

# Appendices

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## Membership of the Hospital Authority 醫院管理局成員

Name 姓名	No. of plenary meetings attended in 2015-16 2015-16 年度 出席全體大會次數	Committee participation in 2015-16* 2015-16 年度參與的委員會 *
Prof John LEONG Chi-yan, SBS, JP <i>Chairman, HA</i> 梁智仁教授 醫院管理局主席	15/15	Chairman of plenary meetings, EC and EEC 全體大會、行政委員會及緊急應變策導委員會主席
Mr William CHAN Fu-keung, BBS 陳富強先生	12/15	Chairman of HRC ( <i>from 1.12.2015</i> ); Vice-Chairman of MTB and HRC ( <i>up to 30.11.2015</i> ); Member of EC, EEC ( <i>both from 1.12.2015</i> ) & MSDC; HGC Chairman of Tuen Mun Hospital 人力資源委員會主席 (由2015年12月1日起); 中央投標委員會及人力資源委員會 (截至2015年11月30日) 副主席; 行政委員會、緊急應變策導委員會 (均由2015年12月1日起) 及醫療服務發展委員會成員; 屯門醫院管治委員會主席
Dr Constance CHAN Hon-ye, JP <i>Director of Health</i> 陳漢儀醫生 衛生署署長	15/15	Member of MSDC 醫療服務發展委員會成員
Prof Francis CHAN Ka-leung, JP 陳家亮教授	8/15	Member of HRC, MSDC and MTB; HGC Member of Prince of Wales Hospital 人力資源委員會、醫療服務發展委員會及中央投標委員會成員; 威爾斯親王醫院管治委員會成員
Ms Anita CHENG Wai-ching 鄭瑋青女士	11/15	Member of ITGC and MTB; Chairman of HRAC ( <i>from 28.5.2015</i> ); HGC Member of Shatin Hospital 資訊科技服務管治委員會及中央投標委員會成員; 香港區域諮詢委員會主席 (由2015年5月28日起); 沙田醫院管治委員會成員
Mr CHENG Yan-kee, BBS, JP ( <i>up to 30.11.2015</i> ) 鄭恩基先生 (截至2015年11月30日)	7/9	Chairman of SSDC; Vice-Chairman of ITGC; Member of EC, EEC and MTB ( <i>all up to 30.11.2015</i> ); HGC Member of Yan Chai Hospital 支援服務發展委員會主席; 資訊科技服務管治委員會副主席; 行政委員會、緊急應變策導委員會及中央投標委員會成員 (全截至2015年11月30日); 仁濟醫院管治委員會成員
Ms CHIANG Lai-yuen, JP 蔣麗婉女士	6/15	Vice-Chairman of SSDC ( <i>up to 30.11.2015</i> ); Member of MTB, SSDC ( <i>from 1.12.2015</i> ); HGC Chairman of North District Hospital 支援服務發展委員會副主席 (截至2015年11月30日); 中央投標委員會及支援服務發展委員會 (由2015年12月1日起) 成員; 北區醫院管治委員會主席
Ms Quince CHONG Wai-yan, JP 莊偉茵女士	12/15	Vice-Chairman of HRC ( <i>from 1.12.2015</i> ); Member of HRC ( <i>up to 30.11.2015</i> ), MTB and SAC; HGC Chairman of Kwai Chung Hospital and Princess Margaret Hospital 人力資源委員會副主席 (由2015年12月1日起); 人力資源委員會 (截至2015年11月30日)、中央投標委員會及職員上訴委員會成員; 葵涌醫院及瑪嘉烈醫院管治委員會主席
Mr Ricky FUNG Choi-cheung, SBS, JP 馮載祥先生	15/15	Chairman of PCC; Member of ARC, EC and EEC; HGC Member of Hong Kong Eye Hospital, Kowloon Hospital and Rehabaid Centre 公眾投訴委員會主席; 審計及風險管理委員會、行政委員會及緊急應變策導委員會成員; 香港眼科醫院、九龍醫院及復康專科及資源中心管治委員會成員



