceutical hospital supplies, hospital security services and standards and implementation of the Clinical Waste Control Scheme. It also reviewed reports on performance management of pharmaceutical manufacturers and suppliers, implementation of cook-chill cum cold-plating, and upgrading of catering facilities in Hong Kong West Cluster, Hong Kong East Cluster and Kowloon East Cluster.

The Committee considered reports on the progress of major capital works projects, update on barrier free access to HA facilities, condition survey of HA hospitals and energy conservation initiatives in HA hospitals. It also considered reports on minor works projects in HA hospitals, statutory compliance checklists for hospitals, review of safety performance of HA Term Contract for Minor Works, and regular progress reports from the Capital Works Sub-Committee which was established under the Committee to consider capital works and project related items.

Appendix 4

Membership of Hospital Governing Committees

Alice Ho Miu Ling Nethersole Hospital

- Chairman** : Mr Roland CHOW Kun-chee
- Ex-officio members** : Hospital Authority Chief Executive or his representative
Hospital Chief Executive
- Members** : Dr Bonba CHIU Sik-ho
Ms Michelle CHOW Yan-wai
Mr FUNG Sau-chung
Ms KO Sui-fun
Mr Roger LEE Chee-wah
Dr Pamela LEUNG, JP
Mr John LI Kwok-heem
Rev Dr LI Ping-kwong, SBS
Mr Wilson MOK Yu-sang
Rev Eric SO Shing-yit
Rt Rev Dr Thomas SOO Yee-po, JP
Bishop Nicholas TAI Ho-fai
Ms Wendy TSANG Wan-man
Rev Josephine TSO Shiu-wan
Dr WONG Fook-yee
Ms Peggy WONG Pik-kiu, MH

Bradbury Hospice

- Chairman** : Dr Geoffrey LIEU Sek-yiu
- Ex-officio members** : Hospital Authority Chief Executive or his representative
Hospital Chief Executive
- Members** : Dr Hubert CHAN Chung-yee, JP
Dr Amy CHOW Yin-man
Dr David KAN
Sister Helen KENNY
Dr KWAN Wing-hong
Prof Samantha PANG Mei-che
Father John RUSSELL, S.J.
Mr SHUM Si-ki
Prof Dr Dominic WONG Shing-wah, GBS, JP

Caritas Medical Centre

- Chairman** : Prof David CHEUNG Lik-ching
- Ex-officio members** : Hospital Authority Chief Executive or his representative
Hospital Chief Executive
- Members** : Dr Wallace CHAN Chi-ho
Mr Denis CHANG, JP
Dr Benedict CHUNG Yat-ki
Dr Daniel FANG Tak-sang
Dr Conrad LAM Kui-shing, JP
Mr LEUNG Kam-tao
Mr William WONG Kuen-wai, BBS
Mr Anthony WONG Luen-kin, JP
Rev Michael M C YEUNG, VG
Rev Joseph YIM Tak-lung

Castle Peak Hospital & Siu Lam Hospital

- Chairman** : Prof John LEONG Chi-yan, SBS, OBE, JP
- Ex-officio members** : Hospital Authority Chief Executive or his representative
Hospital Chief Executive
- Members** : Dr CHOW Chun-bong, BBS, JP
Dr IP Yan-ming, JP
Mr Lothar LEE Hung-sham, MH
Mrs Rita LIU, SBS
Prof SHAM Pak-chung
Prof Thomas WONG Kwok-shing, JP
Ms Nora YAU Ho-chun, MH, JP

Cheshire Home, Chung Hom Kok

- Chairman** : Dr Albert WONG Chi-chiu
- Ex-officio members** : Hospital Authority Chief Executive or his representative
Hospital Chief Executive
- Members** : Mrs Shelley M. CHOW
Mr Hilbert KA Ping-wah
Ms Betty KO Lan-fun (*from 31.10.2011*)
Dr Bernard KONG Ming-hei
Mr Peter LI Lan-yiu
Dr Leonard LI Sheung-wai
Ms Janice MORTON
Dr Paul YOUNG Tze-kong, JP

Cheshire Home, Shatin

- Chairman** : Mrs Linda WONG LEUNG Kit-wah
- Ex-officio members** : Hospital Authority Chief Executive or his representative
Hospital Chief Executive
- Members** : Mrs Shelley M. CHOW
Ms Janet LAI Keng-chok
Prof Diana LEE Tze-fan
Dr Edward LEUNG Man-fuk
Dr Pamela LEUNG, JP
Prof Mark MACALPINE
Mr Paul MAK Chun-nam
Ms Janice MORTON
Mr Alfred POON Sun-biu

Duchess of Kent Children's Hospital at Sandy Bay

- Chairman** : Mr Vivian LEE Wai-man
- Ex-officio members** : Hospital Authority Chief Executive or his representative
Hospital Chief Executive
- Members** : Mr CHEUNG Tat-tong
Dr Daniel FANG Tak-sang
Mrs FOK Mei-ling
Prof LAU Yu-lung
Mr Renny LIE Ken-jie
Mr Gordon Gilbert LOCH Han-van
Ms Helen LUI Wai-hing
Prof Keith LUK Dip-kei
Mrs Elizabeth WONG YEUNG Po-wo

Grantham Hospital

- Chairman** : Mr PANG Yuk-ling, SBS, JP
- Ex-officio members** : Hospital Authority Chief Executive or his representative
Hospital Chief Executive
- Members** : Dr CHENG Chun-ho
Prof FAN Sheung-tat, SBS (*up to 30.6.2011*)
Prof Karen LAM Siu-ling
Mr Steve Y F LAN
Mr Sebastian LAU Ki-chit
Mr Lawrence LEE Kam-hung, JP
Mr Edwin LEUNG Chung-ching
Dr Vitus LEUNG Wing-hang
Mrs Elizabeth LI
Prof LO Chung-mau, JP (*from 31.10.2011*)
Mrs Purviz Rusy SHROFF
Mr Rocco YIM Sen-kee, BBS, JP

Haven of Hope Hospital

- Chairman** : Mr Charles C Y CHIU
- Ex-officio members** : Hospital Authority Chief Executive or his representative
Hospital Chief Executive
- Members** : Mrs Doreen CHAN HUI Dor-lam
Dr HO Wai-ip
Dr Joseph KWAN Kai-cho
Dr LAM Ching-choi, BBS, JP
Mr Eddie NG Ping-yiu
Dr George NG Sze-fuk, SBS, JP
Ms Elsa TSANG Sou-wah
Mr Peter WONG Chun-kow
Mr WONG Kai-man, BBS, JP

Hong Kong Buddhist Hospital

- Chairman** : Mr Keith LAM Hon-keung, JP
- Ex-officio members** : Hospital Authority Chief Executive or his representative
Hospital Chief Executive
- Members** : Ms Kelly CHAN Yuen-sau
Ms Elaine CHUNG Lai-kiwok, BBS, JP
Ms Pearl HO Chun-yee
Mr HO Tak-sum, MH
Dr KAO Park-ming
Ven KOK Kwong, GBS
Mr LAI Sze-nuen, BBS, JP
Mr Anthony LAM Chi-tat
Mr LEE Ka-cheung
Ms Mavis LEE Ming-pui
Ven SIK Hin-hung
Ven SIK Hong-ming
Ven SIK Ku-tay
Ven SIK Kuan-yun
Ven SIK To-ping
Ven SIK Yin-chi
Dr WONG Kam-chiu, MH

Hong Kong Eye Hospital & Kowloon Hospital

- Chairman** : Dr Eliza C H CHAN, BBS, JP
- Ex-officio members** : Hospital Authority Chief Executive or his representative
Hospital Chief Executive
- Members** : Dr Charles CHEUNG Wai-bun, JP
Hon Starry LEE Wai-king, JP
Mr Louis LOONG Hon-biu
Dr Delia PEI CHEN Chi-kuen, BBS, JP
Prof Julia TAO LAI Po-wah
Dr Victor WOO Chi-pang
Mr James YIP Shiu-kwong

Hong Kong Red Cross Blood Transfusion Service

- Chairman** : Mr Philip TSAI Wing-chung, JP
- Ex-officio members** : Hospital Authority Chief Executive or his representative
Hospital Chief Executive
- Members** : Mr CHAN Kai-ming
Mr Ambrose HO, JP
Dr HO Chung-ping, MH, JP
Ms Ada LAM Wai-ming
Dr LI Chi-kong
Mr Vincent LO Wing-sang, BBS, JP
Ms Clara SHEK
Mr Luke WONG Sui-kwong
Mrs Irene YAU, JP

