



**Minutes of Hospital Authority Board Meeting  
held on Thursday 22 September 2022 at 4:45 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 CHAN Wai-yee	(via web conference)
	Ms Margaret CHENG Wai-ching, JP	(via web conference)
	The Hon Duncan CHIU	(via web conference)
	Mr Ambrose HO, SBS, JP	(via web conference)
	Ms Mary HUEN Wai-yi, JP	(via web conference)
	Dr Tony KO Pat-sing, JP 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)
	Ms Lisa LAU Man-man, BBS, MH, JP	(via web conference)
	Dr LEUNG Wing-cheong	(via web conference)
	Mr Charles NG Ting-chau Representing Deputy Secretary for Financial Services and the Treasury (Treasury) <sup>1</sup>	(via web conference)
	Prof David SHUM Ho-keung	(via web conference)
	Prof Agnes TIWARI Fung-yee	(via web conference)

Mr WAN Man-ye, BBS, JP *(via web conference)*

Ir Billy WONG Wing-hoo, BBS, JP

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

Absent with :  
apology  
(\*Out of HK)

Prof Francis CHAN Ka-leung, SBS, JP

Mr CHAN Wing-kai

Mr David FONG Man-hung, BBS, JP

Ms Maisy HO Chiu-ha, BBS

Mrs Ann KUNG YEUNG Yun-chi, BBS, JP

Prof LAU Chak-sing, BBS, JP

\*Mr Philip TSAI Wing-chung, BBS, JP

Dr Thomas TSANG Ho-fai

In attendance :

Ms Anita CHAN *(via web conference)*  
Director (Finance)

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

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

Dr N T CHEUNG *(via web conference)*  
Head of Information Technology and  
Health Informatics

Dr W K CHING  
Director (Strategy and Planning)

Dr K L CHUNG  
Director (Quality and Safety)

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

Mr David MAK  
Head of Human Resources

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

Dr Simon TANG  
Director (Cluster Services)

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

Dr WONG Yiu-chung  
Deputising 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 *(via web conference)*

Mr Frankie YIP  
Chief Manager (Corporate Communication)

Ms Fion LEE  
Chief Manager (Patient Relations and  
Engagement)  
[For discussion of HAB Paper No. 327]

Dr Vivian MA  
Consultant (Radiology & Nuclear  
Medicine), Tuen Mun Hospital  
[For discussion of HAB Paper No. 328]

Ms Phoebe LEUNG  
Senior Manager (Boards & Support)

Ms Joanna KOO  
Manager (Boards & Support)

In attendance : Ms C M CHANG  
(Attachees of the Nurse Consultant (Pain Management), Anaesthesia and  
Corporate Operating Theatre Services, Tuen Mun Hospital  
Exposure Programme)

Ms Florence CHANG  
System Manager, Central Delivery Centre Team 5: Electronic  
Patient Record and Smart Hospital Co-delivery, Information  
Technology and Health Informatics Division, Head Office

Mr Edmund CHEUNG  
Senior Pharmacist, Chief Pharmacist's Office, Pharmacy  
Informatics and Automation Technology, Head Office

Ms Miran CHEUNG  
Senior Nursing Officer, School Principal (School of General  
Nursing), Queen Elizabeth Hospital

Mr Godfrey WONG  
Senior Finance Manager (Revenue Management), Tuen Mun  
Hospital

Ms Josephine YUNG  
Senior Pharmacist Paediatric Service, Pharmacy, Tuen Mun  
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.

**Confirmation of Minutes**

2. The draft minutes of the last Board Meeting held on 23 June 2022 were confirmed without amendments.

**Matters Arising**

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

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

4. The Chairman reported that at the Administrative & Operational Meeting (AOM) held on 22 September 2022, the Hospital Authority (HA) Board considered and approved the following matters :

- (a) Enhancement to Home Loan Interest Subsidy Scheme;
- (b) Update on Employment (Amendment) Ordinance 2022 and Proposed Updates to Human Resources Policies Manual;
- (c) Transfer of Clinical Genetic Service of the Department of Health to the Hospital Authority;
- (d) Career Ladder Review for Allied Health Professionals;
- (e) Visiting Radiographer (Diagnostics) Programme;
- (f) Greater Bay Area Specialty Nursing Knowledge-exchange Programme;
- (g) Audited Financial Statements of the Hospital Authority for 2021/22;
- (h) 2021/22 Audited Financial Statements of the Hospital Authority Public-Private Partnership Fund;
- (i) 2021/22 Audited Accounts of the Electronic Health Record Programme Undertaken by the Hospital Authority Funded under Capital Works Reserve Fund Head 710 – Computerisation Subhead A074XV;

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- (j) 2021/22 Audited Accounts of the Clinical Services Improvement Projects for the Department of Health Undertaken by the Hospital Authority;
- (k) Membership of the Trust Board of the Hospital Authority Provident Fund Scheme; and
- (l) Membership of The Pamela Youde Nethersole Eastern Hospital Charitable Trust.

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

- (a) Update on Hospital Authority's Public-Private Partnership Programmes;
- (b) Updates on COVID-19;
- (c) Progress Reports of Committees of the HA Board; and
- (d) Senior Executive Appointments.

