



**Minutes of Hospital Authority Board Meeting
held on Thursday 16 December 2021 at 4:55 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	(via web conference)
	Mr CHAN Wing-kai	(via web conference)
	Ms Margaret CHENG Wai-ching, JP	(via web conference)
	Mr Duncan CHIU	(via web conference)
	Mr David FONG Man-hung, BBS, JP	(via web conference)
	Mr Ambrose HO, SBS, JP	(via web conference)
	Ms Maisy HO Chiu-ha, BBS	
	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)
	Ms Lisa LAU Man-man, BBS, MH, JP	(via web conference)
	Ms Jessica LEE Wing-tung Representing Deputy Secretary for Financial Services and the Treasury (Treasury)1	(via web conference)

Prof Gabriel Matthew LEUNG, GBS, JP (via web conference)

Dr LEUNG Wing-cheong

Prof David SHUM Ho-keung

Mr Philip TSAI Wing-chung, BBS, JP

Dr Thomas TSANG Ho-fai (via web conference)

Mr WAN Man-yee, BBS, JP

Ir Billy WONG Wing-hoo, BBS, JP (via web conference)

Miss Margaret CHEUNG (Secretary)
Head of Corporate Services

Absent with :
apology

Ms Mary HUEN Wai-yi

Mrs Ann KUNG YEUNG Yun-chi, JP

Prof Agnes TIWARI Fung-yee

In attendance :

Ms Anita CHAN
Director (Finance)

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

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

Dr Ian CHEUNG (via web conference)
Representing Cluster Chief Executive
(Kowloon West)

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
Deputising Cluster Chief Executive (Hong
Kong East)

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

Dr Deacons YEUNG
Director (Cluster Services)

Mr Savio LEUNG
Representing Chief Internal Auditor

Mr Frankie YIP
Chief Manager (Corporate Communication)

Dr TSE Man-li
Deputy Hospital Chief Executive, United
Christian Hospital
[For discussion of HAB Paper No. 319]

Mr Andy LAU
Chief Manager (Boards & General)

Ms Phoebe LEUNG
Senior Manager (Boards & Support)

Ms Joanna KOO
Manager (Boards & Support)

In attendance : Ms Veronica HUNG
(Attachees of Health Informatician, Standards & Policy, Health Informatics,
the Corporate Information Technology and Health Informatics Division, Head
Exposure Office
Programme)

Mr Ben KONG
Department Manager, Occupational Therapy Department, Yan
Chai Hospital

Ms Doris LAM
Senior Occupational Therapist, Occupational Therapy, Tuen Mun
Hospital

Ms MAK So-shan
Nurse Consultant, Department of Clinical Oncology, Prince of
Wales Hospital

Ms Jennifer WONG
Corporate Finance Manager I (Treasury)3, Banking, Treasury
Management and Investment, Finance Division, Head Office

Ms Linda WONG
Department Manager, Department of Pathology, Kwong Wah
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 Ms Maisy HO and Mr WAN Man-ye, who had joined the Hospital Authority (HA) Board since 1 December 2021, for attending the Board Meeting for the first time.

Confirmation of Minutes

3. The draft minutes of the Board Meeting held on 23 September 2021 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 the following matters were discussed or noted by the HA Board at the Administrative & Operational Meeting held on 16 December 2021:

- (a) Proposed Enhancement of the Home Loan Interest Subsidy Scheme;
- (b) Establishment of Hospital Authority Academy;
- (c) Proposal on Enhancing Promotion Prospects of Doctors and Nurses;
- (d) Annual Report on Action Plan of the Task Group on Sustainability;
- (e) Hospital Authority Strategic Plan 2022-2027;
- (f) Formation of Subcommittee on Chinese Medicine under Medical Services Development Committee;
- (g) Membership of the Trust Board of the Hospital Authority Provident Fund Scheme;

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- (h) 2021 Key Performance Indicator Annual Review;
- (i) Report on Key Performance Indicators;
- (j) Update on COVID-19; and
- (k) Progress Reports of Committees of the Hospital Authority Board.

**Progress Report on Strategic Priorities
(HA Board Paper No. 318)**

6. Dr Tony KO updated Members on the implementation progress of HA's strategic priorities in the third quarter of 2021 (3Q21). The programme targets planned for completion in 3Q21 included five individual programmes reported under corporate plans and another nine programmes under cluster plans (inclusive of one programme deferred from the previous quarter). Amongst them, three programmes under corporate plans and eight under cluster plans were achieved on schedule. The remaining two corporate programmes, one of which was also reported under a cluster plan, were delayed respectively due to the impact of COVID-19 epidemic and manpower shortage.

