



**Minutes of Hospital Authority Board Meeting  
held on Thursday 23 March 2023 at 4:40 p.m.  
in Conference Hall, 2/F, HA Building, 147B Argyle Street, Kowloon**

Present :

Mr Henry FAN Hung-ling, SBS, JP	(Chairman)
Mr Thomas CHAN Chung-ching, JP Permanent Secretary for Health	(via web conference)
Prof Francis CHAN Ka-leung, SBS, JP	(via web conference)
Ms Margaret CHENG Wai-ching, JP	
The Hon Duncan CHIU	(via web conference)
Mr David FONG Man-hung, BBS, JP	(via web conference)
Ms Anita FUNG Yuen-mei, BBS, JP	(via web conference)
Mr Ambrose HO, SBS, SC, JP	(via web conference)
Ms Maisy HO Chiu-ha, BBS	(via web conference)
Ms Mary HUEN Wai-yi, JP	(via web conference)
Dr Tony KO Pat-sing, JP Chief Executive	
Mr Franklin LAM Fan-keung, BBS	(via web conference)
Dr Ronald LAM Man-kin, JP Director of Health	(via web conference)
Mrs Sylvia LAM YU Ka-wai, SBS	(via web conference)
Prof LAU Chak-sing, BBS, JP	(via web conference)
Dr LEUNG Wing-cheong	(via web conference)
Mr Aaron LIU Kong-cheung, JP Deputy Secretary for Financial Services and the Treasury (Treasury) <sup>1</sup>	(via web conference)
Prof David SHUM Ho-keung	

Prof Agnes TIWARI Fung-yea *(via web conference)*

Mr Philip TSAI Wing-chung, BBS, JP

Mr Anthony TSANG Hin-fun

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

Mr WAN Man-yea, BBS, JP

Ir Billy WONG Wing-hoo, BBS, JP

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

Absent with : Prof CHAN Wai-yea  
apology  
(\*Out of HK) Mr CHAN Wing-kai

Mr Henry TONG Sau-chai, MH, JP

In attendance : Ms Anita CHAN  
Director (Finance)

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

Dr N T CHEUNG  
Head of Information Technology and Health  
Informatics

Dr W K CHING  
Director (Strategy and Planning)

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

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

Dr Jeffrey LAI  
Representing Director (Quality and Safety)

Dr Larry LEE  
Deputising Director (Cluster Services)

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

Mr David MAK  
Head of Human Resources

Dr Loletta SO  
Cluster Chief Executive (Hong Kong East)

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

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

Mr Jeremiah NG  
Chief Internal Auditor

Mr Frankie YIP  
Chief Manager (Corporate Communication)

Dr Flora TSANG  
Deputising Chief Manager (Strategy, Service  
Planning & Knowledge Management)  
[For discussion of HAB Paper No. 332]

Dr Callie KO  
Chief of Service (Ophthalmology)  
Hong Kong East Cluster  
[For discussion of HAB Paper No. 333]

Ms Natalia LI  
Chief Manager (Boards & General)

Ms Phoebe LEUNG  
Senior Manager (Boards & Support)

Ms Joanna KOO  
Manager (Boards & Support)

In attendance : Mr Marko CHAN  
(Attachees of the Senior Occupational Therapist, Community Rehabilitation  
Corporate Service Support Centre, Queen Elizabeth Hospital  
Exposure Programme)

Mr Joseph CHENG  
Senior Occupational Therapist, Occupational Therapy  
Department, Caritas Medical Centre

Mr Sammy CHEUNG  
Senior Occupational Therapist, Occupational Therapy  
Department, Tin Shui Wai Hospital

Ms Y C KAM  
Associate Nurse Consultant, Surgery Department, Queen  
Elizabeth Hospital

Mr C P LEUNG  
Department Operations Manager, Accident & Emergency  
Department, Ruttonjee & Tang Shiu Kin Hospitals

**Vote of thanks**

The Chairman thanked Mr David FONG and Mr Franklin LAM for their tremendous contributions to the Hospital Authority (HA) Board in the past six years. Mr Fong and Mr Lam would retire from the HA Board on 1 April 2023.

