Minutes of Hospital Authority
Administrative & Operational Meeting
held on Tuesday 31 May 2011 at 2:30 p.m.
in Conference Hall, 2/F, HA Building, 147B Argyle Street, Kowloon

Present :
Mr Anthony WU Ting-yuk, GBS, JP (Chairman)
Mr CHAN Bing-woon, SBS, JP
Mr CHENG Yan-kee, JP
Ms Quince CHONG Wai-yen
Dr Margaret CHUNG
Prof FOK Tai-fai, SBS, JP
Mr Ricky FUNG Choi-cheung, SBS, JP
Mr Keith GIANG
Representing Deputy Secretary for Financial Services and the Treasury (Treasury)
Mr Benjamin HUNG
Dr Cindy LAI, JP
Representing Director of Health
Ms Ka-shi LAU
Mrs Yvonne LAW SHING Mo-han
Mr Lawrence LEE Kam-hung, JP
Dr the Hon Joseph LEE Kok-long, SBS, JP
Mr John LEE Luen-wai, JP
Ms Sandra LEE, JP
Permanent Secretary for Food and Health (Health)
Prof LEE Sum-ping
Dr P Y LEUNG, JP
Chief Executive
Ms Queenie LEUNG
Dr Donald LI Kwok-tung, JP
Mr David LIE, SBS, JP
Mr Patrick MA Ching-hang, BBS
Ms Winnie NG
Prof Maurice YAP
Mr Stephen YIP Moon-wah, BBS, JP
Ms Ernestina WONG (Secretary)
Head of Corporate Services

Absent with apology: Ms CHIANG Lai-yuen
(*Out of HK) * Mr PANG Yiu-kai, SBS, JP

In attendance: Dr Derrick AU
Deputising Head of Human Resources
Dr W L CHEUNG, JP
Director (Cluster Services)

Dr FUNG Hong, JP
Cluster Chief Executive (New Territories East)

Dr HO Chi-kin
Representing Cluster Chief Executive (New Territories West)

Dr C T HUNG
Cluster Chief Executive (Kowloon Central)

Dr HUNG Se-fong
Representing Cluster Chief Executive (Kowloon West)

Dr LAU Chor-chiu
Cluster Chief Executive (Hong Kong East)

Dr H W LIU
Director (Quality and Safety)

Dr S V LO
Director (Strategy and Planning)

Dr C C LUK
Cluster Chief Executive (Hong Kong West)

Dr Joseph LUI
Cluster Chief Executive (Kowloon East)

Ms Nancy TSE
Director (Finance)

Ms Joyce YU
Chief Manager (Corporate Communication)

Ms Sylvia FUNG
Chief Manager (Nursing)/Chief Nurse Executive
[For discussion of the agenda item on “Issues Relating to Manpower and Wastage of Nurses in the Hospital Authority”]

Dr K H LEE
Chief Manager (Cluster Performance)
[For discussion of the agenda items on “Governance for Administration of Community Care Fund Medical Programmes” and “Chief Executive’s Progress Report on Key Performance Indicators”]

Dr Libby LEE
Chief Manager (Strategy, Service Planning & Knowledge Management)
[For discussion of the item under “Matters Arising” on “Progress Updates on the Formulation of Strategic Plan 2012-2017”]

Dr PANG Fei-chau
Chief Manager (Quality & Standards)
[For discussion of the item under “Any Other Business” on “Update of Hospital Accreditation Programme”]

Ms Natalia LI
Senior Manager (Boards & Support)

Ms Eva HUI
Manager (Boards & Support)
**Confirmation of Minutes**

The draft minutes of the Administrative and Operational Meeting held on 28 April 2011 was confirmed without amendments.

**Matters Arising**

Update of Interim Measures to Address Doctors Manpower Strain  
(Paragraphs 19 to 35 of the minutes of the meeting on 24 February 2011)

(This subject was discussed and the detailed deliberations were separately recorded)

Progress Update on the Formulation of Hospital Authority Strategic Plan 2012-2017 (AOM Paper No. 768)  
(Paragraph 19 of the minutes of last meeting)

2. **Dr Libby LEE** updated members on the key issues and themes identified in the first stage consultation with the HA executives and clinicians for the formulation of the HA Strategic Plan 2012 – 2017. She also informed members that certain key issues would be further deliberated in the Board Workshop which would be held on 28 July 2011.

