



**Minutes of Hospital Authority Board Meeting
held on Thursday 27 March 2025 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 Health	(via web conference)
Ms Ann CHAN Wai-yan, JP Deputy Secretary for Financial Services and the Treasury (Treasury)1	(via web conference)
Prof CHAN Wai-yee	
Mr CHAN Wing-kai	(via web conference)
Ms Margaret CHENG Wai-ching, JP	(via web conference)
The Hon Duncan CHIU	(via web conference)
Ms Maisy HO Chiu-ha, BBS, JP	(via web conference)
Ms Tennessy HUI Mei-sheung, MH, JP	
Mr JAT Sew-tong, SBS, SC, JP	
Dr Tony KO Pat-sing, JP Chief Executive	
Mr Matthew KWOK Pui-ho	
Dr Ronald LAM Man-kin, JP Director of Health	(via web conference)
Mrs Sylvia LAM YU Ka-wai, SBS	(via web conference)
Mr Philip TSAI Wing-chung, BBS, JP	
Dr Thomas TSANG Ho-fai, BBS	(via web conference)
Mr WAN Man-yee, BBS, JP	
Ir Billy WONG Wing-hoo, BBS, JP	

Prof Janet WONG Yuen-ha *(via web conference)*

Mr Andy LAU
Head of Corporate Services (Secretary)

Absent with : Mr Lawrence CHAN Man-yiu
apology
(*Out of HK) * Prof Philip CHIU Wai-yan

Ms Anita FUNG Yuen-mei, BBS, JP

Ms Mary HUEN Wai-yi, JP

Prof LAU Chak-sing, BBS, JP

Prof David SHUM Ho-keung

Mr Henry TONG Sau-chai, BBS, MH, JP

Mr Anthony TSANG Hin-fun

Prof ZHANG Zhang-jin

In attendance : Ms Anita CHAN
Director (Finance)

Dr Eric CHEUNG *(via web conference)*
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 K L CHUNG
Cluster Chief Executive (New Territories East)

Dr C B LAW *(via web conference)*
Cluster Chief Executive (Kowloon West)

Dr Theresa LI *(via web conference)*
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) *(via web conference)*

Dr Simon TANG
Director (Cluster Services)

Dr Michael WONG
Director (Quality and Safety)

Dr WONG Yiu-chung
Cluster Chief Executive (New Territories West) *(via web conference)*

Mr Frankie YIP
Chief Manager (Corporate Communication)

Dr Kenny YUEN
Deputising Cluster Chief Executive
(Kowloon East) *(via web conference)*

Dr Linda LEUNG
Chief Manager (Strategy & Service Planning)
[For discussion of HAB Paper No. 359]

Ms Vivian LI
Senior Manager (Strategy & Service Planning)
[For discussion of HAB Paper No. 359]

Dr Larry LEE
Chief Manager (Cluster Performance)
[For discussion of HAB Paper No. 361]

Ms Candic TANG
Senior Nursing Officer, Central Nursing
Division, Princess Margaret Hospital
[For discussion of HAB Paper No. 362]

Ms Wendy KWOK
Cluster General Manager (Administrative
Services) / General Manager (Administrative
Services), Princess Margaret Hospital
[For discussion of HAB Paper No. 362]

Dr Danny CHAN Tat-ming
Chief of Service, Department of Neurosurgery,
Prince of Wales Hospital
[For discussion of HAB Paper No. 363]

Dr Anne CHAN Yin-yan
Associate Consultant, Department of Medicine
& Therapeutics, Prince of Wales Hospital
[For discussion of HAB Paper No. 363]

Ms Natalia LI
Chief Manager (Boards & General)

Ms Michele LIU
Senior Manager (Boards & Support)

Ms Josephine CHAN
Manager (Boards & Support)

Mr Damian LEUNG
Manager (Boards & Support)

In attendance : Ms Rachel CHAN Ka-wai
(Attachees of Senior Radiographer, Department of Radiology & Nuclear Medicine,
the Corporate Tuen Mun Hospital
Exposure Programme)

Ms Fion CHAN Siu-fun
Senior Occupational Therapist, Department of Occupational Therapy,
Princess Margaret Hospital

Mr Raymond FONG Kin-kong
Senior Finance Manager (Payroll Operations, Projection and Analysis),
Cluster Finance Service Division, Kowloon East Cluster

Mr Johnny LAM Chi-kwong
Systems Manager, Clinical IT Product Team 11, Information Technology
and Health Informatics Division, Head Office

Ms Chloe LEUNG Sze-man
Senior Physiotherapist, Physiotherapy Department, Prince of Wales
Hospital

Vote of Thanks

The Chairman extended a sincere vote of thanks to Mr Lawrence CHAN, Prof CHAN Wai-yee and Mr Philip TSAI, who would retire from the Hospital Authority (HA) Board with effect from 1 April 2025, for their tremendous contributions to the HA Board in the past years.