Kwai Chung Hospital & Princess Margaret Hospital

- Chairman** : Hon Vincent FANG Kang, SBS, JP
- Ex-officio members** : Hospital Authority Chief Executive or his representative
Hospital Chief Executive
- Members** : Mr CHAN How-chi
Mr CHAU How-chen, GBS, JP
Dr Alice CHIU TSANG Hok-wan, BBS, JP
Mr CHOW Yick-hay, BBS, JP
Mr Larry KWOK Lam-kwong, BBS, JP
Mr Alan LEE Chi-keung, MH
Dr Hon Joseph LEE Kok-long, SBS, JP
Dr John LEUNG Yat-wai
Mr Henry TONG Sau-chai, MH
Dr TSAO Yen-chow
Prof WONG Chack-kie, MH

Kwong Wah Hospital & TWGHs Wong Tai Sin Hospital

- Chairman** : Mr Charles CHANG Juo-hwa, BBS
- Ex-officio members** : Hospital Authority Chief Executive or his representative
Hospital Chief Executive
- Members** : Mrs Viola CHAN MAN Yee-wai
Dr Ina CHAN Un-chan
Mr CHOW Chun-fai, BBS, JP
Mr Frederick FUNG King-wai
Ms Maisy HO Chiu-ha
Dr John LEE Sam-yuen, BBS
Mr Billy LEUNG Ting-yu, BBS
Mr Patrick MA Ching-hang, BBS, JP
Mr MOK Ying-fan
Mr Stephen NG Chi-wing
Mr Peter ONG Ka-lueng, BBS
Mr Ivan SZE Wing-hang
Mr Eddie WANG, BBS
Mr Paul YU Shiu-tin, BBS, JP
Dr YU Yuk-ling

MacLehose Medical Rehabilitation Centre

- Chairman** : Dr Eric CHIEN Ping
- Ex-officio members** : Hospital Authority Chief Executive or his representative
Hospital Chief Executive
- Members** : Prof Chetwyn CHAN Che-hin
Mr Calvin CHAN Man-yin
Mr Vincent CHENG Wing-ming
Dr Daniel FANG Tak-sang
Mr Martin HE
Ms Candice LAM Hou-heung (*up to 31.8.2011*)
Prof Keith LUK Dip-kei
Mr NG Hang-sau (*from 31.10.2011*)
Dr POON Tak-lun
Mr Adrian WONG Koon-man, JP
Mr David YAU Po-wing
Mr YU See-ho

North District Hospital

- Chairman** : Mrs Gloria NG WONG Yee-man, BBS, JP
- Ex-officio members** : Hospital Authority Chief Executive or his representative
Hospital Chief Executive
- Members** : Mr HAU Kam-lam, MH, JP
Mr HUNG Siu-ling
Mr LIU Sui-biu
Mr MA Ching-nam, JP
Mr George PANG Chun-sing
Dr Annie YEUNG Shou-fong
Mr Charlie YIP Wing-tong

Our Lady of Maryknoll Hospital

- Chairman** : Mr Lester Garson HUANG, JP
- Ex-officio members** : Hospital Authority Chief Executive or his representative
Hospital Chief Executive
- Members** : Father Brian R BARRONS
Mr Vincent CHANG
Mr Michael CHENG Tak-kin, JP
Dr Gabriel CHOI Kin
Ms Carlye CHU Fun-ling
Dr Nancy FOK
Dr LAM Siu-keung (*from 31.5.2011*)
Mrs Marigold LAU, SBS, JP
Sister Marilu LIMGENCO
Mr Rex MOK Chung-fai, MH
Mrs Pauline NG CHOW May-lin, JP
Father Edward PHILLIPS (*from 28.4.2011*)
Dr Gene TSOI Wai-wang
Sister Marya ZABOROWSKI

Pamela Youde Nethersole Eastern Hospital

- Chairman** : Mr Lawrence LEE Kam-hung, JP
- Ex-officio members** : Hospital Authority Chief Executive or his representative
Hospital Chief Executive
- Members** : Mr CHAN Bing-woon, SBS, JP
Ms Ophelia CHAN
Mr Roland CHOW Kun-chee
Rev CHU Yiu-ming
Ms KO Siu-wah, SBS, JP
Mr Peter LEE Kwok-wah
Mr John LI Kwok-heem
Dr Yvonne LUJ Lai-kwan
Rt Rev Dr Thomas SOO Yee-po, JP
Prof TAM Sheung-wai, GBS, JP
Mr YEUNG Po-kwan, JP
Dr Dominic YOUNG Ying-nam

Pok Oi Hospital

- Chairman** : Mr Henry TONG Sau-chai, MH
- Ex-officio members** : Hospital Authority Chief Executive or his representative
Hospital Chief Executive
- Members** : Prof Chetwyn CHAN Che-hin
Dr CHONG Man-yuk
Ms Yvonne CHUA
Mr LEUNG Che-cheung, BBS, MH, JP
Mr POON Tak-ming
Mr TSANG Yiu-cheung
Dr Sam WONG Chun-sing, MH
Mr WONG Fan-foung, MH
Mr Victor WONG Kai-tai, MH
Mr Charlie YIP Wing-tong
Mr Chris YIP Yiu-shing, MH

Prince of Wales Hospital

- Chairman** : Mr Edward HO Sing-tin, SBS, JP
- Ex-officio members** : Hospital Authority Chief Executive or his representative
Hospital Chief Executive
- Members** : Dr Edgar CHENG Wai-kin, GBS, JP
Prof FOK Tai-fai, SBS, JP
Ms Nancy KIT, JP
Mr Peter LEE Kwok-wah
Mr Stephen LIU Wing-ting, JP
Prof Peter K W MOK
Mr Philip WONG Chak-piu

Queen Elizabeth Hospital

- Chairman** : Mr John LEE Luen-wai, BBS, JP
- Ex-officio members** : Hospital Authority Chief Executive or his representative
Hospital Chief Executive
- Members** : Dr Eliza C H CHAN, BBS, JP
Mrs Sheilah CHENG CHATJAVAL
Dr James HWANG Shu-tak, BBS
Mr Emmanuel KAO Chu-chee
Dr LEE Kin-hung
Mr David MUI Ying-yuen, MH, JP
Ms Winnie NG
Dr Victor WOO Chi-pang
Mr John WU Man-keung, BBS, MH

Queen Mary Hospital & Tsan Yuk Hospital

- Chairman** : Dr Anthony HO Yiu-wah, BBS, JP
- Ex-officio members** : Hospital Authority Chief Executive or his representative
Hospital Chief Executive
- Members** : Prof LEE Sum-ping
Mrs Margaret LEUNG KO May-yee, SBS, JP
Mr Lincoln TSO
Prof Amy TSUI Bik-may
Prof Judy TSUI LAM Sin-lai
Ms Catherine YEN
Prof Richard YU Yue-hong, SBS

Rehabaid Centre

- Chairman** : Hon Judge Kevin Anthony BROWNE
- Ex-officio members** : Hospital Authority Chief Executive or his representative
Hospital Chief Executive
- Members** : Dr Joseph BOSCO
Ms Kelly CHAN Yuen-sau
Mrs Shelley M. CHOW
Mr Robin GILL
Mrs Kimberley LAM KWONG Lan-heung
Dr Leonard LI Sheung-wai
Mr TSANG Chiu-kwan, JP

Ruttonjee & Tang Shiu Kin Hospitals

- Chairman** : Mr Edwin LEUNG Chung-ching
- Ex-officio members** : Hospital Authority Chief Executive or his representative
Hospital Chief Executive
- Members** : Ms Lillian CHAN Lit-yee
Mr Raymond CHOW Wai-kam, JP
Prof Peggy LAM, GBS, JP
Mr Steve Y F LAN
Mr Sebastian LAU Ki-chit
Mrs Alice LAU WOO Wai-see
Prof John LEONG Chi-yan, SBS, OBE, JP
Dr Vitus LEUNG Wing-hang
Dr LIU Ka-ling
Mr PANG Yuk-ling, SBS, JP
Mrs Purviz Rusy SHROFF
Mr SHUM Choi-sang, SBS, JP
Ms Anna TANG King-yung, BBS, MH
Mr Richard TANG Yat-sun, BBS, JP

Shatin Hospital

- Chairman** : Mrs Yvonne LAW SHING Mo-han
- Ex-officio members** : Hospital Authority Chief Executive or his representative
Hospital Chief Executive
- Members** : Mr CHEUNG Tak-hai
Prof Joanne CHUNG Wai-yee
Mr FONG Cheung-fat
Mr Joseph KEUNG Shu-hoi
Prof LAM Tai-hing, BBS, JP
Mr Thomas PANG Cheung-wai, BBS, JP