**Hospital Authority Annual Report for 2021-22  
(HA Board Paper No. 325)**

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5. Members approved the draft HA Annual Report 2021-22. The Report covered HA's Roles and Membership; Corporate Governance; Chairman's Review; Chief Executive's Report; HA at a Glance in 2021-22; Milestones of the Year; Engagement and Teamwork; Head Office and Cluster Reports; Independent Auditor's Report and Audited Financial Statements, as well as a new section on Environmental, Social, and Governance (ESG) to enhance disclosure of HA's commitment and performance on the ESG fronts. Apart from the use of infographics to enrich the presentation of HA's major statistics, videos were incorporated in certain chapters of the Report in the online version to enhance 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.

**Progress Report on Strategic Priorities  
(HA Board Paper No. 326)**

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6. Dr Tony KO updated Members on the implementation progress of HA's strategic priorities in the second quarter of 2022 (2Q22). The programme targets planned for completion in 2Q22 included four

programmes reported under corporate plans (inclusive of one item deferred from the previous quarter) and four programmes under cluster plans, which were deferred from previous quarters. Amongst them, four programmes under corporate plans and three under cluster plans were achieved on schedule. The remaining programme was delayed as additional time was required to complete replacement of medical equipment.

**Annual Report on Public Appreciation, Feedback and Complaints Management 2021/22  
(HA Board Paper No. 327)**

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7. Ms Fion LEE briefed Members on the Annual Report on Public Appreciation, Feedback and Complaints Management 2021/22. HA had all along strived to build a trustful doctor-patient partnership and promote a positive culture towards public feedback and complaints for service enhancement. During the reporting period from 1 April 2021 to 31 March 2022, the total numbers of appreciation, feedback, complaint and request for assistance cases received by HA and its hospitals/clinics were 37 739, 18 560, 1 637 and 20 223 respectively. The work of the Public Complaints Committee during the past year was also reported. On the promotion of a positive culture towards complaints and feedback in HA, the initiatives implemented in 2021/22 covered the following areas:

- (a) Enhancing patient engagement through Patient Experience Survey (PES)

Based on the findings from the previously conducted PES, channels for receiving feedback from the public were enhanced and broadened, including the revamp of HA's website, provision of QR codes and electronic forms at some hospitals, etc. Besides, Patient Discharge Information Summary project was implemented and incorporated into HA Go to offer medical advice to patients and their carers to enhance self-management.

- (b) Enhancing Capacity and Staff Competencies in Conflict Resolution

In addition to the plan to complete the establishment of a cluster-based Patient Relations Office structure in each cluster by 2022-23, various training and development programmes were held to enhance staff's exposure and experience and facilitate succession planning, which included a monthly webinar series to share strategies and smart tips in patient relations and complaint management, Staff Development Rotation Programme and Cluster

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Partnership and Attachees Programme on Complaint Management.

(c) Promoting Positive Patient Relations and Conflict Resolution to Different Stakeholders

HA had organised training and sharing on mediation skills, patient relations and complaint management for different external stakeholders, such as the Department of Justice, patient groups and nursing students of The Chinese University of Hong Kong.

**Cluster Presentation Programme – New Territories West Cluster – Service Development of Positron Emission Tomography / Computed Tomography Centre  
(HA Board Paper No. 328)**

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8. Dr Vivian MA briefed Members on the development and operation of the Positron Emission Tomography/Computed Tomography (PET-CT) service in Tuen Mun Hospital (TMH). PET-CT, as one of the most advanced medical imaging technologies, was provided as public service at Pamela Youde Nethersole Eastern Hospital and Queen Elizabeth Hospital before 2020. With the establishment of the New Territories West Cluster (NTWC) Li Ka Shing PET-CT Centre (NTWC PET-CT Centre) focusing on cancer diagnosis, staging, treatment monitoring and recurrence in 2020, patients from NTWC could choose to receive PET-CT service at TMH, without the need to travel across regions for diagnostic examinations. During 2021/22, the NTWC PET-CT Centre served a total of 2 120 patients, including 569 cases (i.e. around 27%) referred by Kowloon West Cluster.

9. The NTWC PET-CT Centre, equipped with state-of-the-art technology, had improved patient care through enhancing imaging quality and diagnostic accuracy and shortening the scan time. The clinical indications covered by NTWC PET-CT Centre included, amongst others, cervical nodal metastasis from carcinoma of unknown origin, staging of oesophageal carcinoma and non-small cell lung carcinoma, staging and restaging of colorectal carcinoma and nasopharyngeal carcinoma, staging, restaging and response assessment of lymphoma. The timely provision of imaging reports was helpful in guiding clinicians to plan for interventions and modifications to treatment regimens based on the diagnostic information of patients.

10. Looking ahead, HA would review the clinical indications of its PET-CT standard services with a view to identifying room for service enhancements and expansion for meeting the increasing service demand. The service demand of the NTWC PET-CT Centre would also



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be closely monitored for planning for enhancement measures where appropriate.

11. The Chairman appreciated the team's effort in driving the PET-CT service development in NTWC.

**Date of Next Meeting**

12. The next Open Board Meeting was scheduled for Thursday 15 December 2022 at 4:00 p.m. in the Conference Hall, HA Building.

13. There being no other business, the meeting was adjourned at 5:15 p.m.

Hospital Authority  
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AL/PL/JK/st  
14 October 2022