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 19 December 2024 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 and Operational Meeting

5. The Chairman reported that at the Administrative and Operational Meeting held on 27 March 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 Plan 2025-26
(HA Board Paper No. 359)

6. Dr Linda LEUNG briefed Members on the draft HA Annual Plan 2025-26 (the Annual Plan). The development of the Annual Plan was guided by the service needs, the strategic directions of the HA Strategic Plan 2022-2027, as well as the key directions set out by the Task Group on Sustainability of HA, HA Strategic Service Frameworks and Clusters' Clinical Services Plans. The Annual Plan covered four strategic goals and 20 strategies to be implemented by HA in 2025-26 for translating the Strategic Plan into actions. Key areas under respective strategic goals, namely Provide Smart Care, Develop Smart Hospitals, Nurture Smart Workforce and Enhance Service Supply, were highlighted at the meeting.

7. For promulgation, the Annual Plan would be uploaded to the HA website for public access, with limited quantities of printed copies to be made available to HA staff, government officials and the public (via public libraries).

8. Members approved the draft of the Annual Plan and noted that further textual refinements might be made in finalising the Annual Plan for publication.

**Progress Report on Strategic Priorities
(HA Board Paper No. 360)**

9. Dr Tony KO updated Members on the implementation progress of HA's strategic priorities in the fourth quarter of 2024 (4Q24). Among the 17 programme targets planned for completion in 4Q24, 15 programmes were achieved as scheduled and two programmes experienced delay. HA would continue close monitoring on the various programme targets according to the planned completion schedule.

(The Hon Duncan CHIU left the meeting at this juncture.)

**Corporate Presentation Programme – Patient-centric Services in the
Hospital Authority
(HA Board Paper No. 361)**

10. Dr Larry LEE briefed Members on the implementation progress and achievements of the measures on enhancing patient-centric services in HA. The Hospital Governing Committee (HGC) Task Groups on Enhancing Patient-centric Services (HGC TGs) were established in 2022, with a view to further enhancing the patient-centric services in HA, bringing benefits to patients, staff and visitors. The HGC TGs collaborated with Cluster / hospital management to look into patient needs and recommended possible areas for enhancement to improve patient-centric services and the experiences of patients and visitors. So far, 13 systemic enhancement measures had been implemented across hospitals. These included, amongst others, streamlining of specialist outpatient clinics (SOPCs) patient journey through “Easy Channel”, “Integrated Patient Service Station”, convenient medication pick-up arrangements and options, flexible blood-taking arrangements; and rationalisation of SOPC appointments. The systemic enhancements also involved measures addressing the daily needs of patients, including extending the visiting hours and providing more flexible arrangements for patients with special needs; providing facilities for charging electronic devices to facilitate patients' communication with family during hospitalisation; preparing stock of necessity items in wards, e.g. toothpaste, toothbrushes, etc. for providing to patients in need; and provision of wider food choices for in-patients.

11. Among the 13 systemic enhancement measures, HA had been actively promoting telehealth to provide an additional option for suitable patients to attend medical consultation, i.e. not necessary to make in-person visits to hospitals or clinics. Since the COVID-19 pandemic, telehealth had been gradually applied in different out-patient, day in-patient, in-patient and outreach services. Going forward, HA would continue its effort in promoting wider application of telehealth on HA services as far as practicable and appropriate.

12. Apart from the 13 systemic enhancement measures, local enhancement measures addressing unique and local needs and situations had been implemented to drive for prompt enhancements in patient-centric service and staff convenience. So far, all the local enhancements had received positive feedbacks from patients, staff and visitors. With the joint efforts of the HGC TGs, HA Head Office and the Cluster / hospital management, HA would continue to strive to enhance patient-centric services, which would bring about benefits to both patients, staff and visitors.