Tai Po Hospital

- Chairman** : Dr Lily CHIANG (*up to 29.6.2011*)
Mr Patrick MA Ching-hang, BBS, JP (*from 30.6.2011*)
- Ex-officio members** : Hospital Authority Chief Executive or his representative
Hospital Chief Executive
- Members** : Mr CHEUNG Wing-fai
Mr Richard FUNG Lap-chung
Mr LEUNG Wo-ping, JP
Mr Arthur LI Ka-tat
Mr MAN Chen-fai, MH
Dr YIP Ka-chee

Tseung Kwan O Hospital

- Chairman** : Mr LO Chung-hing, SBS
- Ex-officio members** : Hospital Authority Chief Executive or his representative
Hospital Chief Executive
- Members** : Mr Raymond CHAN Wai-man
Dr Joseph KWAN Kai-cho
Mr Henry LAI Hin-wing
Dr Danny MA Ping-kwan
Ms Nancy TSANG Lan-see
Mr WAN Yuet-cheung, MH, JP

Tuen Mun Hospital

- Chairman** : Mr Paul YU Shiu-tin, BBS, JP
- Ex-officio members** : Hospital Authority Chief Executive or his representative
Hospital Chief Executive
- Members** : Prof Alfred CHAN Cheung-ming, BBS, JP
Mr CHAN How-chi
Mr Michael CHAN Kee-huen
Prof Sophia CHAN Siu-chee
Dr Eddie CHAN Tat
Mr KU Moon-lun
Mr Edward PONG Chong, BBS, JP
Mr Boris YEUNG Sau-ming

Tung Wah Hospital/Tung Wah Eastern Hospital/TWGHs Fung Yiu King Hospital

- Chairman** : Mr Charles CHANG Juo-hwa, BBS
- Ex-officio members** : Hospital Authority Chief Executive or his representative
Hospital Chief Executive
- Members** : Mrs Viola CHAN MAN Yee-wai
Dr Ina CHAN Un-chan
Ms CHENG Lai-king
Dr CHU Chor-lup
Mr Frederick FUNG King-wai
Ms Maisy HO Chiu-ha
Dr John LEE Sam-yuen, BBS
Mr Billy LEUNG Ting-yu, BBS
Mr Stephen LIU Wing-ting, JP
Mr Patrick MA Ching-hang, BBS, JP
Mr Stephen NG Chi-wing
Mr Peter ONG Ka-lueng, BBS
Mr Ivan SZE Wing-hang
Mr TONG Chun-wan
Mr Eddie WANG, BBS

United Christian Hospital

- Chairman** : Prof TAM Sheung-wai, GBS, JP
- Ex-officio members** : Hospital Authority Chief Executive or his representative
Hospital Chief Executive
- Members** : Mr Bunny CHAN Chung-bun, SBS, JP
Mr Derek CHAN Man-foon
Mr Clifford King CHIU
Mr Roland CHOW Kun-chee
Mr FUNG Sau-chung
Rev Paul KAN Kei-piu
Ms Sophia KAO, SBS, JP
Dr LAM Kin-wah, MH
Rev Lincoln LEUNG Lam-hoi (*Passed away in January 2012*)
Mr Marthy LI Chak-kwan
Mr John LI Kwok-heem
Rev PO Kam-cheong
Rev Eric SO Shing-yit
Mr Thomas TSANG Fuk-chuen
Mr Herbert TSOI Hak-kong, BBS, JP
Rt Rev Louis TSUI Tsan-sang
Dr Hayles WAI Heung-wah
Mr David WONG Tat-kee
Ms Grace WONG Yuen-ling
Mr WU Kwok-cheung, MH
Dr Alice YUK Tak-fun, JP

Yan Chai Hospital

- Chairman** : Mr Edmond LEE Man-bun, MH
- Ex-officio members** : Hospital Authority Chief Executive or his representative
Hospital Chief Executive
- Members** : Mr Baldwin CHENG Shing-fung
Mr Edwin CHENG Shing-lung
Mr CHENG Yan-kee, JP
Ms Vanessa LAM Wai-shan
Mr Alex LAN Khong-poh
Mr Raymond LEUNG Cheong-ming
Mr Peter LO Siu-kit
Mrs Susan SO CHAN Wai-hang
Mr Alfred WONG Wai-kin
Mr YAU Kam-ping, MH

Appendix 5

Membership of Regional Advisory Committees

Hong Kong Regional Advisory Committee

- Chairman** : Mr CHAN Bing-woon, SBS, JP
- Ex-officio members** : Hospital Authority Chief Executive or his representative
Director of Health or his / her representative
- Members** : Mr AU Lap-sing
Ms Ophelia CHAN, BBS
Dr Ina CHAN Un-chan
Dr Eric CHIEN Ping
Dr Daniel FANG Tak-sang
Mr JONG Koon-sang
Mr KONG Chack-ho, MH
Dr LAU Chor Chiu, MH (*from 1.5.2011*)
Ms Kenny LEE Kwun-yee
Mr Edwin LEUNG Chung-ching
Mr Tommy LI Ying-sang, BBS, MH, JP
Mr PANG Yuk-ling, SBS, JP
Mr TSANG Wing-wah
Mr Lincoln TSO
Dr Loretta YAM Yin-chun, BBS (*up to 30.4.2011*)
Dr Paul YOUNG Tze-kong, JP
Prof Richard YUEN Man-fung
Mr YUNG Chi-ming, MH

Kowloon Regional Advisory Committee

- Chairman** : Mrs Yvonne LAW SHING Mo-han
- Ex-officio members** : Hospital Authority Chief Executive or his representative
Director of Health or his / her representative
- Members** : Dr Eliza C H CHAN, BBS, JP
Mr CHAN Kai-wai
Mrs Viola CHAN MAN Yee-wai
Ms CHAU Chuen-heung, BBS, MH, JP
Mr Michael CHENG Tak-kin, JP
Mr CHEUNG Yan-hong
Mr Charles C Y CHIU
Mr CHOW Chun-fai, BBS, JP
Mr CHOW Ping-tim
Mr CHOW Yick-hay, BBS, JP
Mr HO Tak-sum, MH
Ms Nancy LAM Chui-ling, MH
Mr LAM Ka-keung
Mr Raymond LEUNG Cheong-ming
Mr John LI Kwok-heem
Mr TSANG Chiu-kwan, JP
Ms Nancy TSANG Lan-see
Mr WONG Kam-kuen, MH, JP
Mr WONG Kwok-yan
Mr Anthony WONG Luen-kin, JP
Mr Luke WONG Sui-kwong
Dr Victor WOO Chi-pang

New Territories Regional Advisory Committee

- Chairman** : Dr Margaret CHUNG Wai-ling (*up to 30.11.2011*)
Ms Ka-shi LAU (*from 1.12.2011*)
- Ex-officio members** : Hospital Authority Chief Executive or his representative
Director of Health or his / her representative
- Members** : Mr Daniel CHAM Ka-hung, BBS, MH, JP
Mr CHAN How-chi
Mr Richard FUNG Lap-chung
Ms Nancy KIT, JP
Mr LAM Tak-leung, MH, JP
Mr LAU Kwok-fan
Mr Lothar LEE Hung-sham, MH
Mr LI Kwok-ying, BBS, MH, JP
Prof Simon NG Siu-man
Mr Thomas PANG Cheung-wai, BBS, JP
Mr George PANG Chun-sing
Mr Alfred POON Sun-biu
Mr SHUM Si-ki
Mr Philip WONG Chak-piu
Ms Peggy WONG Pik-kiu, MH
Mr Charlie YIP Wing-tong

Appendix 6

Membership of the Board of Trustees of the Hospital Authority Provident Fund Scheme

Chairman : Mr John LEE Luen-wai, BBS, JP

Trustees : Ms Nancy TSE Sau-ling, JP

Mr Peter LO Chi-lik

Ms LAU Ka-shi

Mr Patrick MA Ching-hang, BBS, JP

Mr LO Kam-shing (*up to 28.11.2011*)

Dr WONG Tak-cheung (*from 29.11.2011*)

Mr Raymond LEUNG Ho-kwan

Dr Gordon JAN Siu-kei

Dr WONG Chi-keung

Mrs Susan MAK LOK Suet-ling, JP (*up to 3.1.2012*)

Miss Janice TSE Siu-wa, JP (*from 31.3.2012*)

Mr Raymond LEE Wing-hung

Mr Alan Howard SMITH, JP

Appendix 7

Public Feedback Statistics

Complaint / Appreciation Received (1.4.2011 – 31.3.2012)

Public Complaints Committee

Nature of cases	Number of appeal cases
Medical services	147
Staff attitude	28
Administrative procedure	31
Others	31
Total number of appeal cases handled	237

Hospital Complaint / Feedback / Appreciation Statistics

Nature of complaint / feedback / appreciation cases	Complaint received	Feedback received	Appreciation received
Medical services	1,256	3,604	16,056
Staff attitude	500	2,399	8,493
Administrative procedure	378	2,586	1,384
Overall performance	127	1,810	633
Others	110	559	10,156
Total number of hospital complaint / feedback / appreciation	2,371	10,958	36,722

GOPC* Complaint / Feedback / Appreciation Statistics

Nature of complaint / feedback / appreciation cases	Complaint received	Feedback received	Appreciation received
Medical services	67	282	1,237
Staff attitude	60	264	1,191
Administrative procedure	33	500	48
Overall performance	5	117	59
Others	8	29	446
Total number of complaint / feedback / appreciation received by GOPC	173	1,192	2,981

* General out-patient clinics

Appendix 8

Statistics of the Controlling Officer's Report

The Hospital Authority generally achieved its performance targets in 2011-12. The volume of patient care activities across the full range of services in 2011-12 is comparable to the level in 2010-11.