3. In respect of increasing the number and source of manpower to address the clinical manpower shortage, **Mr Ricky FUNG** asked if fostering the recruitment drives for local doctors and nurses was at all practical to resolving the problem given the shortage of local clinical staff already existed. **Dr Libby LEE** replied that there were quite a number of local doctors presently working in private sector who might wish to return to public service, with some as part-time employees, if the terms and benefits that HA offered were attractive. **Dr P Y LEUNG** added that besides the remuneration package, this group of doctors were worried about their adaptability to the working environment in HA including the use of highly sophisticated clinical information systems in wards. Different recruitment means targeted at this group of doctors apart from the routine advertisement would be explored. **Dr Leung** further said that feedback was received at various consultative forums and workshops on difficulties in recruiting local doctors despite flexible part-time employment was already in place. It was therefore considered more effective if the recruitment at cluster level could be coordinated by the HA Head Office (“HAHO”). **Chairman** further added that in the previous executives’ workshop, there was consensus that HA should proactively explore different options for recruiting doctors who might wish to return to HA or take on a part time employment in order to help alleviate doctor manpower strain.
4. Mr David LIE asked whether the current clinical manpower in HA had ever been compared with that of five years ago for setting the benchmark into the future. In response, Dr S V LO said that in formulating the HA Strategic Plan 2012-17, the service priorities as given in the 2009-2012 HA Service Plan had been evaluated and the experience been taken into account. The findings would be included in the Report of Strategic Plan 2012-17.

5. Ms Ka-shi LAU was concerned about whether the targeted supply of 320 doctors could meet the future demand and how the issue would be taken on if doctor shortage persisted. While agreeing that it was a positive move for HA to look into succession plan, Ms Lau also commented that aside enhanced opportunities for promotion and training and development, wider salary range for doctors could be an incentive to attract and retain doctors to work in HA and suggested looking into the feasibility of widening the range of pay increase for doctors by merit of their performance. She would like to bring these forward to discussion in the Board Workshop that would be held on 28 July 2011.

Dr S V LO

Governance for Administration of Community Care Fund Medical Programmes (Confidential AOM Paper No. 769)

(Chairman declared he was a member of the Steering Committee and the Executive Committee on the Community Care Fund (“CCF”) as well as the chairman of the CCF Medical Sub-committee; Ms Sandra LEE declared she was a member of the Steering Committee and the Executive Committee on the CCF as well as the CCF Medical Sub-committee; and Dr Donald LI declared that he was a member of the Steering Committee on the CCF and the CCF Medical Sub-committee.)

(This subject was discussed and the detailed deliberations were separately recorded)

Membership of the Trust Board of the Hospital Authority Provident Fund Scheme (AOM Paper No. 770)

6. Members approved the appointment of Ms Nancy TSE Sau Ling (謝秀玲女士) as HA Representative and Mrs Susan MAK LOK Suet Ling (麥駱雪玲女士) as Government Representative of the Trust Board for a term of two years from 1 July 2011 to 30 June 2013 and 27 July 2011 to 26 July 2013 respectively.

Membership of Hospital Governing Committee of Our Lady of Maryknoll Hospital of the Hospital Authority (Restricted AOM Paper No. 771)

7. Members approved the appointment of Dr LAM Siu-
keung (林兆強醫生) as member of the Hospital Governing Committee (“HGC”) of Our Lady of Maryknoll Hospital of the HA from the Board’s approval date, i.e. 31 May 2011, to 31 March 2013 to tie in with the term of most members of the HGCs.

Training Sponsorship Scheme for Enrolled Nurses (AOM Paper No. 772)

8. Dr Derrick AU briefed members on the proposal of training sponsorship to Enrolled Nurses (“ENs”) with a view to upgrading their competencies to become qualified Registered Nurses (“RNs”) and to provide support for their career development.

9. Ms Sandra LEE asked whether the ENs who failed the clinical practicum under the proposed Training Sponsorship Scheme (“the proposed Scheme”) would be required to refund to HA the pay and benefits given to them during the practicum period. Dr Joseph LEE in his capacity as the Programme Coordinator of the Higher Diploma in Nursing organized by the Open University of Hong Kong said that there were cases under HA’s previous sponsorship programme that the sponsored ENs who failed the clinical practicum were requested to retake the course but refund was not required as the pay of the ENs concerned had already been reduced at the maximum pay point of a student nurse. Dr Lee agreed with Ms Lee that a rule had to be set for the proposed Scheme as to clarify whether ENs who failed the practicum would be required to refund the pay and that whether they could retake the course with options such as no pay leave.

10. Ms Sandra LEE said further that, drawing the past experience of the Government, it was important to consider setting undertaking for ENs who were unable to pass the practicum because the number of applications for the proposed Scheme was expected to increase and hence the failing rate might also increase correspondingly. She continued that although the ENs joining the proposed Scheme would be required to sign a deed of undertaking to serve a post-training service of two years in HA subject to the satisfactory performance during the training, the requirement might not be able to bind the ENs concerned if they failed the practicum. Ms Lee viewed that the consequences of infringement of the undertaking requirement must be clearly spelt out at the launch of the proposed Scheme and it might also help drive the nurses towards conscientious study. Dr Derrick AU agreed that the consequences of infringement of the undertaking requirement should be specifically laid down and made known explicitly to the ENs at time of offering the sponsorship.

