



**Minutes of Hospital Authority  
Administrative & Operational Meeting  
held on Thursday 21 November 2024 at 2:30 pm  
in Conference Hall, 2/F, HA Building, 147B Argyle Street, Kowloon**

Present : Mr Henry FAN Hung-ling, SBS, JP (Chairman)

Mr Lawrence CHAN Man-yiu (via web conference)

Ms Ellen CHAN Sheung-man (via web conference)  
Representing Permanent Secretary for Health

Mr CHAN Wing-kai

Mr Ambrose HO, SBS, SC, JP (via web conference)

Ms Maisy HO Chiu-ha, BBS, JP (via web conference)

Dr Tony KO Pat-sing, JP  
Chief Executive

Mr Matthew KWOK Pui-ho

Dr Ronald LAM Man-kin, JP  
Director of Health

Mrs Sylvia LAM YU Ka-wai, SBS

Prof LAU Chak-sing, BBS, JP

Mr Charles NG Ting-chau (via web conference)  
Representing Deputy Secretary for Financial  
Services and the Treasury (Treasury)1

Prof David SHUM Ho-keung

Prof Agnes TIWARI Fung-yee

Mr Henry TONG Sau-chai, BBS, MH, JP

Mr Philip TSAI Wing-chung, BBS, JP

Dr Thomas TSANG Ho-fai, BBS

Mr WAN Man-yee, BBS, JP

Ir Billy WONG Wing-hoo, BBS, JP

Mr Andy LAU  
Head of Corporate Services (Secretary)

Absent with :  
apology  
(\*Out of  
Hong Kong)

\* Prof CHAN Wai-yee

\* Ms Margaret CHENG Wai-ching, JP

\* The Hon Duncan CHIU

\* Prof Philip CHIU Wai-yan

\* Ms Anita FUNG Yuen-mei, BBS, JP

\* Ms Mary HUEN Wai-yi, JP

Mr JAT Sew-tong, SBS, SC, JP

\* Mr Anthony TSANG Hin-fun

\* Prof ZHANG Zhang-jin

In attendance :

Ms Anita CHAN  
Director (Finance)

Dr Eric CHEUNG  
Cluster Chief Executive (Kowloon Central)

Dr N T CHEUNG  
Head of Information Technology and Health  
Informatics

Dr W M CHEUNG  
Representing Director (Quality and Safety)

Dr W K CHING  
Director (Strategy and Planning)

Dr K L CHUNG  
Cluster Chief Executive (New Territories East)

Dr C B LAW  
Cluster Chief Executive (Kowloon West)

Dr Theresa LI  
Cluster Chief Executive (Hong Kong West)

Ir Kelvin LO  
Director (Development and Works)

Mr David MAK  
Head of Human Resources

Mr Jeremiah NG  
Chief Internal Auditor

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

Dr Simon TANG  
Director (Cluster Services)

Dr WONG Yiu-chung  
Cluster Chief Executive (New Territories West)

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

Mr Frankie YIP  
Chief Manager (Corporate Communication)

Mr Ambrose LAU  
Chief Manager (HR Policy & System)  
[For discussion of AOM Papers No. 2002 and 2005]

Ir P L YUEN  
Chief Project Manager (Engineering)  
[For discussion of AOM Paper No. 2003]

Dr Will LEUNG  
Chief Manager (Primary & Community Services)  
[For discussion of AOM Paper No. 2004]

Dr F C PANG  
Commissioner for Primary Healthcare  
[For discussion of AOM Paper No. 2004]

Dr Tony HA  
Assistant Commissioner for Primary Healthcare 2  
[For discussion of AOM Paper No. 2004]

Dr Venus SIU  
Chief Manager (Clinical Effectiveness & Technology Management)  
[For discussion of AOM Papers No. 2005 and 2009]

Dr Christina MAW  
Chief Manager (Service Transformation)  
[For discussion of AOM Papers No. 2006 and 2007]

Dr CHEUNG Wai-lun  
Director (Strategic Purchasing Office) / Project Director (Chinese  
Medicine Hospital Project Office)  
[For discussion of AOM Paper No. 2007]

Mr Andrew WONG  
Chief Manager (Capital Planning)  
[For discussion of AOM Paper No. 2008]

Ms Amy CHOW  
Chief (Mainland and International Affairs)  
[For discussion of AOM Paper No. 2009]

Dr Catherine CHONG  
Chief Manager (Medical Grade)  
[For discussion of AOM Paper No. 2009]

Dr Larry LEE  
Chief Manager (Cluster Performance)  
[For discussion of AOM Paper No. 2011]

Mr Simon CHENG  
Chief Manager (Staff Development & Wellbeing)  
[For report on Senior Executive Appointment under Any Other Business]

Ms Natalia LI  
Chief Manager (Boards & General)

Ms Michele LIU  
Senior Manager (Boards & Support)