The key statistics of the Controlling Officer's Report used by the Government to measure the Authority's performance in 2010-11 and 2011-12 were:

	2010-11	2011-12
(I) No. of hospital beds (as of end March)		
General (acute and convalescence)	20,733	20,754
Infirmery	2,041	2,041
Mentally ill	3,607	3,607
Mentally Handicapped	660	660
Total	27,041	27,062
(II) Delivery of services		
<i>In-patient services</i>		
No. of discharges & deaths		
General (acute and convalescence)	961,714	984,495
Infirmery	3,651	3,435
Mentally ill	15,921	16,011
Mentally handicapped	353	385
Overall	981,639	1,004,326
No. of patient days		
General (acute and convalescence)	5,442,356	5,492,158
Infirmery	520,394	506,365
Mentally Ill	1,025,260	1,007,619
Mentally handicapped	215,346	211,613
Overall	7,203,356	7,217,755
Bed occupancy rate		
General (acute and convalescence)	84%	84%
Infirmery	89%	88%
Mentally ill	79%	77%
Mentally handicapped	89%	88%
Overall	84%	83%
Average length of stay (days) *		
General (acute and convalescence)	5.7	5.6
Infirmery	123	121
Mentally ill	73	65
Mentally handicapped	616	654
Overall	7.5	7.2

	2010-11	2011-12
Ambulatory diagnostic & therapeutic services		
Day patient		
No. of discharges & deaths	459,548	496,640
No. of day patients as % of total in-patient & day patient discharges and deaths	32%	33%
Accident & emergency services		
No. of attendance	2,237,249	2,241,176
Out-patient services		
No. of specialist outpatient (clinical) attendances**	6,630,190	6,731,155
No. of general outpatient attendances	4,979,754	5,316,486
No. of family medicine specialist clinic attendances**	281,858	282,705
No. of primary care attendances***	5,261,612	5,599,191
Rehabilitation & outreach services		
No. of home visits by community nurses	833,934	838,896
Psychiatric services		
No. of psychiatric outreach attendances	167,086	220,550
No. of psychiatric day hospital attendances	211,993	220,532
No. of psychogeriatric outreach attendances	82,716	95,446
Geriatric services		
No. of outreach attendances	619,844	626,381
No. of older persons assessed for infirmary care service	1,450	1,518
No. of geriatric day hospital attendances****	137,088	142,615
No. of Visiting Medical Officer attendances	114,540	109,850
No. of allied health out-patient attendances	2,109,534	2,150,405
(III) Quality of services		
<i>No. of hospital deaths per 1,000 population ^</i>	3.5	3.3
<i>Unplanned readmission rate within 28 days for general in-patients</i>	10.4%	10.4%
<i>Accident and Emergency (A&E) services</i>		
<i>% of A&E patients within the target waiting time:</i>		
Triage I (critical cases – 0 minutes)	100	100
Triage II (emergency cases – 15 minutes)	98	98
Triage III (urgent cases – 30 minutes)	90	91
<i>Specialist outpatient services</i>		
Median waiting time for first appointment at specialist clinics +		
First priority patients	<1 week	<1 week
Second priority patients	5 weeks	5 weeks

	2010-11	2011-12
(IV) Cost of Services		
Cost distribution		
Cost distribution by service types (%)		
Inpatient	56.1%	55.3%
Ambulatory and outreach	43.9%	44.7%
Cost by service types per 1000 population (\$m)		
Inpatient	2.9	3.2
Ambulatory and outreach	2.3	2.6
Cost of services for persons aged 65 or above		
Share of cost of services (%)	45.8%	45.4%
Cost of services per 1000 population (\$m)	18.4	19.7
Unit costs		
Cost per inpatient discharged (\$)		
General (acute and convalescence)	18,630	20,010
Infirmery	161,460	186,360
Mentally ill	112,660	121,100
Mentally handicapped	655,390	652,830
Cost per patient day (\$)		
General (acute and convalescence)	3,600	3,950
Infirmery	1,130	1,270
Mentally ill	1,750	1,930
Mentally handicapped	1,070	1,190
Cost per accident & emergency attendance (\$)	800	875
Cost per specialist outpatient attendance (\$)	910	985
Cost per general outpatient attendance (\$)	290	335
Cost per family medicine specialist clinic attendance (\$)	860	950
Cost per outreach visit by community nurse (\$)	330	385
Cost per psychiatric outreach attendance (\$)	1,160	1,210
Cost per geriatric day hospital attendance (\$)	1,490	1,620
Waivers ~		
% of Comprehensive Social Security Assistance (CSSA) waiver (%)	18.8	19.1
% of non-CSSA waiver (%)	3.9	3.9

Notes :

- * Derived by dividing the sum of length of stay of inpatient by the corresponding number of inpatient discharged / treated.
- ** Number of specialist outpatient (SOP) attendances include attendances from nurse clinic in SOP setting.
- *** Number of primary care attendances comprises of the number of general outpatient (GOP) attendances and family medicine specialist clinic attendances. GOP attendances include nurse clinic attendances. Eight GOP clinics were designated as Designated Flu Clinics for human swine influenza (H1N1 Influenza A) between 13 June 2009 and 23 May 2010. The attendances of the Designated Flu Clinics are not included in the figure. As part of the healthcare reform initiatives, the Hospital Authority has been implementing a number of pilot projects, such as chronic disease management programmes, to enhance primary care services. Starting from 2011/12, these programmes have been implemented on an on-going basis. The throughput and cost of such services are reflected in the relevant indicators.
- **** No. of geriatric day hospital attendances under Integrated Discharge Support Program are excluded.
- ^ Refers to the standardised mortality rate covering all deaths in HA hospitals. This is derived by applying the age-specific mortality rate in HA in a particular year to a 'standard' population which is the 2001 Hong Kong mid-year population.
- † Refers to median waiting time of major clinical specialties which include Ear, Nose and Throat, Gynaecology, Medicine, Ophthalmology, Orthopaedics & Traumatology, Paediatrics and Adolescent Medicine, Psychiatry and Surgery.
- ~ Refers to the amount waived as percentage to total charge.

Appendix 9

Statistics on Number of Beds, Inpatient, Accident & Emergency and Outpatient Services in 2011-12

Institution	No. of beds (as at end March 2012)	Total IP & DP Discharges and Deaths	Inpatient Occupancy Rate (%)	Inpatient Average Length of Stay (days)	Total A&E Attendances	Total SOP Attendances (clinical)	Family Medicine Specialist Clinic Attendances	Total Allied Health Outpatient Attendances	General Outpatient Attendances
Hong Kong East Cluster									
Cheshire Home, Chung Hom Kok	240	370	80.8	174.2	-	-	-	142	-
Pamela Youde Nethersole Eastern Hospital	1,597	132,967	79.7	5.0	153,816	536,852	58,219	101,406	347,943
Ruttonjee & Tang Shiu Kin Hospitals	663	25,178	80.2	6.5	84,594	120,443	11,430	96,764	112,945
St John Hospital	87	3,238	61.4	5.1	10,820	97	-	6,966	35,574
Tung Wah Eastern Hospital	282	8,633	83.9	12.6	-	106,312	-	24,970	27,794
Wong Chuk Hang Hospital	160	204	89.8	273.0	-	-	-	-	-
Sub-total	3,029	170,590	80.8	6.8	249,230	763,704	69,649	230,248	524,256
Hong Kong West Cluster									
Duchess of Kent Children's Hospital	130	3,173	51.6	9.0	-	19,973	-	27,756	-
TWGHs Fung Yiu King Hospital	272	3,127	67.7	17.7	-	619	-	328	-
Grantham Hospital	372	13,690	70.2	12.0	-	36,071	-	2,404	-
MacLehose Medical Rehabilitation Centre	110	1,051	60.7	23.3	-	324	-	3,754	-
Queen Mary Hospital	1,698	132,103	76.0	4.4	131,129	666,788	20,336	132,882	308,330
Tung Wah Hospital	550	24,803	84.4	14.6	-	43,504	-	5,146	33,413
Tsan Yuk Hospital	3	251	-	-	-	23,085	-	4,627	-
Sub-total	3,135	178,198	74.1	6.4	131,129	790,364	20,336	176,897	341,743

