



**Minutes of Hospital Authority Board Meeting
held on Thursday 21 September 2023 at 3:30 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

Prof CHAN Wai-yee

Ms Margaret CHENG Wai-ching, JP

The Hon Duncan CHIU

Ms Anita FUNG Yuen-mei, BBS, JP (*via web conference*)

Mr Ambrose HO, SBS, SC, JP

Ms Maisy HO Chiu-ha, BBS (*via web conference*)

Dr Tony KO Pat-sing, JP
Chief Executive

Dr Ronald LAM Man-kin, JP
Director of Health

Mrs Sylvia LAM YU Ka-wai, SBS

Prof LAU Chak-sing, BBS, JP

Dr LEUNG Wing-cheong

Mr Aaron LIU Kong-cheung, JP
Deputy Secretary for Financial
Services and the Treasury (Treasury)¹

Prof David SHUM Ho-keung

Prof Agnes TIWARI Fung-yee

Mr Henry TONG Sau-chai, MH, JP

Mr Philip TSAI Wing-chung, BBS, JP

Mr Anthony TSANG Hin-fun

Mr WAN Man-yee, BBS, JP

Ir Billy WONG Wing-hoo, BBS, JP

Mr Andy LAU (Secretary)
Head of Corporate Services

Absent with : Prof Francis CHAN Ka-leung, SBS, JP
apology
(*Out of HK) Mr Lawrence CHAN Man-yiu

* Mr CHAN Wing-kai

Ms Mary HUEN Wai-yi, JP

* Mr JAT Sew-tong, SBS, SC, JP

Dr Thomas TSANG Ho-fai, BBS

In attendance : Mr Alvin CHAN
Deputising Director (Finance)

Dr K H CHAN (via web conference)
Representing Cluster Chief Executive (Hong
Kong West)

Dr N T CHEUNG
Head of Information Technology and Health
Informatics

Dr W K CHING
Director (Strategy and Planning)

Dr K L CHUNG
Cluster Chief Executive (New Territories
East)

Dr C B LAW
Cluster Chief Executive (Kowloon West)

Dr Larry LEE
Deputising Director (Cluster Services)

Mr David MAK
Head of Human Resources

Dr Loletta SO
Cluster Chief Executive (Hong Kong East)

Dr Chris TSANG
Representing Cluster Chief Executive
(Kowloon Central)

Dr Michael WONG
Director (Quality and Safety)

Dr Raymond WONG
Representing Cluster Chief Executive
(Kowloon East)

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

Mr K M YIU
Deputising Chief Manager (Corporate
Communication)

Ms Janice WANG
Deputising Chief Manager (Patient Relations
and Engagement)
[For discussion of HAB Paper No. 340]

Mr K M TONG
Senior Systems Manager (Information
Technology)
Kowloon West Cluster
[For discussion of HAB Paper No. 341]

Ms Natalia LI
Chief Manager (Boards & General)

Ms Michele LIU
Senior Manager (Boards & Support)

Ms Joanna KOO
Manager (Boards & Support)

In attendance : Mr Goya LAU
(Attachees of the System Manager, eHealth Products, Information Technology and
Corporate Health Informatics Division, Head Office
Exposure Programme)

Dr Leo HO
Senior Physiotherapist, Physiotherapy Department, Kwong Wah
Hospital

Mr Ken U
Senior Occupational Therapist, Occupational Therapy
Department, Kwai Chung Hospital

Ms Jamie WAN
Social Work Officer, Medical Social Services, Cheshire Home,
Shatin

Ms Viola LI
Senior Nursing Officer, Central Nursing Department, Tung Wah
Hospital

Ms Maggie LEE
Nurse Consultant (Renal Care), 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 29 June 2023 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 21 September 2023, the Hospital Authority (HA) Board considered and approved the following items :

- (a) Audited Financial Statements of the Hospital Authority for 2022/23;
- (b) 2022/23 Audited Financial Statements of the Hospital Authority Public-Private Partnership Fund;
- (c) 2022/23 Audited Accounts of the Electronic Health Record Programme Undertaken by the Hospital Authority Funded under Capital Works Reserve Fund Head 710 – Computerisation Subhead A074XV;
- (d) 2022/23 Audited Accounts of the Clinical Services Improvement Projects for the Department of Health Undertaken by the Hospital Authority; and
- (e) Manpower Situation and Retention Strategies for Nurses in the Hospital Authority.

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

- (a) Update on Strengthening the Organisation Structure of Capital Planning Department;

- (b) Update on Hospital Authority's Public-Private Partnership Programmes; and
- (c) Progress Reports of Committees of the Hospital Authority Board.

**Hospital Authority Annual Report for 2022-23
(HA Board Paper No. 338)**

5. Members approved the draft HA Annual Report 2022-23. The Report covered the Roles, Vision, Mission and Value, Corporate Strategies and Membership of HA; Corporate Governance; Chairman's Review; Chief Executive's Report; HA at a Glance in 2022-23; 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. On the ESG report, various new initiatives with respect to patient safety, manpower and staff training and development were included for enhanced disclosure. Similar to the previous year, infographics and videos were used in certain chapters of the Report to enrich the content and enhance readability. Further textual refinements might be made in finalising the Report. Upon publication, the Report would be submitted to the Health Bureau, tabled at the Legislative Council, and distributed to stakeholders and posted on the HA corporate website and HA intranet.