11. Mr CHAN Bing-woon was concerned about the arrangement for the ENs who had been appointed as RNs upon completion of the study but left HA before the two years’ post
training service completed. Dr Derrick AU replied that the nurses concerned were liable to refund the costs incurred to the HA as stated in the deed of undertaking but further penalty had not been considered at this stage. Ms Sandra LEE cautioned again that the matter of undertaking infringement should be handled carefully to avoid controversy and disputes in future.

12. Noting that there were some nurses who joined the study programme in 2008/09 under the previous sponsorship scheme and had not yet completed their clinical practicum on 1 April 2011, Dr Joseph LEE asked if options would be given to these nurses as to exempt them from signing the undertaking and remain at the previous sponsorship scheme. In response, Dr Derrick AU said that keeping a single sponsorship system would ensure administrative consistency and avoid unnecessary confusion operationally. He further said that the proposed Scheme was welcomed by nurses. That said, he agreed that the management would follow up on the revision of the undertaking requirement as suggested by members.

13. Ms Queenie LEUNG commented that the proposed Scheme required the applicants to sign a deed of undertaking to serve a two years’ post-training service upon completion of the study. In other words, failing the clinical practicum would mean incompletion of training, hence the ENs concerned should be obliged to refund the costs incurred to HA.

14. Members noted the above comments and approved the proposed Scheme for ENs to be implemented with effect from 2011/12 financial year subject to further consideration of undertaking arrangement in relation to failing the practicum.

Issues Relating to Manpower and Wastage of Nurses in the Hospital Authority (AOM Paper No. 773)

(This subject was discussed and the detailed deliberations were separately recorded)

(Mr David LIE left the meeting at this juncture.)

(Mrs Yvonne LAW left the meeting at this juncture.)

Chief Executive’s Progress Report on Key Performance Indicators (AOM Paper No. 774)

15. Dr K H LEE briefed members on the key performance indicators (“KPIs”) report of the HA on clinical services, human resources and financial management for the period mainly from 1 April 2010 to 31 March 2011.

16. Members noted that from this report onwards, a
general summary statement on HA’s financial performance would be
given in the report which would be posted to HA’s website while the
detailed financial information would be provided in the annex which
was restricted in nature. The new arrangement was to avoid
premature disclosure of sensitive financial information which might
cause misunderstanding by the public. The KPIs report together with
the audited financial statements which formed part of the HA Annual
Report would continue to be available at HA’s website.

17. Chairman also reminded members to properly handle
information that was confidential, restricted or sensitive.

**Progress Report of Hospital Authority Committees**
**(Restricted AOM Paper No. 775)**

18. The meeting received the progress reports of the work
of the Main Tender Board and Executive Committee which met in
April 2011.

**Any Other Business**

**Update on Hospital Accreditation Programme**

19. Dr PANG Fei-chau briefed members on the recent
development of the hospital accreditation programme; concerns of
staff and members of the Health Services Panel of the Legislative
Council; key deliverables and achievements of the pilot scheme;
experience gained from the pilot scheme for future implementation;
and recommendations on way forward for hospital accreditation in
Hong Kong.

20. Dr Pang said that with the experiences of the pilot
hospitals, HA would adopt hospital accreditation as the framework to
continuously improve service quality in public hospitals. He said that
based on the evaluation results of the pilot programme and feedback
from staff, it was noted that hospitals required more time for
preparing the accreditation surveys especially in engaging frontline
staff and modifying practices to accommodate manpower constraints.
Therefore, the next phase of the hospital accreditation programme
which would involve 15 hospitals would be implemented based on
aligned expectation of staff and management and enhanced support to
frontline staff. A target of five years instead of three years was also
set for hospitals to prepare with adequate time.

21. Dr Margaret CHUNG asked if the time frame could be
further extended in view of the current and projected doctors and
nurses manpower strain in HA. She also said that enhanced resources
and support was needed for the frontline staff to carry out the
administrative workload of the accreditation programme. Dr PANG
Fei-chau replied that further extension of the time frame from five
years to eight years would be considered in the future contract subject to the condition of individual hospitals. He continued that the pace of the accreditation programme would be closely monitored and the frontline opinions about the pilot scheme as well as their expectation for the programme had been factored into the planning of the programme in the future.

(Mr Benjamin HUNG and Prof LEE Sum-ping left the meeting at this juncture.)

The Hospital Authority Convention 2011

22. Chairman invited members to join the Opening Ceremony of the HA Convention 2011 to be held on 7 June 2011 (Tuesday). It would be officiated by the Minister of Health of the People’s Republic of China and the Chief Secretary for Administration of the Hong Kong Special Administrative Region.

Vote of Thanks

23. Chairman expressed a heartfelt vote of thanks to Ms Ernestina WONG for her contribution and support to the Board. Ms Wong would leave HA by end of June 2011 after her three years’ service as the Secretary to the Board and the Head of Corporate Services.

Date of Next Meeting

24. The next AOM had been scheduled for 30 June 2011 at 2:30 p.m. in Conference Hall, 2/F, HA Building.

25. There being no other business, the meeting was adjourned at 4:30 pm.