Institution	No. of beds (as at end March 2012)	Total IP & DP Discharges and Deaths	Inpatient Occupancy Rate (%)	Inpatient Average Length of Stay (days)	Total A&E Attendances	Total SOP Attendances (clinical)	Family Medicine Specialist Clinic Attendances	Total Allied Health Outpatient Attendances	General Outpatient Attendances
Kowloon Central Cluster									
Hong Kong Buddhist Hospital	324	8,740	86.6	16.5	-	12,020	-	8,486	37,073
Hong Kong Eye Hospital	45	8,489	59.3	4.6	-	228,783	-	20,620	-
Kowloon Hospital	1,335	15,801	84.0	26.6	-	85,929	-	129,154	-
Queen Elizabeth Hospital	1,841	167,722	86.9	5.0	211,566	669,946	6,391	208,290	482,030
Rehabaid Centre	-	-	-	-	-	147	-	22,617	-
Sub-total	3,545	200,752	85.6	8.1	211,566	996,825	6,391	389,167	519,103
Kowloon East Cluster									
Haven of Hope Hospital	425	6,447	90.9	22.3	-	9,688	-	4,209	-
Tseung Kwan O Hospital	503	46,074	95.8	4.4	124,694	191,571	275	85,286	288,485
United Christian Hospital	1,403	114,662	81.1	4.4	187,715	525,333	58,653	198,268	528,069
Sub-total	2,331	167,183	86.2	5.4	312,409	726,592	58,928	287,763	816,554
Kowloon West Cluster									
Caritas Medical Centre	1,183	54,090	80.0	6.7	134,021	352,639	898	62,427	260,059
Kwai Chung Hospital	920	3,709	79.9	78.3	-	203,564	-	26,316	-
Kwong Wah Hospital	1,201	92,579	74.8	4.3	145,917	350,089	2,507	151,534	202,754
Our Lady of Maryknoll Hospital	236	10,440	67.8	8.1	-	66,872	709	27,121	388,261
Princess Margaret Hospital	1,731	130,535	92.4	5.4	151,204	396,261	9,325	102,821	408,569
TWGHs Wong Tai Sin Hospital	511	7,602	90.8	26.8	-	-	-	641	-
Yan Chai Hospital	800	50,314	76.9	4.5	141,919	203,127	2,370	72,804	257,193
Sub-total	6,582	349,269	81.9	6.9	573,061	1,572,552	15,809	443,664	1,516,836

Institution	No. of beds (as at end March 2012)	Total IP & DP Discharges and Deaths	Inpatient Occupancy Rate (%)	Inpatient Average Length of Stay (days)	Total A&E Attendances	Total SOP Attendances (clinical)	Family Medicine Specialist Clinic Attendances	Total Allied Health Outpatient Attendances	General Outpatient Attendances
New Territories East Cluster									
Alice Ho Miu Ling Nethersole Hospital	563	50,677	81.8	4.2	128,506	224,593	4,651	100,733	221,246
Bradbury Hospice	26	623	89.7	13.8	-	44	-	983	-
Cheshire Home, Shatin	304	149	72.5	426.0	-	-	-	509	-
North District Hospital	599	35,788	86.1	5.2	117,687	174,422	5,745	67,265	237,724
Prince of Wales Hospital	1,477	137,691	84.0	4.7	155,851	632,698	47,304	164,420	409,448
Shatin Hospital	553	8,558	88.0	20.1	-	498	-	1,171	-
Tai Po Hospital	992	9,773	82.1	25.1	-	469	-	465	-
Sub-total	4,514	243,259	83.3	7.2	402,044	1,032,724	57,700	335,546	868,418
New Territories West Cluster									
Castle Peak Hospital	1,144	2,579	75.8	139.1	-	130,113	-	27,404	-
Pok Oi Hospital	517	35,730	89.2	6.2	130,725	84,812	34,104	52,910	-
Siu Lam Hospital	350	231	97.4	643.8	-	-	-	-	-
Tuen Mun Hospital	1,915	153,175	95.1	6.2	231,012	633,469	19,788	206,806	729,576
Sub-total	3,926	191,715	88.6	10.1	361,737	848,394	53,892	287,120	729,576
GRAND TOTAL	27,062	1,500,966	83.0	7.2	2,241,176	6,731,155	282,705	2,150,405	5,316,486

Notes:

1. Rehabaid Centre and Hong Kong Red Cross Blood Transfusion Service are Hospital Authority institutions with specific functions but no hospital beds.
2. The number of beds as at end March 2012 is based on the Annual Survey on Hospital Beds in Public Hospitals, 2011-12.
3. The outpatient attendances for different clinics are grouped under respective hospital management.
4. Specialist outpatient (SOP) attendances (clinical) include attendances from nurse clinic in SOP setting.
5. General outpatient (GOP) attendances include attendances from nurse clinic in GOP setting and attendances in related healthcare reform initiative programmes in primary care.
6. Total Allied Health Outpatient attendances exclude follow-up consultations provided by the Medical Social Service Department and joint clinic consultations provided by the Optometry & Orthoptics Department with doctors.
7. Data prepared in July 2012.

Abbreviations:

IP — Inpatient

DP — Day Patient

A&E — Accident & Emergency

SOP — Specialist Outpatient

Appendix 10

Statistics on Community and Rehabilitation Services in 2011-12

Institution	Community Nursing Service [†]	Community Psychiatric Service [‡]	Psycho-geriatric Service [‡]	Community Geriatric Assessment Service [§]	Visiting Medical Officer attendances ^{††}	Community Allied Health attendances ^{†††}	Rehabilitation day & palliative care day attendances	Geriatric day hospital attendances ^{††††}	Psychiatric day hospital attendances
Hong Kong East Cluster									
Cheshire Home, Chung Hom Kok	-	-	-	-	-	71	-	-	-
Pamela Youde Nethersole Eastern Hospital	91,481	22,664	11,098	-	-	773	975	12,318	29,902
Ruttonjee & Tang Shiu Kin Hospitals	-	-	-	120,824	21,544	1,720	5,007	16,187	-
St John Hospital	4,687	-	-	-	-	-	-	-	-
Tung Wah Eastern Hospital	-	-	-	-	-	82	33,146	-	-
Wong Chuk Hang Hospital	-	-	-	-	-	-	-	2,219	-
Sub-total	96,168	22,664	11,098	120,824	21,544	2,646	39,128	30,724	29,902
Hong Kong West Cluster									
Duchess of Kent Children's Hospital	-	-	-	-	-	7	-	-	-
TWGHs Fung Yiu King Hospital	-	-	-	38,934	10,608	1,383	-	4,576	-
Grantham Hospital	-	-	-	-	-	250	4,325	-	-
MacLehose Medical Rehabilitation Centre	-	-	-	-	-	126	13,296	-	-
Queen Mary Hospital	56,981	8,754	13,007	-	-	712	-	-	18,743
Tung Wah Hospital	-	-	-	-	-	202	7,422	3,877	-
Sub-total	56,981	8,754	13,007	38,934	10,608	2,680	25,043	8,453	18,743

Institution	Community Nursing Service ^a	Community Psychiatric Service ^b	Psycho-geriatric Service ^c	Community Geriatric Assessment Service ^d	Visiting Medical Officer attendances ⁺⁺	Community Allied Health attendances ^{**}	Rehabilitation day & palliative care day attendances	Geriatric day hospital attendances ^{***}	Psychiatric day hospital attendances
Kowloon Central Cluster									
Hong Kong Buddhist Hospital	-	-	-	-	-	153	2,496	-	-
Kowloon Hospital	66,687	9,511	8,222	40,075	4,978	1,675	853	950	11,103
Queen Elizabeth Hospital	-	-	-	31,434	5,593	1,048	-	9,642	-
Rehabaid Centre	-	-	-	-	-	1,031	-	-	-
Sub-total	66,687	9,511	8,222	71,509	10,571	3,907	3,349	10,592	11,103
Kowloon East Cluster									
Haven of Hope Hospital	30,127	-	-	6,685	1,153	445	1,322	4,307	-
Tseung Kwan O Hospital	-	-	-	-	-	75	-	-	-
United Christian Hospital	128,849	26,242	10,361	31,566	7,783	1,358	2,561	20,430	32,290
Sub-total	158,976	26,242	10,361	38,251	8,936	1,878	3,883	24,737	32,290
Kowloon West Cluster									
Caritas Medical Centre	80,849	-	-	40,163	3,710	135	1,293	10,685	-
Kwai Chung Hospital	-	61,799	23,825	-	-	3,059	-	-	64,533
Kwong Wah Hospital	37,736	-	-	48,608	9,859	981	-	6,009	-
Our Lady of Maryknoll Hospital	46,046	-	-	17,342	-	82	855	-	-
Princess Margaret Hospital	84,566	-	-	37,562	5,727	785	741	14,166	-
TWGHs Wong Tai Sin Hospital	-	-	-	-	-	74	-	10,632	-
Yan Chai Hospital	-	-	-	39,181	6,542	165	-	482	-
Sub-total	249,197	61,799	23,825	182,856	25,838	5,281	2,889	41,974	64,533

