



**Minutes of Hospital Authority
Administrative & Operational Meeting
held on Thursday 28 January 2021 at 2:30pm
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)
Dr Constance CHAN Hon-ye, JP Director of Health	(via web conference)
Prof CHAN Wai-ye	(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 Mary HUEN Wai-yi	(via web conference)
Dr Tony KO Pat-sing Chief Executive	
Mrs Ann KUNG YEUNG Yun-chi	(via web conference)
Mr Daniel LAM Chun, SBS, JP	
Mr Quinton LAM Chun-ki	(via web conference)
Mr Franklin LAM Fan-keung, BBS	(via web conference)
Ms Lisa LAU Man-man, BBS, MH, JP	
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)
Prof David SHUM Ho-keung (via web conference)
Mr Ivan SZE Wing-hang, BBS, JP (via web conference)
Prof Agnes TIWARI Fung-yee (via web conference)
Mr Philip TSAI Wing-chung, BBS, JP
Dr Thomas TSANG Ho-fai (via web conference)
Ms Priscilla WONG Pui-sze, BBS, JP (via web conference)
Ir Billy WONG Wing-hoo, BBS, JP (via web conference)
Mr Jason YEUNG Chi-wai (via web conference)
Miss Margaret CHEUNG (Secretary)
Head of Corporate Services

Absent with : Prof Francis CHAN Ka-leung, SBS, JP
apology
(*Out of HK) Ms Margaret CHENG Wai-ching
Prof LAU Chak-sing, JP
Mr Charlie YIP Wing-tong

In attendance : Ms Anita CHAN
Director (Finance)
Dr N T CHEUNG
Head of Information Technology and
Health Informatics
Dr K L CHUNG
Director (Quality and Safety)
Dr C B LAW (via web conference)
Cluster Chief Executive (Kowloon West)
Dr Libby LEE
Director (Strategy and Planning)

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

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

Dr S V LO
Cluster Chief Executive (New Territories East) *(via web conference)*

Dr C C LUK
Cluster Chief Executive (Hong Kong East) *(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 Deacons YEUNG
Director (Cluster Services)

Mr Frankie YIP
Chief Manager (Corporate Communication)

Dr Ian CHEUNG
Chief Manager (Cluster Performance)
[For discussion of AOM Paper No. 1630 and “COVID-19”]

Ms Katherine SHIU
Chief Manager (Human Resources)²
[For discussion of AOM Paper No. 1630 and “Any Other Business”]

Dr Vivien CHUANG
Chief Manager (Infection, Emergency & Contingency)
[For discussion of “COVID-19”]

Dr Frank CHAN
Chief Manager (Integrated Care
Programs)
[For discussion of “COVID-19”]

Dr Michael WONG
Chief Manager, Kowloon West Cluster
[For discussion of AOM Paper No. 1631]

(via web conference)

Ms Rowena WONG
Chief Manager (Chinese Medicine)
[For discussion of AOM Paper No. 1632]

Mr HUI Hing-loi
Chief Systems Manager (Clinical
Systems)
[For discussion of AOM Paper No. 1633]

Dr Joanna PANG
Chief Manager (Health Informatics)
[For discussion of AOM Paper No. 1633]

Dr Sara HO
Chief Manager (Patient Safety and Risk
Management)
[For discussion of AOM Paper No. 1634]

Mr Andy LAU
Chief Manager (Boards & General)

Ms Natalia LI
Senior Manager (Boards & Support)

Ms Josephine CHAN
Manager (Boards & Support)

In attendance : Dr Odin CHAN
(Attachees of the Associate Consultant, Accident & Emergency, Pamela Youde
Corporate Nethersole Eastern Hospital
Development Programme)

Mr Chris CHAN
Senior Occupational Therapist, Occupational Therapy Department,
Tin Shui Wai Hospital

Mr Leo CHEUNG
Senior Physiotherapist, Physiotherapy Department, Alice Ho Miu
Ling Nethersole Hospital

Mr David CHIN
Senior Occupational Therapist, Occupational Therapy Department,
Pamela Youde Nethersole Eastern Hospital

Mr Matthew LEE
System Manager, Technical Infrastructure Services Team 5
(Corporate Data Centre at PYNEH) : Data Center Hosting Service,
Head Office

Mr Patrick MUNG
System Manager, Clinical Systems Support Centre Team 6:
Laboratory Information System Services Support Centre, Head
Office

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 C B LAW for joining the Administrative & Operational Meeting (AOM) in his new capacity as the Cluster Chief Executive (Kowloon West) with effect from 4 January 2021.

