



**Minutes of Hospital Authority Board Meeting
held on Thursday 23 September 2021 at 4:00 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 Food and Health (Health)	(via web conference)
Prof Francis CHAN Ka-leung, SBS, JP	(via web conference)
Prof CHAN Wai-yee	
Ms Margaret CHENG Wai-ching, JP	(via web conference)
Mr Duncan CHIU	
Mr Ambrose HO, SBS, JP	(via web conference)
Ms Mary HUEN Wai-yi	(via web conference)
Dr Tony KO Pat-sing Chief Executive	
Mr Daniel LAM Chun, SBS, JP	
Mr Franklin LAM Fan-keung, BBS	(via web conference)
Dr Ronald LAM Man-kin, JP Director of Health	(via web conference)
Prof LAU Chak-sing, JP	(via web conference)
Mr Raistlin LAU Chun, JP Deputy Secretary for Financial Services and the Treasury (Treasury) ¹	(via web conference)
Ms Lisa LAU Man-man, BBS, MH, JP	
Prof Gabriel Matthew LEUNG, GBS, JP	(via web conference)
Dr LEUNG Wing-cheong	

Prof David SHUM Ho-keung

Mr Ivan SZE Wing-hang, BBS, JP

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

Mr Philip TSAI Wing-chung, BBS, JP

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

Ir Billy WONG Wing-hoo, BBS, JP

Mr Jason YEUNG Chi-wai *(via web conference)*

Miss Margaret CHEUNG
Head of Corporate Services *(Secretary)*

Absent with :
apology

Mr CHAN Wing-kai

Mr David FONG Man-hung, BBS, JP

Mrs Ann KUNG YEUNG Yun-chi, JP

Ms Priscilla WONG Pui-sze, SBS, JP

In attendance :

Ms Anita CHAN
Director (Finance)

Dr Beatrice CHENG *(via web conference)*
Cluster Chief Executive (New Territories
East)

Dr N T CHEUNG
Head of Information Technology and
Health Informatics

Dr CHUNG Kin-lai
Director (Quality and Safety)

Dr Tony HA
Deputising Director (Strategy and Planning)

Dr Libby LEE *(via web conference)*
Deputising Cluster Chief Executive (Hong
Kong East)

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

Dr Albert LO
Cluster Chief Executive (Kowloon Central) *(via web conference)*

Mr David MAK
Head of Human Resources

Dr Simon TANG
Cluster Chief Executive (New Territories West) *(via web conference)*

Dr K T TOM
Cluster Chief Executive (Kowloon East) *(via web conference)*

Dr Nelson WAT
Deputising Cluster Chief Executive
(Kowloon West) *(via web conference)*

Dr Michael WONG
Deputising Director (Cluster Services)

Mr Frankie YIP
Chief Manager (Corporate Communication)

Dr Desmond NGUYEN
Chief Executive, Kwai Chung Hospital
[For discussion of HAB Paper No. 317]

Dr Chario CHAN
Associate Consultant (Psychiatry), Kwai
Chung Hospital
[For discussion of HAB Paper No. 317]

Mr Andy LAU
Chief Manager (Boards & General)

Ms Phoebe LEUNG
Senior Manager (Boards & Support)

Ms Joanna KOO
Manager (Boards & Support)

In attendance : Ms Pearl CHENG
(Attachees of Senior Physiotherapist, Department of Physiotherapy, Queen
the Corporate Mary Hospital
Exposure Programme)

Mr Menza CHU
Senior Occupational Therapist, Occupational Therapy
Department, Supported Employment Service, Kwai Chung
Hospital

Ms M K LAM
Nurse Consultant, Haemodialysis Unit and Renal Transplant /
Nephrology Ward, Queen Mary Hospital

Mr Ronde LEUNG
Systems Manager, Clinical IT Product Team 10, Information
Technology and Health Informatics Division, Head Office

Mr Mickey LO
Systems Manager, Central Delivery Centre, Information
Technology and Health Informatics Division, Head Office

Dr K F YIM
Associate Consultant, Medicine and Geriatrics, Princess Margaret
Hospital

Declaration of Interest

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

Welcome Remarks

2. The Chairman extended a warm welcome to Dr Ronald LAM, who had joined the Hospital Authority (HA) Board since 21 September 2021 upon appointment as the Director of Health.