Ms Josephine CHAN  
Manager (Boards & Support)

In attendance : Mr Jason CHEN  
(Attachees of the Senior Pharmacist, Pharmacy, Ruttonjee & Tang Shiu Kin Hospitals  
Corporate  
Exposure Ms P S HO  
Programme) Nurse Consultant, Department of Clinical Oncology, New Territories West  
Cluster

Mr Alex LAU  
Systems Manager, Kowloon Central Cluster Information Technology  
Division, Kowloon Central Cluster

Mr Keith LEUNG  
Senior Occupational Therapist, Department of Occupational Therapy,  
Queen Mary Hospital

Ms Y S MO  
Senior Finance Manager (Princess Margaret Hospital), Cluster Finance,  
Kowloon West Cluster

Dr K Y YEUNG  
Associate Consultant, Department of Paediatrics & Adolescent Medicine,  
Tuen Mun Hospital

**Action by**

**Vote of thanks**

The Chairman thanked Mr Ambrose HO and Prof Agnes TIWARI for their tremendous contributions to the Hospital Authority (HA) Board in the past six years, and HA looked forward to their continued support to HA in serving the community after their retirement from the Board on 1 December 2024. Vice their retirement, Ms Tennessy HUI Mei-sheung and Professor Janet WONG Yuen-ha were appointed by the Government with effect from 1 December 2024 to join the HA Board.

**Welcome Remarks**

2. The Chairman welcomed the six sit-in colleagues, who were attachees from the Medical, Nursing, Allied Health and Administrative disciplines under the Corporate Exposure Programme of HA Head Office (HO).

**Declaration of Interest**

3. 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**

4. The draft minutes of the last Administrative & Operational Meeting (AOM) held on 24 October 2024 were confirmed without amendment.

**Matters Arising**

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

**2023/24 Audited Financial Statements of the Samaritan Fund  
(Restricted AOM Paper No.1996)**

(without presentation)

6. Members approved the draft audited financial statements of the Samaritan Fund (SF) for the year ended 31 March 2024 (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 Fund Management Committee and the Finance Committee (FC) at their meetings on 9 October 2024 and 30 October 2024 respectively. Details were set out in the paper distributed to Members.

**Action by**

**Membership of The Hospital Authority Charitable Foundation  
(Restricted AOM Paper No.1997)**

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(without presentation)

7. Members approved the proposed reappointment of the Hon Duncan CHIU and Ms Margaret CHENG Wai-ching as Trustees of The Hospital Authority Charitable Foundation (HACF) for a term of three years or until cessation of the membership in the HA Board, whichever was earlier, i.e. cumulatively six years in total in HACF. Details were set out in the paper distributed to Members.

**Annual Report on Debt Management in the Hospital Authority  
(Restricted AOM Paper No.1998)**

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(without presentation)

8. Members noted the debt management position of HA for 2023-24; and the electronic payment initiatives for settlement of hospital fees, which were reported to FC on 30 October 2024. Details were set out in the paper distributed to Members.

**Report on Write-off / Waiver Cases (Over \$1 Million Each)  
(Restricted AOM Paper No.1999)**

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(without presentation)

(Members endorsed five waiver and one write-off cases for medical fees, which were approved by the HA Chief Executive during 1 January to 30 June 2024 and approved one write-off case related to non-medical fees. The details were separately recorded in paragraph 9.)

**Annual Report on Post-Approval Check of Medical Fee Waiving / Samaritan Fund / Community Care Fund Applications  
(Restricted AOM Paper No.2000)**

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(without presentation)

10. Members noted the progress of post-approval check for Medical Fee Waiving, SF and Community Care Fund applications for 2023-24; and the work progress in 2024-25 as detailed in the paper distributed to Members.

**Annual Report on the Operation of the Samaritan Fund  
(Restricted AOM Paper No.2001)**

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(without presentation)

11. Members noted the overall operation of the SF in 2023-24, including the coverage and application statistics, financial position, and quality assurance as detailed in the paper distributed to Members.

**Action by**

**Membership of the Supporting Services Development Committee**

(Members approved the proposed co-option of Ir Patrick CHEUNG Yuen-fong, BBS, JP (張遠芳先生), Ex-Deputy Director/Trading Services, Electrical and Mechanical Services Department cum Past Chairman, Hong Kong Institution of Engineers – (HKIE) Building Services Division, to the Supporting Services Development Committee (SSDC) for a term of about two years from 1 December 2024 to 30 December 2026. With his co-option to SSDC, Ir Cheung would also be co-opted to the Main Tender Board (MTB) in accordance with the prevailing practice as approved by the Board in 2016. The detailed deliberations were separately recorded in paragraph 12).

**Human Resources Policy Review  
(Confidential AOM Paper No.2002)**

(The subject was discussed and Members approved the proposed updates in the Human Resources Policies Manual (HRPM) on areas which had been reviewed and supported through the prevailing governance structure. The detailed deliberations were separately recorded in paragraphs 13 to 16.)