Institution	Community Nursing Service [*]	Community Psychiatric Service [#]	Psycho-geriatric Service [#]	Community Geriatric Assessment Service [@]	Visiting Medical Officer attendances ⁺⁺	Community Allied Health attendances ^{**}	Rehabilitation day & palliative care day attendances	Geriatric day hospital attendances ^{***}	Psychiatric day hospital attendances
New Territories East Cluster									
Alice Ho Miu Ling Nethersole Hospital	35,389	-	1,071	27,926	7,021	2,453	274	9,984	9,092
Bradbury Hospice	-	-	-	-	-	28	490	-	-
Cheshire Home, Shatin	-	-	-	-	-	1	-	-	-
North District Hospital	36,194	7,280	8,978	29,685	7,412	3,180	66	6,920	11,241
Prince of Wales Hospital	29,879	-	-	11,168	4,363	2,376	-	-	-
Shatin Hospital	28,818	22,621	5,796	10,017	3,436	2,091	5,477	10,603	16,639
Tai Po Hospital	-	3,392	240	-	-	38	-	-	7,372
Sub-total	130,280	33,293	16,085	78,796	22,232	10,167	6,307	27,507	44,344
New Territories West Cluster									
Castle Peak Hospital	-	58,287	12,848	-	-	975	-	-	14,435
Pok Oi Hospital	-	-	-	2,899	-	303	-	-	-
Tuen Mun Hospital	80,607	-	-	93,830	10,121	4,334	2,991	14,378	5,182
Sub-total	80,607	58,287	12,848	96,729	10,121	5,612	2,991	14,378	19,617
GRAND TOTAL	838,896	220,550	95,446	627,899	109,850	32,171	83,590	158,365	220,532

* For Community Nursing Service, the activity refers to number of home visits made.

For Community Psychiatric Service and Psychogeriatric Service, the activity refers to total number of outreach attendances and home visits. The activity of Community Psychiatric Service also includes Recovery Support Program, Personalized Care Program for patients with Severe Mental Illness (SMI) and services provided by Intensive Care Team, while the activity of Psychogeriatric Service also includes consultation-liaison attendances.

@ For Community Geriatric Assessment Service, the activity refers to total number of outreach attendances and infirmary care service assessments performed.

++ Visiting Medical Officer attendances refer to the services provided to elderly persons living in Resident Care Homes for the Elderly under the Visiting Medical Officers Scheme introduced in 2003-04.

** Community Allied Health attendances exclude follow-up consultations provided by the Medical Social Service Department.

*** Geriatric day hospital attendances include attendances from Integrated Discharge Support Program (IDSP).

Note: The activity performed in different centers / teams are grouped under respective hospital management.

Appendix 11(a)

Manpower Position – by Cluster and Institution

No. of Full-time Equivalent (FTE) Staff (as at 31.3.2012)*

Institution	Medical	Nursing	Allied Health	Others	Total
Hong Kong East Cluster	574.44	2,198.84	660.36	3,365.49	6,799.13
Cheshire Home, Chung Hom Kok	3.00	53.02	8.00	110.00	174.02
HK Tuberculosis, Chest & Heart Diseases Association				8.00	8.00
Hong Kong East Cluster Office	1.00	50.30	10.00	448.94	510.24
Pamela Youde Nethersole Eastern Hospital	447.60	1,422.34	430.36	1,729.06	4,029.36
Ruttonjee & Tang Shiu Kin Hospitals	80.21	424.51	141.00	612.49	1,258.21
St. John Hospital	5.00	30.70	7.00	63.00	105.70
Tung Wah Eastern Hospital	35.63	171.22	60.00	286.00	552.85
Wong Chuk Hang Hospital	2.00	46.75	4.00	108.00	160.75
Hong Kong West Cluster	643.44	2,498.41	776.65	3,123.42	7,041.92
Duchess of Kent Children's Hospital	9.00	63.62	35.00	114.00	221.62
Grantham Hospital	26.00	209.32	45.00	250.00	530.32
Hong Kong West Cluster Office				1.00	1.00
MacLehose Medical Rehabilitation Centre	0.21	35.85	28.00	78.00	142.06
Queen Mary Hospital	555.23	1,800.91	578.65	2,170.42	5,105.21
TWGHs Fung Yiu King Hospital	16.00	86.54	19.00	145.00	266.54
Tung Wah Hospital	37.00	302.17	71.00	365.00	775.17

No. of Full-time Equivalent (FTE) Staff (as at 31.3.2012)*

Institution	Medical	Nursing	Allied Health	Others	Total
Kowloon Central Cluster	700.39	2,948.50	875.97	3,929.76	8,454.61
HK Red Cross Blood Transfusion Service	4.31	68.99	59.00	215.54	347.84
Hong Kong Buddhist Hospital	13.00	142.40	29.00	164.20	348.60
Hong Kong Eye Hospital	36.20	68.76	20.00	146.00	270.96
Kowloon Central Cluster Office	1.00			74.00	75.00
Kowloon Hospital	61.44	750.20	161.47	861.62	1,834.73
Queen Elizabeth Hospital	584.44	1,918.15	593.50	2,457.40	5,553.48
Rehabaid Centre			13.00	11.00	24.00
Kowloon East Cluster	627.65	2,208.88	606.33	2,769.39	6,212.25
Haven of Hope Hospital	20.28	236.66	47.02	323.14	627.10
Kowloon East Cluster Office				7.00	7.00
Tseung Kwan O Hospital	142.15	519.96	140.04	575.99	1,378.14
United Christian Hospital	465.22	1,452.26	419.27	1,863.26	4,200.01
Kowloon West Cluster	1,267.01	4,884.16	1,294.00	6,007.54	13,452.71
Caritas Medical Centre	230.91	752.04	207.06	977.43	2,167.44
Kowloon West Cluster Office	3.00	4.00	3.00	210.97	220.97
Kwai Chung Hospital	69.72	567.64	96.00	518.27	1,251.63
Kwong Wah Hospital	314.64	1,076.41	286.78	1,318.76	2,996.59
North Lantau Hospital	3.00	3.00	1.00	7.00	14.00
Our Lady of Maryknoll Hospital	63.92	233.56	68.72	286.65	652.85
Princess Margaret Hospital	391.39	1,432.89	441.44	1,600.20	3,865.92
TWGHs Wong Tai Sin Hospital	23.59	233.78	40.00	291.20	588.57
Yan Chai Hospital	166.84	580.84	150.00	797.06	1,694.74

No. of Full-time Equivalent (FTE) Staff (as at 31.3.2012)*

Institution	Medical	Nursing	Allied Health	Others	Total
New Territories East Cluster	926.68	3,388.22	961.50	4,404.03	9,680.43
Alice Ho Miu Ling Nethersole Hospital	146.07	507.68	175.00	638.00	1,466.75
Bradbury Hospice	3.23	27.94	4.50	23.00	58.67
Cheshire Home, Shatin	1.00	82.96	8.00	121.00	212.96
New Territories East Cluster Office	1.00	10.00	1.00	404.02	416.02
North District Hospital	166.40	603.14	151.00	667.00	1,587.54
Prince of Wales Hospital	525.98	1,551.74	492.00	1,734.01	4,303.73
Shatin Hospital	40.00	296.76	69.00	390.00	795.76
Tai Po Hospital	43.00	308.00	61.00	427.00	839.00
New Territories West Cluster	693.69	2,731.09	704.17	3,832.69	7,961.64
Castle Peak Hospital	75.31	549.08	76.00	593.53	1,293.92
New Territories West Cluster Office				74.00	74.00
Pok Oi Hospital	104.46	375.54	103.00	523.00	1,106.00
Siu Lam Hospital	2.00	89.39	2.00	223.00	316.39
Tuen Mun Hospital	511.92	1,717.08	523.17	2,419.16	5,171.33
Total	5,433.29	20,858.10	5,878.98	27,432.32	59,602.69

* This figure excludes 1,625.07 staff in the Hospital Authority Head Office.