Cluster Presentation Programme – Kowloon West Cluster – 10 Years’ Experience in Rationalising Clinical Facilities in Princess Margaret Hospital (HA Board Paper No. 362)

13. Ms Candic TANG briefed Members on the implementation of the space rationalisation plan at Princess Margaret Hospital (PMH) of Kowloon West Cluster over the past decade, which aimed to meet the escalating demand for clinical service development amid physical space limitations, and more importantly, to strengthen the clinical services workflow through reorganisation of space utilisation among different clinical departments which had brought about significant patient benefits. A Space Review Taskforce (the Taskforce), initiated in 2010, played a vital role in assessing and reallocating spaces to optimise both clinical and non-clinical services, enhance patient accessibility, workflow efficiency and foster synergy among departments. Over the past decade, under the steering of the Taskforce, numerous space optimisation and renovation projects had been undertaken in PMH to address the ever-increasing demand for clinical service and meet the latest healthcare standards and operational needs, bringing about encouraging deliverables such as enhanced rehabilitation services for transitional care empowerment; additional operating theatres for surgery advancement; improved bed capacity via ward redistribution; enhanced workflow efficiency and safety in particular among cardiology and surgery teams via co-location and centralisation of services; expanded day and out-patient services for ambulatory care promotion; etc.

14. As reflected from PMH's experience, effective utilisation of physical space could significantly enhance productivity and innovation. Besides, PMH's dedication to creating a conducive environment for patients and staff had fostered a positive, productive and forward-thinking workplace culture that was human-centric. Going forward, PMH would continue to review and optimise space utilisation with a view to meeting the everchanging service needs and striving for excellence in healthcare provision.

**Cluster Presentation Programme – New Territories East Cluster –
Neuromodulation: Way Forward for Advancing Treatment
(HA Board Paper No. 363)**

15. Dr Anne CHAN and Dr Danny CHAN briefed Members on the advancement of neuromodulation therapy in the management of Parkinson's disease and movement disorders. On 28 January 1997, the first deep brain stimulation (DBS) surgery in Asia was performed on a Parkinson's patient at Prince of Wales Hospital (PWH). The therapy, internationally approved and locally piloted, produced immediate and transformative effects, significantly improved patients' quality of life, self-care abilities and overall well-being. The first Combined Movement Disorders Clinic, operating with a multidisciplinary team setting, was established in 1999. In 2000, the service model and standards of practice were shared across the three major neurosurgical centres in HA, including the neurosurgical centres at PWH, Queen Elizabeth Hospital and Queen Mary Hospital. With consistently positive patient outcomes, HA incorporated DBS as a standard service in 2013 at the three neurosurgical centres, and provided full funding for the necessary hardware.

16. In 2022, the introduction of intraoperative Computed Tomography scanning at PWH marked a significant milestone in DBS surgery. The procedure, with real-time validation of electrode placement enabled, transitioned from an awake to an asleep surgery, which had significantly improved patient comfort and reduced operation time. Over the past 27 years, more than 200 Parkinson's patients in the New Territories East Cluster (NTEC) had benefited from DBS implantation, regaining independence and returning to daily activities. The success of DBS therapy in NTEC had been attributed to the strong interdisciplinary collaboration of the Combined Functional Neuroscience Team (the Team). Besides service development and knowledge transfer, the Team had actively contributed to clinical research, refining surgical techniques, optimising patient selection criteria and exploring new indications. The partnership between NTEC and the New Territories West Cluster had further strengthened the expertise of the Team. In addition to the Team's efforts in various aspects, government and institutional support was also among the key contributing factors to the sustained success of DBS therapy in NTEC. Over the past two decades,

Action by

DBS had paved the way for treating various refractory movement disorders and functional neurosurgical conditions. Going forward, the Team would focus on enhancing patient access; strengthening multidisciplinary collaboration; advancing research and innovation; enhancing public awareness and education; and securing additional resources.

Date of Next Meeting

17. The next Open Board Meeting was scheduled for Thursday 26 June 2025 at 4:00 p.m. in the Conference Hall, HA Building.

18. There being no other business, the meeting was adjourned at 5:30 p.m.

Hospital Authority
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AL/NL/JC/gw
14 April 2025