醫院管理局
HOSPITAL AUTHORITY

與民攜手 保健安康 Helping People Stay Healthy

Minutes of Hospital Authority Board Meeting
held on Thursday 25 September 2025 at 4:15 p.m.
<u>in Conference Hall, 2/F, HA Building, 147B Argyle Street, Kowloon</u>

Present :	Mr Henry FAN Hung-ling, SBS, JP	(Chairman)
	Dr Rex AUYEUNG Pak-kuen, GBS, JP	*(via web conference)*
	Mr Thomas CHAN Chung-ching, JP Permanent Secretary for Health	
	Prof Anthony CHAN Tak-cheung	*(via web conference)*
	Ms Ann CHAN Wai-yan, JP Deputy Secretary for Financial Services and the Treasury (Treasury)1	*(via web conference)*
	Ms Margaret CHENG Wai-ching, JP	*(via web conference)*
	The Hon Duncan CHIU	*(via web conference)*
	Ms Anita FUNG Yuen-mei, BBS, JP	*(via web conference)*
	Ms Maisy HO Chiu-ha, BBS, JP	*(via web conference)*
	Ms Mary HUEN Wai-yi, MH, JP	*(via web conference)*
	Ms Tennessy HUI Mei-sheung, MH, JP	*(via web conference)*
	Mr JAT Sew-tong, SBS, SC, JP	
	Mr Matthew KWOK Pui-ho	
	Mrs Sylvia LAM YU Ka-wai, SBS	
	Dr Libby LEE Ha-yun Chief Executive	
	Dr Teresa LI Mun-pik, JP Representing Director of Health	*(via web conference)*
	Prof David SHUM Ho-keung	
	Mr Anthony TSANG Hin-fun	

	Mr WAN Man-yee, BBS, JP	
	Ir Billy WONG Wing-hoo, BBS, JP	*(via web conference)*
	Prof ZHANG Zhang-jin	*(via web conference)*
	Mr Andy LAU Head of Corporate Services	(Secretary)
Absent with apology (*Out of HK) :	* Prof Philip CHIU Wai-yan, JP	
	* Ms Winnie CHIU Wing-kwan, BBS, JP	
	Prof LAU Chak-sing, BBS, JP	
	Mr Henry TONG Sau-chai, BBS, MH, JP	
	* Dr Thomas TSANG Ho-fai, BBS	
	Ms WONG Kam-fung	
	Prof Janet WONG Yuen-ha	
In attendance :	Mr Alvin CHAN Representing Director (Finance)	
	Dr K M CHENG Deputising Cluster Chief Executive (Kowloon West)	*(via web conference)*
	Dr Eric CHEUNG 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 Larry LEE Deputising Director (Cluster Services)	
	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)

Dr Simon TANG
Cluster Chief Executive (New Territories East)

Dr Michael WONG
Director (Quality and Safety)

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

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

Mr Frankie YIP
Chief Manager (Corporate Communication)

Ms Ella NG
Senior Manager (Corporate Communication / Communication & Publications)
[For discussion of HAB Paper No. 368]

Ms Fion LEE
Chief Manager (Patient Relations & Engagement)
[For discussion of HAB Paper No. 370]

Ms Irene KAN
Senior Manager (Patient Relations & Engagement)
[For discussion of HAB Paper No. 370]

Dr Christy CHAU Shuk-kuen
Deputy Hospital Chief Executive and Consultant (Paediatrics), The Duchess of Kent Children's Hospital at Sandy Bay
[For discussion of HAB Paper No. 371]

Dr Stella CHIM
Chief of Service (Paediatrics & Adolescent Medicine), Queen Mary Hospital
[For discussion of HAB Paper No. 371]

		Ms Michele LIU Deputising Chief Manager (Boards & General)
		Ms Josephine CHAN Senior Manager (Boards & Support)
		Mr Damian LEUNG Manager (Boards & Support)
In attendance (Attachees of the Corporate Exposure Programme)	:	Mr CHUI Po-fan Senior Occupational Therapist, Occupational Therapy Department, North Lantau Hospital / Princess Margaret Hospital
		Ms Connie LAU Health Informatician, eHR & Special Clinical Projects, Information Technology and Health Informatics Division, Head Office
		Mr LEE Chun-keung Department Operations Manager, Operating Theatre, Prince of Wales Hospital
		Dr MAK Lai-yee Associate Consultant, Department of Medicine, North District Hospital
		Dr Michelle SZETO On-yee Associate Consultant, Department of Clinical Oncology, Queen Elizabeth Hospital
		Dr Timothy YANG XianYi Associate Consultant, Department of Anaesthesiology, Perioperative and Pain Medicine, Queen Elizabeth Hospital