Manpower on full-time equivalent (FTE) basis includes all staff in HA's workforce i.e. permanent, contract and temporary.

Appendix 11(b)

Manpower Position – by Staff Group

No. of Full-time Equivalent (FTE) Staff 2007-08 – 2011-12 *

	2007-08	2008-09	2009-10	2010-11	2011-12
Medical					
Consultant	530.9	563.4	590.1	630.5	699.3
Senior Medical Officer / Associate Consultant	1,085.4	1,172.9	1,241.5	1,295.5	1,504.3
Medical Officer / Resident (excluding Visiting Medical Officer)	3,091.4	3,110.5	3,147.4	3,109.8	2,945.1
Visiting Medical Officer	14.7	16.3	15.6	16.1	16.2
Intern	329.0	292.0	277.0	280.0	275.0
Senior Dental Officer / Officer	5.5	5.5	6.3	5.3	7.0
Medical Total:	5,057.0	5,160.5	5,277.9	5337.2	5,446.9
Nursing					
Senior Nursing Officer and above	69.0	83.0	81.0	81.0	127.0
Department Operations Manager	157.0	158.0	163.0	163.0	168.0
General -					
Ward Manager / Nurse Specialist/Nursing Officer /Advanced Practice Nurse	2,521.5	3,038.4	3,161.6	3,283.1	3,525.5
Registered Nurse	11,731.0	11,478.1	11,780.1	11,971.3	12,293.3
Enrolled Nurse	2541.9	2,375.4	2,199.4	2,198.7	2,289.8
Midwife / Others	37.7	35.3	28.6	24.6	22.8
Student Nurse / Pupil Nurse / Temporary Undergraduate Nursing student	260.7	397.8	487.0	406.1	447.0
Psychiatric -					
Ward Manager / Nurse Specialist / Nursing Officer / Advanced Practice Nurse	347.0	397.7	415.3	436.3	493.4
Registered Nurse	1,107.7	1,061.5	1,067.5	1,058.8	1,024.8
Enrolled Nurse	491.7	496.4	473.8	473.0	508.9
Student Nurse / Pupil Nurse	8.0	0.0	9.0	6.0	
Nursing Total:	19,273.3	19,521.6	19,866.3	20,101.8	20,900.6

No. of Full-time Equivalent (FTE) Staff 2007-08 – 2011-12 *

	2007-08	2008-09	2009-10	2010-11	2011-12
Allied Health					
Audiology Technician	9.0	9.0	9.0	9.0	7.0
Clinical Psychologist	85.0	92.0	92.3	100.3	110.3
Dietitian	84.0	85.7	92.2	91.9	106.1
Dispenser	886.8	919.0	949.0	971.0	996.6
Medical Technologist / Medical Laboratory Technician	1,081.0	1,106.1	1,148.0	1,175.7	1,221.2
Mould Technologist / Mould Laboratory Technician	27.0	27.0	27.0	27.0	27.0
Optometrist	29.0	29.0	32.0	42.0	60.0
Orthoptist	12.0	12.0	12.0	14.0	13.0
Occupational Therapist	480.5	498.6	531.6	572.6	613.1
Pharmacist / Resident Pharmacist	330.7	353.7	375.7	391.7	436.7
Physicist / Resident Physicist	51.0	55.0	56.0	58.0	61.0
Physiotherapist	709.0	729.2	755.0	774.9	813.6
Podiatrist	19.1	22.2	24.0	26.8	31.4
Prosthetist-Orthotist	98.0	100.2	107.0	105.0	116.0
Radiographer	853.5	869.7	898.0	906.7	924.6
Scientific Officer (Medical)	65.6	64.6	65.6	66.9	70.9
Speech Therapist	54.0	58.0	61.0	58.5	68.5
Medical Social Worker	186.0	198.0	210.0	223.9	265.0
Dental Technician	2.0	2.0	2.0	2.0	2.0
Allied Health Total:	5,063.1	5,231.1	5,447.4	5,617.8	5,944.0

	No. of Full-time Equivalent (FTE) Staff 2007-08 – 2011-12 *				
	2007-08	2008-09	2009-10	2010-11	2011-12
Care-related Support Staff					
Health Care Assistant	3,598.0	3,465.0	3,283.0	3,087.0	2,878.0
Ward Attendant	668.0	599.0	537.0	478.0	400.0
General Services Assistant / Technical Services Assistant (Care-related) / Theatre Technical Assistant / Patient Care Assistant	3,503.6	4,265.9	5,133.2	5,661.2	7,110.8
Care-related Support Staff Total:	7,769.6	8,329.9	8,953.2	9,226.2	10,388.8
Direct Patient Care Total:	37,163.0	38,243.1	39,544.9	40,283.0	42,680.2
Others					
Chief Executive / Director / Deputy Director / Head	7.0	7.0	7.0	6.0	7.0
Cluster Chief Executive / Hospital Chief Executive	23.0	27.0	27.0	27.0	27.0
Chief Manager / Senior Manager / Executive Manager / General Manager	89.0	86.6	87.6	86.6	89.6
Other Professionals / Administrator, System Manager, Analyst Programmer etc	1,032.4	1,213.7	1,407.4	1,521.8	1,744.9
Other Supporting Staff – Clerical, Secretarial, Workman, Artisan, Property Attendant etc	15,774.8	16,333.9	16,638.9	16,593.7	16,679.0
Non-direct Patient Care Total:	16,929.2	17,668.2	18,167.9	18,235.1	18,547.6
HA Total:	54,089.2	55,911.3	57,712.8	58,518.1	61,227.8

Note:

* Manpower on full-time equivalent (FTE) basis includes all staff in HA's workforce i.e. permanent, contract and temporary.

Appendix 12(a)

Resource Utilisation for 2011-12

Clusters	Total Recurrent Expenditure (\$Mn)
Hong Kong East Cluster	4,289
Hong Kong West Cluster	4,762
Kowloon Central Cluster	5,449
Kowloon East Cluster	3,903
Kowloon West Cluster	8,688
New Territories East Cluster	6,401
New Territories West Cluster	4,991
Hospital Authority Head Office and Others ^(Note)	1,319
Total	39,802

Note:

Others include resources for hospital services (e.g. intern) and corporate programmes (e.g. insurance premium, legal costs / claims and information technology / information systems services, etc) and others.

Appendix 12(b)

Hospital Authority Training and Development Expenditure 2011-12 ^(Note)

Clusters	Amount
Hong Kong East Cluster	\$5,862,598
Hong Kong West Cluster	\$8,175,128
Kowloon Central Cluster	\$8,415,321
Kowloon East Cluster	\$3,318,333
Kowloon West Cluster	\$7,762,075
New Territories East Cluster	\$8,853,117
New Territories West Cluster	\$6,915,041
Hospital Authority Head Office	\$59,521,092
Total	\$108,822,705

Note:

Expenditure in providing training and development for HA workforce with items including course / conference fees, passages and travel, scholarships, subsistence allowances, teaching aids and devices, publications, trainer fees, refund of exam fee and other relevant charges.

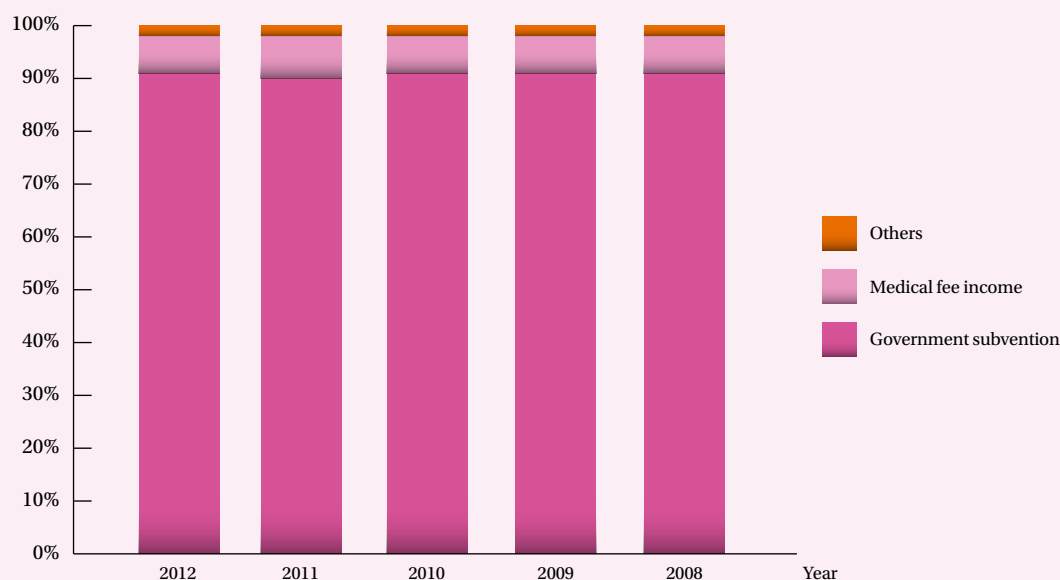
Appendix 13

Five-Year Financial Highlights

Financial Results (for the Year ended 31 March)