**Declaration of Interest**

2. 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**

3. The draft minutes of the last Board Meeting held on 15 December 2022 were confirmed without amendments.

**Matters Arising**

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

**Report on Outcomes of the Administrative & Operational Meeting**

5. The Chairman reported that at the Administrative & Operational Meeting (AOM) held on 23 March 2023, the HA Board considered and approved the following items :

- (a) Membership of Hospital Governing Committees, Regional Advisory Committees, Main Tender Board, The North District Hospital Charitable Foundation and The Queen Elizabeth Hospital Charitable Trust;
- (b) Enhancements to Recruitment of Non-locally Trained Doctors;
- (c) Progress Update on Establishment of Hospital Authority Academy;
- (d) Measure for Recognition of Staff's Contribution in Maintaining Patient Services During Weekends and Statutory Holiday / Public Holiday;
- (e) Creation of Chief Engineer Rank in the Hospital Authority;
- (f) Proposed 2023/24 Hospital Authority Budget Plan;

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- (g) Medication Collection and Delivery Services in the Hospital Authority;
- (h) Review of Financial and Accounting Regulations and Delegation of Authority on Finance Functions;
- (i) Report on Write-off / Waiver Cases (Over \$1 Million Each); and
- (j) Forecast of Agenda Items for the Hospital Authority Administrative and Operational Meetings and Open Board Meetings in 2023/24.

Other matters discussed or noted by the HA Board at the AOM included :

- (a) Update on Hospital Authority's Greater Bay Area Visiting Programmes;
- (b) Updates on COVID-19;
- (c) Progress Reports of Committees of the Hospital Authority Board;
- (d) Hospital Authority Review Committee on Medical Equipment and Facility Maintenance; and
- (e) Senior Executive Appointments.

**Hospital Authority Annual Plan 2023-24  
(HA Board Paper No. 332)**

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6. Dr Flora TSANG briefed Members on the draft HA Annual Plan 2023-24 (the Annual Plan). The priorities of the Annual Planning Exercise were guided by the service needs, key directions set out by the Task Group on Sustainability under the HA Board and strategic directions outlined in the HA Strategic Plan 2022-2027 (the Strategic Plan). The Annual Plan covered four strategic goals and 22 strategies to be implemented by HA in 2023-24 for translating the Strategic Plan into actions. The following key areas were highlighted at the meeting:

- (a) Provide Smart Care
  - Continuous efforts would be made to facilitate sustainable healthcare service in HA through the development of personalised care and telecare,

**Action by**

promotion of ambulatory and community-based care and provision of more care options for high demand services. On Public Private Partnership (PPP), additional choices and service capacities of selected PPP programmes would be enhanced.

(b) Develop Smart Hospitals

- Various smart initiatives would be implemented to drive service automation, which included establishment of hospital command centres in some clusters, utilisation of robotic-assisted technology, extension of the use of Inpatient Medication Order Entry System to cover more hospitals and enhancements to HA patient mobile application platform (HA Go) for supporting services such as telehealth, clinics booking and medication delivery, etc.

(c) Nurture Smart Workforce

- In addition to conducting long-term manpower planning for healthcare staff, HA planned to implement different measures to attract and retain staff, covering aspects of enhancement to staff recruitment and employment options, as well as career prospects; strengthening staff relations, management and recognition; and development of digital workplace. In parallel, staff training programmes would be reinforced for sustaining the professional workforce of HA.

(d) Enhance Service Supply

- The implementation of the Hospital Development Plans would be continued to bolster the capacity of healthcare facilities and service capacity by providing additional beds and sessions for operating theatre (OT) and endoscopy services, and strengthening clinical pharmacy and radiology services. For chronic disease management, ophthalmology, mental health and renal services would be enhanced by providing additional capacities while additional manpower would be recruited to support cancer treatments.