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Welcome Remarks

The Chairman extended a warm welcome to Dr Libby LEE for attending the Open Board Meeting (OBM) for the first time in her capacity as Chief Executive of HA, and Dr Simon TANG for sitting in on OBM for the first time in his capacity as Cluster Chief Executive (New Territories East).

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 26 June 2025 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 held on 25 September 2025, the HA Board discussed and approved / noted a number of items, and the minutes of which could be accessed on HA's website.

Hospital Authority Annual Report for 2024-25
(HA Board Paper No. 368)

6. Mr Frankie YIP briefed Members on the draft HA Annual Report 2024-25 (the Report). The Report covered HA's Roles, Vision, Mission and Value, and Corporate Strategies; Membership of HA; Corporate Governance; Chairman's Review; Chief Executive's Report; HA at a Glance in 2024-25; Milestones of the Year; Engagement and Teamwork; Head Office and Cluster Reports; Environmental, Social, and Governance (ESG) Report; Independent Auditor's Report and Audited Financial Statements. In particular, an overview of HA's collaborations with non-local strategic partners was added to Head Office and Cluster Reports, with highlights on some major collaboration programmes and initiatives. On the ESG report, the content had been gradually strengthened, with elements with respect to high-level governance and structure reform, efforts in compliance with environmental regulations,

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HA's emergency and crisis management system, etc. newly included, in addition to HA's commitment and performance in established ESG practices. Further textual refinements might be made in finalising the Report for publication. The Report would be published in a bilingual (Chinese and English) format with 600 printed copies for distribution to key stakeholders—reduced from 650 for the previous year to lessen environmental impact—and an electronic version for public access. Upon publication, the Report would be submitted to the Health Bureau; tabled at the Legislative Council; distributed to stakeholders; and posted on the HA corporate website and HA intranet.

7. With no particular comments, Members approved the Report.

Progress Report on Strategic Priorities
(HA Board Paper No. 369)

8. Dr Libby LEE updated Members on the implementation progress of HA's strategic priorities in the second quarter of 2025 (2Q 25). Among the 10 programme targets planned for completion in 2Q 25, nine were achieved as scheduled, whilst one faced recruitment difficulty necessitating a deferral of its deliverables. HA would continue close monitoring on the various programme targets according to the planned completion schedule.

Annual Report on Public Appreciation, Feedback and Complaints Management 2024-25
(HA Board Paper No. 370)

9. Ms Fion LEE briefed Members on the Annual Report on Public Appreciation, Feedback and Complaints Management 2024-25. HA had been striving to promote a positive, people-centred culture under the theme "We Care We Appreciate" which leveraged HA's established system for credible, effective management of public appreciation, feedback and complaints. During the reporting period from 1 April 2024 to 31 March 2025, there were 58 442 expressions of appreciation (increased by 34% from 2023-24) and 1 752 complaints (decreased by 16% from 2023-24). Patient satisfaction was evident, with appreciations significantly outnumbering complaints per 10 000 attendances across all HA services. Through reviewing appeals for complaint cases, the Public Complaints Committee made recommendations for improvements in some areas, including, inter alia, enhancing communication with patients / relatives on clinical procedures and patents' conditions; strengthening staff training on communication and conflict management, as well as complaints management at the hospital level; and providing staff with clear guidance for clinical procedures.

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10. In 2024-25, HA continued its training efforts to enhance staff competencies in complaints management and conflict resolution through various initiatives, such as workshops, webinars and sponsorship for mediation training. HA also strived to foster a culture of self-introduction among staff to reinforce their commitment to people-centred care. To promote collaborative patient partnerships, HA proactively listened to patients' voices for service enhancement through various channels, such as independent comprehensive surveys, online short surveys and patient volunteer groups. Recognised for its commitment to innovation in enhancing service quality and patient experience, HA received "The Ombudsman's Awards 2024 – Information Technology Application and Creativity Award"; and three staff members were honoured with "The Ombudsman's Awards 2024 for Officers of Public Organisations" for their exceptional complaints handling and customer services.