*(Mr Lawrence CHAN joined the meeting at this juncture and the attachees were withdrawn from the meeting for the following agenda items.)*

**Proposed Operation and Maintenance Strategy for Electrical, Mechanical, Air-conditioning and Building Services systems in Hospital Authority  
(Confidential AOM Paper No.2003)**

(Members approved the proposed Operation and Maintenance Strategy for Electrical, Mechanical, Air-conditioning and Building Services systems in HA. The detailed deliberations were separately recorded in paragraphs 17 to 19.)

**Governance and Repositioning of Hospital Authority Primary Healthcare Services  
(Confidential AOM Paper No.2004)**

(The subject was discussed and Members supported the way forward of the Government-led primary healthcare (PHC) initiatives as set out in the Primary Healthcare Blueprint, including the new governance platforms and repositioning of the HA PHC services, strengthening of preventive care for target groups, along the establishment of the Primary Healthcare Commission. The detailed deliberations were separately recorded in paragraphs 20 to 28.)



**Action by**

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

**Proposed Enhancement in Hospital Authority Invention Management  
(Restricted AOM Paper No.2005)**

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(The subject was discussed and Members approved the proposed enhancements in managing inventions initiated and created by HA employees (HA Employee Inventions), including (a) setting up a corporate framework for sharing benefits derived from exploiting the HA Employee Inventions; (b) streamlining the workflow for managing HA Employee Inventions (including patent applications); and (c) the associated revisions to the HRPM. The detailed deliberations were separately recorded in paragraphs 29 to 41.)

**Update on Hospital Authority's Public-Private Partnership Programmes  
(Restricted AOM Paper No.2006)**

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(Members noted (a) the 2023/24 full-year progress and the latest updates of HA's regular Public-Private Partnership (PPP) programmes; (b) the progress of programmes under exploration in 2023/24; and (c) the way forward for HA PPP programmes. The detailed deliberations were separately recorded in paragraphs 42 to 44.)

**Way Forward of Hospital Authority Public-Private Partnership Programmes  
(Restricted AOM Paper No.2007)**

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(Members supported the way forward of the development of HA PPP programmes in line with the Government's overall direction in strategic purchasing upon establishment of the Strategic Purchasing Office (SPO) and to support the operation of SPO. The detailed deliberations were separately recorded in paragraphs 45 to 49.)

**Annual Situation Update on the First Hospital Development Plan  
(Confidential AOM Paper No.2008)**

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(Members noted the annual progress report of the major capital works projects under the First Hospital Development Plan being undertaken in HA. The detailed deliberations were separately recorded in paragraph 50.)

**Action by**

**Progress Report and Future Plan on Collaborations with Non-local Strategic Partners  
(Restricted AOM Paper No.2009)**

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(The subject was discussed and Members noted the progress report and future plan of HA's collaboration with the non-local strategic partners. The detailed deliberations were separately recorded in paragraphs 51 to 58.)

*(Mr Ambrose HO and Mrs Sylvia LAM left the meeting at this juncture.)*

**Annual Self-Assessment of Hospital Authority Board and Committees  
(Restricted AOM Paper No.2010)**

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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 2023 to 31 March 2024. The detailed deliberations were separately recorded in paragraph 59.)

*(Prof C S LAU left the meeting at this juncture.)*

**Service Demand Surge Preparation  
(Restricted AOM Paper No.2011)**

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(Members noted the strategy and preparation of HA for the 2024-25 service demand surge. The detailed deliberations were separately recorded in paragraph 60.)

**Progress Reports of Committees of the Hospital Authority Board  
(Restricted AOM Paper No.2012)**

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(without presentation)

61. Members noted the key agenda items discussed by FC, Executive Committee (EC), Human Resources Committee, Development and Works Committee and SSDC in October and November 2024; and the detailed progress reports from SSDC, EC, MTB and Medical Services Development Committee in August and October 2024.

**Any Other Business**

**Senior Executive Appointment**

62. Members noted the appointment of Ms CHAN Yuk-sim (陳玉嬋女士), currently Senior Manager (Special Duty) of HHB, as Head (Community Network) of Primary Healthcare Commission (secondment to HHB) with effect from 19 December 2024.

**Action by**

**Release of Report of the Review Committee on the Management of Public Hospital System**

(Members noted the full Report of the Review Committee on the Management of Public Hospital System would be released to the public on 22 November 2024. The detailed deliberations were separately recorded in paragraphs 63 to 64.)

**Date of Next Meeting**

65. The next AOM was scheduled for Thursday, 19 December 2024 at 2:30 pm in the Conference Hall, HA Building.

66. There being no other business, the meeting was adjourned at 4:43 pm.

Hospital Authority  
AOM\MINUTES\275  
AL/NL/ML/gw  
5 December 2024