3. The Chairman also welcomed the six sit-in colleagues, who were attachees from the Medical, Allied Health and Administrative disciplines under the Corporate Development Programme of the Hospital Authority (HA) Head Office.

Confirmation of Minutes

4. The draft minutes of the last AOM held on 17 December 2020 were confirmed without amendment.

Matters Arising

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

Progress Update and Enhancement of Locum Recruitment (Restricted AOM Paper No.1628)

(This subject was discussed and Members approved the proposed enhancement on the current locum doctor package and the extension of locum recruitment to supporting staff in HA. The detailed deliberations were separately recorded in paragraphs 6 to 9.)

Extension of Statutory Maternity Leave under Employment (Amendment) Ordinance 2020 (Restricted AOM Paper No.1629)

(This subject was discussed and Members approved the proposed amendments of the HA's human resources policy on maternity leave for extension of statutory maternity leave to 14 weeks in relation to the Employment (Amendment) Ordinance 2020. The detailed deliberations were separately recorded in paragraphs 10 to 13.)

**2020 Key Performance Indicator Annual Review
(AOM Paper No.1630)**

14. Dr Ian CHEUNG briefed Members on the recommendations of the 2020 Key Performance Indicator (KPI) annual review conducted by the KPI Review Working Group (the Working Group), which were also reported to the Medical Services Development Committee (MSDC), Human Resources Committee (HRC) and Finance Committee (FC) respectively. The Working Group agreed that the existing three-pillar KPI framework and the current KPI list on finance would remain unchanged. It was also proposed that the current clinical service KPIs on productivity, namely “total weighted episodes of acute inpatient services”, “growth index for non-acute inpatient services (%)” and “growth index for ambulatory and community care services (%)”, would not be included under KPI reporting with effect from 2021-22, and a new productivity KPI would be explored along the development of the Total Patient Journey Costing.

15. In regard to the HR KPIs, the proposal was to adopt “Total Training Days” and “Average Training Days per Staff” as new HR KPIs on Training in HA. Under the proposal, four major types of training activities would be included under the Training KPIs, namely “In-service Training Programmes”, “External Training Programmes”, “Programmes for the Attainment of Professional Qualifications” and “Scholarship/Fellowships organized by Bona Fide Organisations Recognised by HA”. On the other hand, “e-Learning”, “On-the-job Training” and “Fellowship Training Records for HA Doctors under Different Colleges” were not included as Training KPIs at this stage.

16. While supportive of the proposed Training KPIs, HRC and its Central Training and Development Committee (CTDC) emphasised the emerging importance of e-Learning or mobile learning. In this light, HA would separately explore reporting e-Learning training data for internal reference. Other suggestions from HRC and CTDC, which included feasibility of incorporating breakdown of the training days, including on-the-job training data in the Training KPIs, liaising with the Hong Kong Academy of Medicine for fellowship training records of HA doctors, and exploring reporting of the training data related to smart initiatives, would be followed up by HA as appropriate. To broadly reflect on the training opportunities offered to staff, Training KPIs would be reported annually to Training and Development Executive Group and CTDC, and to be further reported to both HRC and the Board together with other HR KPIs under the established KPI reporting.

Action by

17. Mr Philip TSAI suggested that in view of more popularity and application of e-Learning nowadays, training data on e-Learning should be captured and incorporated for reporting to appropriate platforms. Ms Katherine SHIU assured that although without “training days” statistics, HA had captured certain basic data on e-Learning such as number and rank of staff attended for internal reporting in addition to the Training KPIs.