Name 姓名	No. of plenary meetings attended in 2015-16 2015-16 年度 出席全體大會次數	Committee participation in 2015-16* 2015-16 年度參與的委員會 *
Mr Andrew FUNG Hau-chung, JP 馮孝忠先生	12/15	Vice-Chairman of FC ( <i>from 23.4.2015</i> ); Member of FC ( <i>up to 22.4.2015</i> ) and MTB; HGC Member of Pamela Youde Nethersole Eastern Hospital 財務委員會副主席 (由 2015 年 4 月 23 日起); 財務委員會 (截至 2015 年 4 月 22 日) 及中央投標委員會成員; 東區尤德夫人那打素醫院管治委員會成員
Mr HO Wing-yin 何永賢先生	15/15	Member of HRC, MSDC and MTB ( <i>all from 17.4.2015</i> ) 人力資源委員會、醫療服務發展委員會及中央投標委員會成員 (全由 2015 年 4 月 17 日起)
Mr Lester Garson HUANG, JP 黃嘉純先生	11/15	Chairman of ARC; Member of EC, EEC and SSDC; HGC Chairman of Our Lady of Maryknoll Hospital 審計及風險管理委員會主席; 行政委員會、緊急應變策導委員會及支援服務發展委員會成員; 聖母醫院管治委員會主席
Dr KAM Pok-man 甘博文博士	15/15	Chairman of FC; Member of ARC, EC, EEC, MSDC and SSDC; HGC Member of Queen Elizabeth Hospital 財務委員會主席; 審計及風險管理委員會、行政委員會、緊急應變策導委員會、醫療服務發展委員會及支援服務發展委員會成員; 伊利沙伯醫院管治委員會成員
Mr Andy LAU Kwok-fai ( <i>passed away on 17.4.2015</i> ) 劉國輝先生 (於 2015 年 4 月 17 日辭世)	0/15	Member of HRC, PCC, MTB and SSDC; Chairman of HRAC ( <i>from 1.12.2014</i> ); HGC Member of Queen Elizabeth Hospital 人力資源委員會、公眾投訴委員會、中央投標委員會及支援服務發展委員會成員; 香港區域諮詢委員會主席 (由 2014 年 12 月 1 日起); 伊利沙伯醫院管治委員會成員
Mr Stephen LEE Hoi-yin 李開賢先生	12/15	Vice-Chairman of ARC ( <i>from 23.4.2015</i> ); Member of ARC ( <i>up to 22.4.2015</i> ), FC, ITGC ( <i>from 5.2.2016</i> ) and MTB; HGC Member of Castle Peak Hospital & Siu Lam Hospital 審計及風險管理委員會副主席 (由 2015 年 4 月 23 日起); 審計及風險管理委員會 (截至 2015 年 4 月 22 日)、財務委員會、資訊科技服務管治委員會 (由 2016 年 2 月 5 日起) 及中央投標委員會成員; 青山醫院及小欖醫院管治委員會成員
Prof Diana LEE Tze-fan, JP 李子芬教授	12/15	Vice-Chairman of MSDC ( <i>from 23.4.2015</i> ); Member of HRC, MSDC ( <i>up to 22.4.2015</i> ) and MTB; Chairman of KRAC; HGC Member of Cheshire Home, Shatin and Tseung Kwan O Hospital 醫療服務發展委員會副主席 (由 2015 年 4 月 23 日起); 人力資源委員會、醫療服務發展委員會 (截至 2015 年 4 月 22 日) 及中央投標委員會成員; 九龍區域諮詢委員會主席; 沙田慈氏護養院及將軍澳醫院管治委員會成員
Ms Esther LEUNG Yuet-yin, JP <i>Deputy Secretary for Financial Services and the Treasury</i> 梁悅賢女士 財經事務及庫務局副秘書長	15/15	Member of FC and MSDC 財務委員會及醫療服務發展委員會成員
Prof Gabriel Matthew LEUNG, GBS, JP 梁卓偉教授	10/15	Member of MSDC and MTB; HGC Member of Queen Mary Hospital and Tsan Yuk Hospital 醫療服務發展委員會及中央投標委員會成員; 瑪麗醫院及贊育醫院管治委員會成員
Mrs Margaret LEUNG KO May-yee, SBS, JP ( <i>up to 30.11.2015</i> ) 梁高美懿女士 (截至 2015 年 11 月 30 日)	8/9	Member of FC and MTB ( <i>all up to 30.11.2015</i> ) 財務委員會及中央投標委員會成員 (全截至 2015 年 11 月 30 日)