**Progress Report on Strategic Priorities
(HA Board Paper No. 339)**

6. Dr Tony KO updated Members on the implementation progress of HA's strategic priorities in the second quarter of 2023 (2Q23). Among the 12 programmes planned for completion in 2Q23, one programme reported under both corporate and cluster plans was deferred mainly due to technical difficulties and the need for alignment with renovation at hospital. That particular programme was eventually achieved in August and September, hence all the 12 programmes were achieved as at the meeting date.

**Annual Report on Public Appreciation, Feedback and Complaints Management 2022/23
(HA Board Paper No. 340)**

7. Ms Janice WANG briefed Members on the Annual Report on Public Appreciation, Feedback and Complaints Management 2022/23. HA had been striving 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 2022 to 31 March 2023, the total numbers of appreciation, feedback, complaint

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and request for assistance cases received by HA and its hospitals/clinics were 32 879, 16 178, 2 162 and 20 190 respectively. The role of the Public Complaints Committee (PCC) and its work in 2022/23 were also reported. On promoting a positive culture towards complaints and feedback, a series of initiatives were implemented in HA, such as conducting Patient Experience Survey (PES) to engage patients in the caring process, training and development programmes for enhancing staff competency in resolving conflicts and promotion of positive patient relations to different stakeholders.

8. Looking ahead, HA would review the existing channels for collecting feedback from the public in hospitals and leverage on technology for effective communication with patients, in addition to the planned PES cycle. HA's effort in fostering collaboration between cluster/hospital staff and PCC, and staff's understanding of the common value of having good patient relations and the related complaints management work of HA would be continued.

9. Mr Philip TSAI opined that the sharing of experience and lessons learnt in managing feedback and complaint cases relating to patient services to hospitals and the Task Groups on Enhancing Patient-centric Services under each Hospital Governing Committee (HGC TGs) would facilitate their work of formulating enhancement measures to improve HA's patient-centric service and patient / visitor experience. The Chairman assured that HA would work along this direction to support the work of the respective HGC TGs.

**Cluster Presentation Programme – Kowloon West Cluster –
Improving Patient Experience through Digital Transformation
(HA Board Paper No. 341)**

10. Mr K M TONG briefed Members that in line with the strategic direction of providing smart care, developing smart hospitals and nurturing smart workforce as stipulated in the HA Strategic Plan for 2022-2027, over 30 technology solutions were implemented in Kowloon West Cluster (KWC) to drive digital transformation of caring processes and enhance patient services. To ensure staff engagement and their acceptance of the change in daily workflow brought by digital transformation, several work group discussions, meetings, forums and promotion activities targeting staff of different levels were held at the early stage of development. In addition, various frontline supervisors formed a team of Digital Transformation Leaders to propose and lead digital transformation projects in a human-centred approach.

11. With the implementation of an innovative solution, namely Smart Communication for Stroke Team (SCST), developed by the Information Technology (IT) Department of KWC, nurses were guided

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to complete the assessment for acute stroke cases on HA Chatbot whereby patient's demographic data available on HA IT system would be filled automatically. Upon completing the assessment form on HA Chatbot, the concerned neurologist would be notified of the case for making treatment recommendations on the Chatbot. Subsequently, other members of the stroke team would be reminded to take appropriate follow-up actions. This feature of transforming communication of acute stroke cases among the stroke team from phone calls / free-style human conversation into proper documentation and treatment options played a crucial role in enhancing the team's work efficiency. The reduction in the number of phone calls and shortening of communication time by 30% and standardisation of the communication and documentation of acute stroke cases at KWC hospitals had marked the success of SCST.

12. On community nursing service, a mobile application (app) – “e-Wound” was launched to digitalise the paper-based processes of wound care services, standardise nursing practices and wound data input for analysis and generation of individualised wound reports, and facilitate the capture of wound photos and documentation during home visits. This app helped enhance the efficiency and effectiveness of monitoring and management of wound care services, which was reflected by the reduction in the time for documentation by nurses by 39% and that in care coordination with caregivers and other healthcare professionals in each episode of wound care by 50%.

13. As a result of streamlined workflow for various patient services, KWC had saved 125 man-hours per day and reduced paper consumption by 578 000 sheets per year. Going forward, KWC would remain persevering in its efforts to drive digital transformation for continuous enhancement of patient services and hospital operations, including the exploring Artificial Intelligence-assisted care with internal and external stakeholders and building digital capability in the workforce.

Date of Next Meeting

14. The next Open Board Meeting was scheduled for Thursday 21 December 2023 at 4:00 p.m. in the Conference Hall, HA Building.

15. There being no other business, the meeting was adjourned at 4:00 p.m.