Vote of Thanks

3. The Chairman informed Members that Dr Constance CHAN had commenced pre-retirement leave in the Government and hence retired from the HA Board in her capacity as the Director of Health. The Board highly appreciated Dr Chan's tremendous contributions to HA in the past nine years and in safeguarding the health of the people of Hong Kong.

Confirmation of Minutes

4. The draft minutes of the Board Meeting held on 24 June 2021 were confirmed without amendments.

Matters Arising

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

Report on Outcomes of the Administrative & Operational Meeting

6. The Chairman reported that the following matters were discussed or noted by the HA Board at the Administrative & Operational Meeting held on 23 September 2021:

- (a) Appointment of Cluster Chief Executive (Kowloon Central) & Hospital Chief Executive (Queen Elizabeth Hospital);
- (b) An Overview on Nursing Career Ladder in Hospital Authority;
- (c) Proposed Alignment on Increment Arrangement of Directorate Grade Employees on Monthly Allowance Package;

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- (d) Extending Employment Beyond Age 60 up to 65;
- (e) Audited Financial Statements of the Hospital Authority for 2020/21;
- (f) 2020/21 Audited Financial Statements of the Hospital Authority Public-Private Partnership Fund;
- (g) 2020/21 Audited Accounts of the Electronic Health Record Programme Undertaken by the Hospital Authority Funded under Capital Works Reserve Fund Head 710 – Computerisation Subhead A074XV;
- (h) 2020/21 Audited Accounts of the Clinical Services Improvement Projects for the Department of Health Undertaken by the Hospital Authority;
- (i) Chairmanship, Vice-Chairmanship and Co-opted Membership of Committees of the Hospital Authority Board;
- (j) Membership of The Pamela Youde Nethersole Eastern Hospital Charitable Trust;
- (k) Update on COVID-19;
- (l) Update on Hospital Authority’s Public-Private Partnership Programmes (2020-21 Full Year) and 2021-22 Planned Provisions;
- (m) Progress Report of Committees of the Hospital Authority Board; and
- (n) Senior Executive Appointment.

**Hospital Authority Annual Report for 2020-21
(HA Board Paper No. 315)**

7. Members approved the draft HA Annual Report 2020-21. The Report covered HA’s Roles and Membership; Corporate Governance; Chairman’s Review; Chief Executive’s Report; Milestones of the Year; Engagement and Teamwork; Head Office and Cluster Reports; and Independent Auditor’s Report and Audited Financial Statements, as well as a new section of Hospital Authority at a Glance in 2020-21. Efforts of HA in combating COVID-19 and major events related to COVID-19 were also highlighted in the Report. Visual aids, such as infographics and videos, were incorporated for enriching the

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contents and enhancing the readability. Further textual refinements might be made in finalising the Report. Upon publication, the Report would be tabled at the Legislative Council, and distributed to interested parties and posted on the HA corporate website and HA intranet for public access.

8. Mr Philip TSAI remarked that inclusion of performance and initiatives of environmental, social, and governance (ESG) in annual reports was the latest trend in both public and private sectors, and encouraged HA to consider putting more emphasis on ESG in future annual reports. Mr Frankie YIP concurred and assured that HA was actively exploring to include more ESG related information in future annual reports.

**Progress Report on Strategic Priorities
(HA Board Paper No. 316)**

9. Dr Tony KO updated Members on the implementation progress of HA's strategic priorities for the second quarter of 2021 (2Q21). All the programme targets planned for completion in 2Q21, including six individual programmes reported under corporate plans and another six programmes under cluster plans, were achieved on schedule.

**Cluster Presentation Programme – Kowloon West Cluster –
Update on the Development of Hospital Authority Mental Health
Direct
(HA Board Paper No. 317)**

10. Dr Chario CHAN briefed Members on the latest development of Mental Health Direct (MHD), which was a designated 24-hour call centre established in Kwai Chung Hospital (KCH) in 2012 for supporting patients with mental illness, their carers and the general public. It enabled the delivery of professional and coordinated telephone advice by trained psychiatry nurses through a service model using the technology of computer-telephony integration and leveraging across information and communication technology, clinical protocols, statistical modeling and the HA Electronic Patient Record (ePR) system. In the past two years, the demand for MHD service increased significantly with the overall throughput in 2020/21 reaching almost 240 000 calls. Key highlights of the three types of service currently provided by MHD were summarised below:

Advisory Service

- (a) Advisory service of MHD commenced in January 2012 to provide continuity of care and support to clients and empower them to develop a better understanding of their mental health conditions for early detection and treatment

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through providing prompt advice and information. With around 10% to 20% increase in the number of calls each year in the past five years, around 43 000 calls were handled in 2020-21.