Name 姓名	No. of plenary meetings attended in 2015-16 2015-16 年度 出席全體大會次數	Committee participation in 2015-16* 2015-16 年度參與的委員會 *
Dr LEUNG Pak-yin, JP <i>Chief Executive, HA</i> 梁栢賢醫生 醫院管理局行政總裁	15/15	Chairman of ITGC; Member of EC, EEC, FC, HRC, MSDC, MTB, SSDC, all RACs and HGCs 資訊科技服務管治委員會主席；行政委員會、緊急應變策導委員會、財務委員會、人力資源委員會、醫療服務發展委員會、中央投標委員會、支援服務發展委員會、各區域諮詢委員會及各醫院管治委員會成員
Prof Raymond LIANG Hin-suen, SBS, JP 梁憲孫教授	14/15	Vice-Chairman of PCC ( <i>from 23.4.2015</i> ); Member of MSDC, MTB and PCC ( <i>up to 22.4.2015</i> ); HGC Member of North Lantau Hospital 公眾投訴委員會副主席 ( <i>由 2015 年 4 月 23 日起</i> )；醫療服務發展委員會、中央投標委員會及公眾投訴委員會 ( <i>截至 2015 年 4 月 22 日</i> ) 成員；北大嶼山醫院管治委員會成員
Ir Dr Hon LO Wai-kiwok, SBS, MH, JP 盧偉國博士	8/15	Member of MTB and SSDC 中央投標委員會及支援服務發展委員會成員
Mr Patrick MA Ching-hang, BBS, JP ( <i>up to 30.11.2015</i> ) 馬清鏗先生 (截至 2015 年 11 月 30 日)	8/9	Chairman of HRC; Member of ARC, EC, EEC and FC ( <i>all up to 30.11.2015</i> ); HGC Chairman of Tai Po Hospital 人力資源委員會主席；審計及風險管理委員會、行政委員會、緊急應變策導委員會及財務委員會成員 ( <i>全截至 2015 年 11 月 30 日</i> )；大埔醫院管治委員會主席
Ms Winnie NG 伍穎梅女士	14/15	Chairman of SSDC ( <i>from 1.12.2015</i> ); Member of EC, EEC ( <i>both from 1.12.2015</i> ), ITGC ( <i>from 7.3.2016</i> ), MTB and SSDC ( <i>both up to 30.11.2015</i> ); HGC Chairman of Prince of Wales Hospital 支援服務發展委員會主席 ( <i>由 2015 年 12 月 1 日起</i> )；行政委員會、緊急應變策導委員會 ( <i>均由 2015 年 12 月 1 日起</i> )、資訊科技服務管治委員會 ( <i>由 2016 年 3 月 7 日起</i> )、中央投標委員會及支援服務發展委員會 ( <i>均截至 2015 年 11 月 30 日</i> ) 成員；威爾斯親王醫院管治委員會主席
Dr PANG Yiu-kai, GBS, JP 彭耀佳博士	8/15	Member of FC, MSDC and MTB; HGC Chairman of Queen Mary Hospital and Tsan Yuk Hospital 財務委員會、醫療服務發展委員會及中央投標委員會成員；瑪麗醫院及贊育醫院管治委員會主席
Mr Ivan SZE Wing-hang, BBS ( <i>from 1.12.2015</i> ) 施榮恆先生 (由 2015 年 12 月 1 日起)	6/6	Member of ARC, FC, HRC & MTB ( <i>all from 22.12.2015</i> ); HGC Member of Tung Wah Group of Hospitals 審計及風險管理委員會、財務委員會、人力資源委員會及中央投標委員會成員 ( <i>全由 2015 年 12 月 22 日起</i> )；東華三院各醫院管治委員會成員
Mr WONG Kwai-huen, BBS, JP 王桂壙先生	13/15	Vice-Chairman of SSDC ( <i>from 1.12.2015</i> ); Member of FC, MTB and SSDC ( <i>up to 30.11.2015</i> ); Chairman of NRAC; HGC Member of Tseung Kwan O Hospital 支援服務發展委員會副主席 ( <i>由 2015 年 12 月 1 日起</i> )；財務委員會、中央投標委員會及支援服務發展委員會 ( <i>截至 2015 年 11 月 30 日</i> ) 成員；新界區域諮詢委員會主席；將軍澳醫院管治委員會成員
Ms Priscilla WONG Pui-sze, BBS, JP ( <i>from 1.12.2015</i> ) 王沛詩女士 (由 2015 年 12 月 1 日起)	2/6	Member of ARC, FC, HRC and MTB ( <i>all from 17.12.2015</i> ) 審計及風險管理委員會、財務委員會、人力資源委員會及中央投標委員會成員 ( <i>全由 2015 年 12 月 17 日起</i> )
Prof Maurice YAP Keng-hung, JP 葉健雄教授	13/15	Chairman of MTB and MSDC; Member of ARC, EC, EEC and HRC; HGC Member of Grantham Hospital 中央投標委員會及醫療服務發展委員會主席；審計及風險管理委員會、行政委員會、緊急應變策導委員會及人力資源委員會成員；葛量洪醫院管治委員會成員