7. Members approved the final draft of the Annual Plan (in both English and Chinese). For promulgation, the Annual Plan would be uploaded to the HA internet and intranet websites, with limited quantities of hard copies available.

*(Mr Ambrose HO and Prof LAU Chak-sing left the meeting at this juncture.)*

**Progress Report on Strategic Priorities  
(HA Board Paper No. 333)**

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8. Dr Tony KO updated Members on the implementation progress of HA's strategic priorities in the fourth quarter of 2022 (4Q22). The programme targets planned for completion in 4Q22 included 18 programmes reported under corporate plans (inclusive of four items deferred from the previous quarters) and 39 programmes under cluster plans (inclusive of five items deferred from the previous quarters). Amongst them, 13 programmes under corporate plans and 33 under cluster plans were achieved on schedule. The remaining programmes were delayed due to various reasons, such as manpower shortage, impact of the fifth wave of COVID-19 outbreak, delay in construction/minor works, additional time required for service planning, etc.

**Cluster Presentation Programme - Hong Kong East Cluster –  
Rationalisation and Enhancement of Ophthalmology Service  
(HA Board Paper No. 334)**

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9. Dr Callie KO gave a brief introduction of the two ophthalmic centres in Hong Kong East Cluster (HKEC) that a comprehensive range of ophthalmic services, including inpatient service and anaesthetic support, was provided by the centre in Pamela Youde Nethersole Eastern Hospital (PYNEH), while the one in Tung Wah Eastern Hospital (TWEH) was equipped with purpose-built specialist outpatient clinic (OPD), day ophthalmology ward and designated OT. Given the increasing service demand arising from ageing population, as well as medical manpower and space constraints, a review of the existing service model of both centres was conducted to formulate long-term strategies to address the service needs in the community. In view of the advancement in medical technology in recent years, many inpatient surgical procedures could be performed in ambulatory day surgery centres and ambulatory care was thus considered as an efficient and patient-oriented service delivery model for addressing the service needs for ophthalmic services in HKEC.

10. Under the re-engineered service model, TWEH would offer one-stop ambulatory services focusing on diagnostic investigations and day treatment for common ophthalmic diseases such as cataract and age-related macular degeneration by increasing the throughput of day care and injection (intravitreal) services. For PYNEH, it would serve as a centralised hub for ophthalmic patients requiring complex surgical operations under general anaesthesia (GA) and those with multidisciplinary clinical problems. Major actions and deliverables



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achieved under the service re-engineering plan included (a) translocation of three inpatient beds and all GA OT sessions of TWEH to PYNEH and provision of six additional local anaesthesia OT sessions at TWEH per week; (b) conversion of a total of 17 inpatient beds in TWEH to day beds; and (c) transfer of 17 000 outpatients from PYNEH to TWEH by phases. Other auxiliary hospital services in TWEH, such as the pharmacy, medical record office, administration services and the shroff office, would also be enhanced to facilitate the implementation of the re-engineering plan. Following the completion of the first phase of the service re-organisation in July 2021, the patient flow, service quality and OT support were enhanced through the provision of one-stop and integrated ophthalmic services in HKEC. For instance, patients having surgery of intravitreal injections could complete pre-operative assessments on the day of surgery instead of visiting the hospital four times in the past.

11. The re-organisation of ophthalmic services in HKEC was helpful in not only enhancing the service efficiency to cope with the escalating service demand and service needs for complex surgical operations, but also paving the way for future expansion of ophthalmology services in HKEC.

**Date of Next Meeting**

12. The next Open Board Meeting was scheduled for Thursday 29 June 2023 at 4:00 p.m. in the Conference Hall, HA Building.

13. There being no other business, the meeting was adjourned at 5:10 p.m.

Hospital Authority  
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AL/PL/JK/st  
21 April 2023