- (b) In August 2020, another 24-hour psychiatric hotline was established, i.e. the AsiaWorld-Expo (AWE) Community Treatment Facility (CTF) & North Lantau Hospital Hong Kong Infection Control Centre (HKICC) Mental Health Direct to cater for the mental health service need of patients diagnosed with COVID-19 and treated at AWE CTF or HKICC through offering information related to psychiatric medication, disease management and community psychiatric resources. Mental state assessment and structured risk assessment on suicide and violence were also conducted by CTF&HKICC MHD nurses where necessary and based on the protocol for providing advice and intervention to the patients and arranging necessary referrals for medical assessment.

Telecare service

- (c) Telecare service of MHD was piloted in Kowloon West Cluster in April 2012 and rolled out to the remaining clusters in April 2014 to render support for step-down cases from Community Psychiatric Service, aiming to facilitate patients' community adjustment and re-integration through follow-up telephone calls and regular reviews until they became stable. A designated psychiatric nurse from MHD was assigned to each patient in order to establish a good therapeutic relationship and help better address their needs. About 64 000 calls were handled in 2020-21, serving approximately 2 500 patients.

Defaulter Tracing Service

- (d) To facilitate early identification of defaulted patients for providing appropriate and timely patient support, Defaulter Tracing Service for psychiatric Specialist Outpatient Clinics (SOPCs) defaulters was introduced in 2014-15 and rolled out to all adult psychiatric SOPCs in 2016. Through telephone calls in different time slots, defaulter patients were offered psychiatric advice for enhancing of treatment compliance and re-engagement to psychiatric SOPC. Amongst some 130 000 calls handled for some 50 000 cases in 2020-21, 87% of the defaulted cases were

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successfully traced and 63% of the traced cases had their new appointments rescheduled within one week.

11. Members were informed that a structured Information Technology (IT) contingency plan was in place for contingency preparedness and responsiveness to IT incidents such as situations caused by the breakdown of IT system, telephone system, ePR system, network or electricity supply, etc. A satellite site with unique, essential and uninterruptible power supply in KCH and the Patient Support Call Centre in Tang Shiu Kin Hospital could serve as alternative sites for maintaining MHD's round-the-clock service as and when needed.

12. Various measures were devised to ensure service quality and strive for continuous service improvement, including structured training programmes for all newly recruited staff; on-the-job coaching and arrangement of local and overseas training for staff; review of call-logs by supervisors and psychiatrist; and close monitoring of service performance and statistics by MHD Working Group and the Coordinating Committee in Psychiatry. Service evaluation and internal audits were also conducted on a regular basis for quality assurance.

13. Prof LAU Chak-sing appreciated MHD team's effort and enquired about the default rate of psychiatric outpatients and the situation of repeated follow-up defaults. Dr Chario CHAN replied that around 50 000 defaulted cases were referred to MHD for tracing in 2020-21. Some 87% of the defaulted cases were successfully traced, of which around 16% of them indicated self-arrangement of SOP follow-up appointments and another 2.8% refused re-engagement to SOPC, whereas a small portion of patients were repeated defaulters. To further enhance the management of default follow-up at psychiatric SOPCs, evaluation was conducted to identify common characteristics of defaulters. Dr Desmond NGUYEN supplemented that as a general reference, around 5-10% of the total psychiatric SOPC appointments in KWC were defaulted on scheduled dates.

14. In reply to the enquiry from Prof David SHUM on the support provided to frontline staff, Dr Chario CHAN said that appropriate training and on-the-job coaching were arranged for frontline staff to cope with the increasing service demand and support the service development of MHD service. Case management meeting with doctor-in-charge of MHD was organised weekly for reviewing complicated cases, addressing the difficulties encountered by staff during work and evaluating staff performance.

15. Overall, the concerted efforts of the team were highly appreciated by Members.

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Date of Next Meeting

16. The next Open Board Meeting was scheduled for Thursday 16 December 2021 at 4:00 p.m. in the Conference Hall, HA Building.

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

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26 October 2021