18. Dr Thomas TSANG was in support of the two proposed new Training KPIs, and enquired if consideration had been given to reflecting the total training cost as a Training KPI to reflect the resources which HA deployed to staff training. Ms Katherine SHIU explained that HA’s training cost and expenditure were currently reported to CTDC on an annual basis for internal reporting and monitoring, with a comprehensive coverage including costs of training administration and training relief as well. According to market practices, “training days” was a common training KPI adopted by sizable public and private organisations, while training cost was seldom used.

19. Citing the example on the Work From Home arrangement where a monitoring system was in place to ensure staff’s work routine when away from workplace, Mr Franklin LAM suggested that the same be arranged for online learning for monitoring purpose.

20. With the above discussion, Members noted the recommendations of the 2020 KPI annual review, and approved the revised list of KPIs for reporting in 2021-22 as summarised above and detailed in Annex 4 of the paper.

COVID-19

(This subject was discussed and Members noted the updates on COVID-19 in respect of the latest situation; the service adjustment; and the Community Treatment Facility at AsiaWorld Expo. The detailed deliberations were separately recorded in paragraphs 21 to 30.)

**North Lantau Hospital Hong Kong Infection Control Centre
(Restricted AOM Paper No.1631)**

(This subject was discussed and Members noted the latest progress, commissioning and service plan of the North Lantau Hospital Hong Kong Infection Control Centre. The detailed deliberations were separately recorded in paragraphs 31 to 34.)

**Chinese Medicine Services to Support COVID-19 Pandemic
(Restricted AOM Paper No.1632)**

(This subject was discussed and Members noted the Chinese Medicine services in supporting the COVID-19 pandemic. The detailed deliberations were separately recorded in paragraphs 35 to 39.)

**Progress Update on Smart Hospital Strategy of Hospital Authority
(Restricted AOM Paper No.1633)**

(This subject was discussed and Members noted the Smart Hospital Strategy of HA, including the implementation approach, initial priorities and implementation roadmaps, and the progress. The detailed deliberations were separately recorded in paragraphs 40 to 47.)

**Annual Report on Sentinel and Serious Untoward Events (October 2019 – September 2020)
(AOM Paper No.1634)**

48. Dr Sara HO outlined the Annual Report on Sentinel and Serious Untoward Events for October 2019 to September 2020 in HA. During the said period, there were a total of 24 Sentinel Events (SEs) and 50 Serious Untoward Events (SUEs) reported in HA, as compared to 42 and 92 respectively in the last reporting period from October 2018 to September 2019. The top three categories of reported SEs were “retained instruments or other material after surgery / intervention procedure”, “death of an in-patient from suicide (including home leave)” and “surgery / interventional procedure involving the wrong patient or body part”, whereas the majority of the SUEs were “medication errors which could have led to death or permanent harm”. Risk reduction measures were continuously implemented to enhance patient safety.

49. Looking forward, a number of initiatives were planned for 2021 to further enhance patient safety. They included continuation of the project to improve the safe use of anticoagulants and explore on the auto flagging mechanism; extension of In-Patient Medication Order Entry System to convalescent and rehabilitation hospitals together with service extension to chemotherapy, Intensive Care Unit and AEDs; finalization of the facility requirements of risk reduction measures in bathrooms; and development of education materials with particular focus on anaesthetic procedures.

**Progress Reports of Committees of the Hospital Authority Board
(Restricted AOM Paper No.1635)**

(without presentation)

50. Members noted the key agenda items discussed by Emergence Executive Committee, EC and HRC in January 2021; and the detailed progress reports from ITGC EC, MSDC, FC, Main Tender Board and Audit and Risks Committee on their meetings conducted in December 2020.

Any Other Business

Senior Executive Appointment

51. Members noted the appointment of Dr SO Wing-yee (蘇詠儀醫生), currently Service Director (Quality & Safety) of New Territories East Cluster and Deputy Hospital Chief Executive [HCE] (Planning & Community Services) of Prince of Wales Hospital, as HCE (Bradbury Hospice, Cheshire Home, Shatin and Shatin Hospital) with effect from 1 April 2021.

Date of Next Meeting

52. The next AOM was scheduled for Friday, 26 February 2021 at 2:30 p.m. in the Conference Hall, HA Building.

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