	2012 HK\$m	2011 HK\$m	2010 HK\$m	2009 HK\$m	2008 HK\$m
Income					
Government subvention (recurrent and capital)	38,348	34,366	33,098	31,915	29,915
Medical fee income (net of waivers)	3,030	2,994	2,726	2,527	2,296
Non-medical fee income	685	562	478	454	564
Designated donations	145	143	132	112	108
Capital donations	109	113	110	98	93
	42,317	38,178	36,544	35,106	32,976
Expenditure					
Staff costs	(29,616)	(26,904)	(26,680)	(26,387)	(24,468)
Drugs	(4,069)	(3,639)	(3,209)	(2,812)	(2,596)
Medical supplies and equipment	(1,846)	(1,354)	(1,210)	(1,211)	(1,105)
Other operating expenses (include depreciation)	(6,289)	(6,039)	(5,473)	(4,879)	(4,546)
	(41,820)	(37,936)	(36,572)	(35,289)	(32,715)
Surplus / (Deficit) for the Year	497	242	(28)	(183)	261

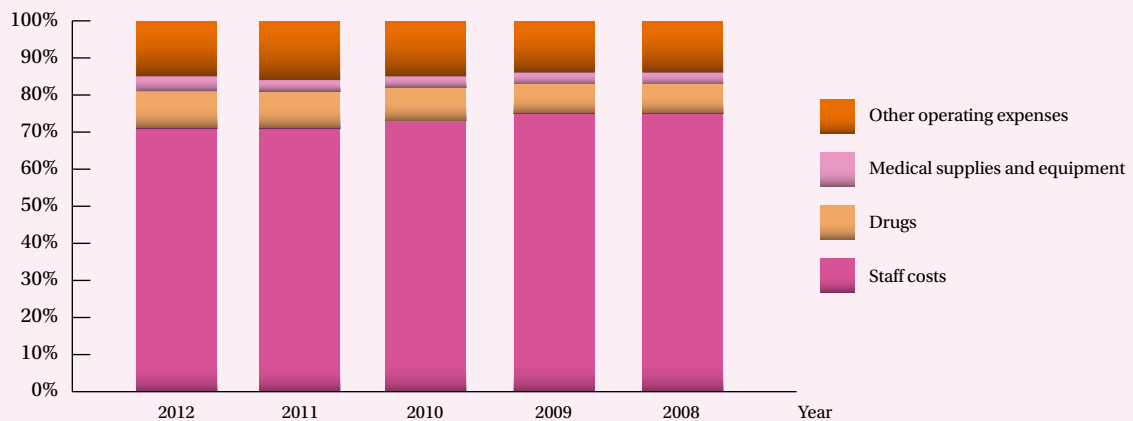
Income by Source (in % of Total Income)



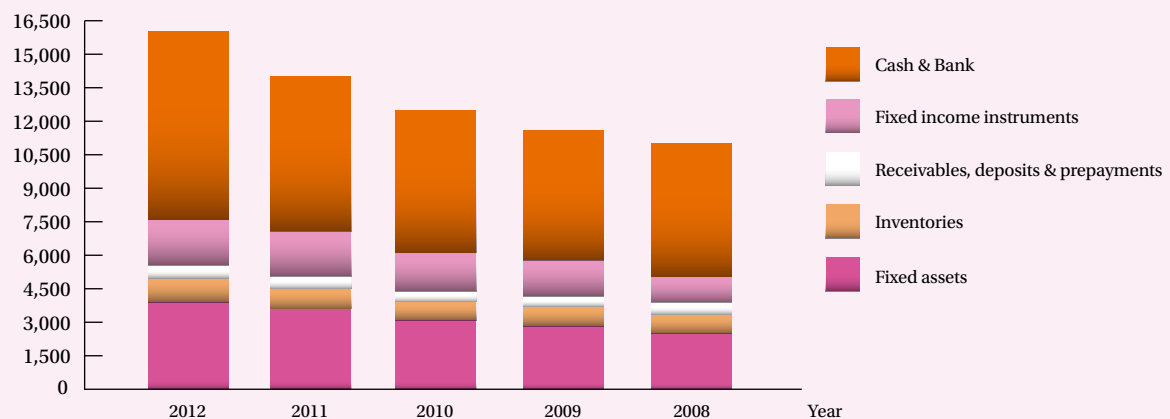
Key Financial Indicators

	2012 HK\$Mn	2011 HK\$Mn	2010 HK\$Mn	2009 HK\$Mn	2008 HK\$Mn
Medical fee income					
Inpatient fees	1,164	1,269	1,174	1,169	1,110
Outpatient fees	1,188	1,169	1,128	1,083	1,046
Itemised charges	1,134	1,032	887	711	590
Other medical fees	71	66	60	61	61
	3,557	3,536	3,249	3,024	2,807
Less: Waivers	(527)	(542)	(523)	(497)	(511)
Medical fee income (net of waivers)	3,030	2,994	2,726	2,527	2,296
Write-off of medical fees	37	29	36	34	62

Expenditure by Category (in % of Total Expenditure)



Total Assets (in HK\$ millions)



Financial Position (as at 31 March)

	2012 HK\$Mn	2011 HK\$Mn	2010 HK\$Mn	2009 HK\$Mn	2008 HK\$Mn
Non-current assets	4,204	5,636	4,539	3,127	2,935
Current assets	11,815	8,425	7,931	8,476	8,075
Current liabilities	(5,929)	(4,795)	(4,007)	(3,316)	(2,908)
Net current assets	5,886	3,630	3,924	5,160	5,167
Non-current liabilities	(683)	(658)	(600)	(661)	(626)
Net assets	9,407	8,608	7,863	7,626	7,476
Capital subventions and donations	3,895	3,593	3,090	2,825	2,492
Designated fund	5,077	5,077	5,077	5,077	5,077
Revenue reserve	435	(62)	(304)	(276)	(93)
	9,407	8,608	7,863	7,626	7,476

Key Financial Indicators

	2012 HK\$Mn	2011 HK\$Mn	2010 HK\$Mn	2009 HK\$Mn	2008 HK\$Mn
Inventories					
Drugs	840	713	640	680	639
Other medical and general consumable	209	180	183	184	200
	1,049	893	823	864	839
Average stock holding period (weeks)					
Drugs	10.8	10.2	10.0	12.5	12.8
Other medical and general consumable	10.0	9.4	8.2	7.2	8.0

Appendix 14

Analysis of Hospital / Clinic Fees and Charges

The fees and charges for medical services provided by the Hospital Authority are levied in accordance with those stipulated in the Gazette. The fees and charges are recognised as income in the Statement of Income and Expenditure when services are provided. Different charge rates are applicable for Eligible Persons and Non-Eligible Persons. Eligible Persons of public health services are holders of Hong Kong Identity Card issued under the Registration of Persons Ordinance or children under 11 years of age with Hong Kong resident status. Persons who are not Eligible Persons are classified as Non-Eligible Persons.

Fees and charges that are uncollectible after all possible attempts have been made are written off in the Statement of Income and Expenditure for the year. In addition, provision is made for outstanding fees and charges. Such provision is assessed based on both the aging as well as the recoverability rate of outstanding hospital fees and charges as at the end of the financial year. The amount of provision for doubtful debts as at 31 March 2012 is HK\$38,960,000 (as at 31 March 2011: HK\$42,699,000).

Fees and charges for public medical services are waived for recipients of Comprehensive Social Security Assistance ("CSSA"). Other patients who have financial difficulties in paying fees and charges for medical services can approach the Medical Social Workers to apply for waivers which may be granted after assessment of the patients' financial condition.

The analysis of the hospital / clinic fees and charges of the Hospital Authority is as follows:

	2011/2012			2010/2011		
	HK\$'000	HK\$'000	(%)	HK\$'000	HK\$'000	(%)
Net hospital / clinic fees and charges		2,996,705	(84.3%)		2,956,360	(83.6%)
Hospital / clinic fees written-off and changes in provision for doubtful debts						
Actual write-off	36,900			29,126		
(Decrease) / Increase in provision	(3,739)			8,228		
		33,161	(0.9%)		37,354	(1.1%)
Waiver of hospital / clinic fees for:						
Eligible Persons		488,653	(13.7%)		501,481	(14.2%)
Non-Eligible Persons		38,275	(1.1%)		40,614	(1.1%)
Total hospital / clinic fees and charges		3,556,794	(100%)		3,535,809	(100%)