11. Going forward, HA would further enhance management of public appreciation, feedback and complaints; promote positive patient relations; and foster an appreciation culture among patients and staff through various initiatives, such as implementing the Appreciation & Feedback Form accessible via a Quick Response code; extending short surveys to all patients attending Specialist Out-patient Clinics; and strengthening relevant staff training.

12. On patient-centric services, Mr WAN Man-yee shared his observations regarding the positive impact of animal visits on emotional well-being of hospitalised patients and enquired about HA's arrangements for such visits. Dr Libby LEE replied that well-established guidelines for animal visits in hospitals were in place. Hospitals would prepare for these visits in accordance to the guidelines, and with a basket of factors taken into consideration, such as any impacts on hospital operation, and other patients and visitors, and infection control. Mr Frankie YIP added that efforts to promote awareness of animal visits would continue, with a view to enhancing the public's understanding of the visit arrangements.

13. Mr Anthony TSANG expressed appreciation for HA's adopting technologies to enhance patient experience, such as the EasyQ function of the HA Go mobile application which provided patients with real-time queuing information of different hospital services. Acknowledging the benefits of these technological advancements, he emphasised the importance of HA's continued efforts in preparing for potential contingencies, such as possible malfunctions of smart devices, to ensure a seamless experience for patients.

14. Noting the significant increase in appreciation and the decrease in complaints in the reporting period, the Chairman expressed

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gratitude for the concerted efforts of HA staff in implementing the patient-centric initiatives and enhancing patient experience, and encouraged colleagues to continue their endeavours.

(Mr JAT Sew-tong left the meeting at this juncture.)

Cluster Presentation Programme – Hong Kong West Cluster – Ventilator-Assisted Children: From Hospital Care to Home Care (HA Board Paper No. 371)

15. Dr Christy CHAU briefed Members on the service development of the "Paediatric Long-term Ventilator Care Programme" (the Programme) at The Duchess of Kent Children's Hospital (DKCH) in the Hong Kong West Cluster. Launched in 1997, the Programme aimed to facilitate the transition of ventilator-assisted children from hospital to home care and enhance their developmental potential and quality of life, whilst addressing the increasing need for continuous specialised care for these children. The Programme adopted a multidisciplinary approach, involving a team of respiratory physicians, nurses, and various allied health professionals, providing personalised rehabilitation training tailored to each child's unique medical profile, complemented by collaboration with other specialists to ensure holistic care for those with multi-system diseases. The team helped family members acquire essential caregiving skills for managing their children's complex needs at home, assisted them in preparing for the children's discharge, and provided them with necessary post-discharge support through ward hotline, home visits and collaborative efforts with community partners.

16. Since its inception, the Programme had successfully discharged over 70 long-term ventilator-assisted children, and more than 190 community workers were trained to care for these children in the community. As more ventilator-assisted children were reaching adulthood, the team had been collaborating with the adult rehabilitation team to ensure seamless transitional care for these grown-up patients. Feedback from families indicated that the Programme had allowed them to remain together and enabled the children to engage in enriching activities, with some even graduating from university. The team was also honoured with HA's Outstanding Team Award 2014 in recognition of their dedicated service.

17. To address the growing service demand, DKCH expanded its inpatient capacity and redesigned the hospital facilities to accommodate the specific needs of physically challenged patients. Looking ahead, the team would continue to explore the feasibility of adopting more innovative technologies, such as telehealth services and smart devices, to enhance the rehabilitation and quality of life of the children. The team would also strengthen collaborations with various

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stakeholders and harmonise different hospital services to foster a supportive environment for children with complex medical needs.

18. The Chairman thanked the team for their tremendous efforts in improving the quality of life for ventilator-assisted children through the delivery of the aforementioned people-centred service.

Date of Next Meeting

19. The next OBM was scheduled for Thursday 18 December 2025 at 4:00 p.m. in the Conference Hall, HA Building.

20. There being no other business, the meeting was adjourned at 4:55 p.m.

Hospital Authority
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15 October 2025