**Cluster Presentation Programme – Smart Hospital Development in Kowloon East Cluster
(HA Board Paper No. 319)**

7. Dr TSE Man-li briefed Members on the smart hospital developments in the Kowloon East Cluster (KEC). As background, HA's Smart Hospitals journey commenced in 2017, with the Smart Hospitals Technology Blueprint formulated in 2018. Specifically for KEC, its Smart Hospital Project covered broadly five directions, viz. modernised healthcare, customised patient journey, smart logistics, intelligent workplace and cutting-edge infrastructure. With the concerted efforts of staff from various disciplines, over 90 smart projects were launched in KEC in the past two years to enhance work efficiency and quality service in patient care. Key highlights of the major achievements under the respective directions were summarised in the ensuing paragraphs.

Modernised Healthcare

8. Tseung Kwan O Hospital (TKOH), as the first 5G-enabled hospital in HA, had implemented various initiatives to support telecare, including case conference amongst doctors, telemedicine/teleconsultation for patients, and remote clinical training for doctors and medical students. Teleconsultation was first piloted at the Liver Nurse Clinic of TKOH in 2019 to improve access to care and patient

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satisfaction, and was subsequently expanded to cover other specialist outpatient services such as Ear, Nose & Throat, Medicine, Orthopaedic & Traumatology, Anaesthesiology, Pain management, Dermatology, Ophthalmology, Psychiatry and Pharmacy, with positive feedback received from patients and staff. Furthermore, the implementation of Perioperative Nursing Information System in TKOH had substantially reduced the potential risk of retaining surgery related consumables in patient body.

9. Other initiatives in KEC also included Surgical Patient Status Notification System in United Christian Hospital (UCH) to provide timely information on the surgical status of the patients via designated Interactive Voice Response System; various systems to enhance the management of pharmaceutical risks for inpatients, such as Automatic Medication Unit Dose Dispensing System for automation of certain workflows and improving accuracy of dispensing in high volume, Inpatient Medication Order Entry System with After-hours Cross Hospital Verification function in Haven of Hope Hospital for supporting remote vetting by pharmacists after service hours, etc.

Customised Patient Journey

10. To enhance patient experience, KEC, venturing with Hong Kong Blind Union, developed a Smart Navigation Application (App) to help visually impaired people navigate within hospital premises through applying different navigating technologies, such as beacon and Wi-Fi, as well as audio instructions. To improve the over-crowded situation in the waiting area of specialist outpatient clinics, queue management system was implemented to enhance and streamline the queuing procedures.

11. Specifically for addressing potential risks in elderly with dementia, personalised and cost-effective intervention with the aid of Virtual Reality technology, such as digital training sessions on road safety, was provided to targeted elderly patients, aiming to enhance treatment effectiveness and efficacy.

Smart Logistics

12. The use of Autonomous Mobile Robot was first piloted in UCH for transporting materials in Operating Theatres (OTs) and subsequently rolled out to other departments such as Day Surgery Centre for concierge and interactive services and Pathology and Laundry departments for delivery of specimen and linen respectively. Other smart logistics initiatives included Smart Cabinet for Dangerous Drugs (DDs) in the OTs of KEC for automatic inventory control and DD refill arrangement; and the application of tracking devices for ease of tracking of medical records dispatched to or returned from clinical units.

Intelligent Workplace

13. Technologies were adopted in the Cluster Human Resources Department to enhance operational efficiency of various human resources functions including recruitment, internal communication, staff performance assessment and training administration services. For instance, e-Transfer system was launched to not only facilitate the use of electronic form but also streamline the appointment and transfer process. To further bring convenience and efficiency in workplace, “KEC ShopEasy”, an online procurement platform, was adopted to streamline the procurement procedures in the Cluster.

Cutting-edge Infrastructure

14. Smart carpark management system with vehicle plate recognition and surveillance features was implemented in UCH and TKOH to facilitate one-stop booking, access control and reporting functions. Besides, keyless venue system and touchless biometric access control were adopted as an enhanced security measure in different venues in cluster hospitals.

15. KEC would continue to strive for quality healthcare services through the adoption of smart care technologies to enhance patient experience and service efficiency. Members noted the progress of smart hospital development in KEC and the Chairman thanked the team for their dedicated efforts.

Date of Next Meeting

16. The next Open Board Meeting was scheduled for Thursday 31 March 2022 at 4:00 p.m. in the Conference Hall, HA Building.

17. There being no other business, the meeting was adjourned at 5:25 p.m.