Name 姓名	No. of plenary meetings attended in 2015-16 2015-16 年度 出席全體大會次數	Committee participation in 2015-16* 2015-16 年度參與的委員會 *
Mr Jason YEUNG Chi-wai (from 1.12.2015) 楊志威先生 (由 2015 年 12 月 1 日起)	5/6	Member of ARC and FC (both from 17.12.2015); HGC Member of Kwai Chung Hospital & Princess Margaret Hospital 審計及風險管理委員會及財務委員會成員 (均由 2015 年 12 月 17 日起)；葵涌醫院及瑪嘉烈醫院管治委員會成員
Mr Charlie YIP Wing-tong (from 1.8.2015) 葉永堂先生 (由 2015 年 8 月 1 日起)	10/10	Member of HRC, MSDC, SSDC, MTB (all from 18.8.2015), ITGC (from 5.2.2016) and PCC (from 11.9.2015); Member of NRAC; HGC Member of North District Hospital and Tuen Mun Hospital 人力資源委員會、醫療服務發展委員會、支援服務發展委員會及中央投標委員會成員 (全由 2015 年 8 月 18 日起)、資訊科技服務管治委員會 (由 2016 年 2 月 5 日起) 及公眾投訴委員會 (由 2015 年 9 月 11 日起) 成員；新界區域諮詢委員會成員；北區醫院及屯門醫院管治委員會成員
Mr Richard YUEN Ming-fai, GBS, JP Permanent Secretary for Food and Health (Health) 袁銘輝先生 食物及衛生局常任秘書長 (衛生)	15/15	Member of EEC, FC, HRC, MSDC and SSDC 緊急應變策導委員會、財務委員會、人力資源委員會、醫療服務發展委員會及支援服務發展委員會成員

## \* Note

Apart from the principal officer (the Hospital Authority Chief Executive), other members are not remunerated in the capacity as Board members. They discharge the role of governance of the Authority through formulating policies and directions and overseeing executive performance at Board meetings, as well as taking part in steering the work of various committees of the Authority including:

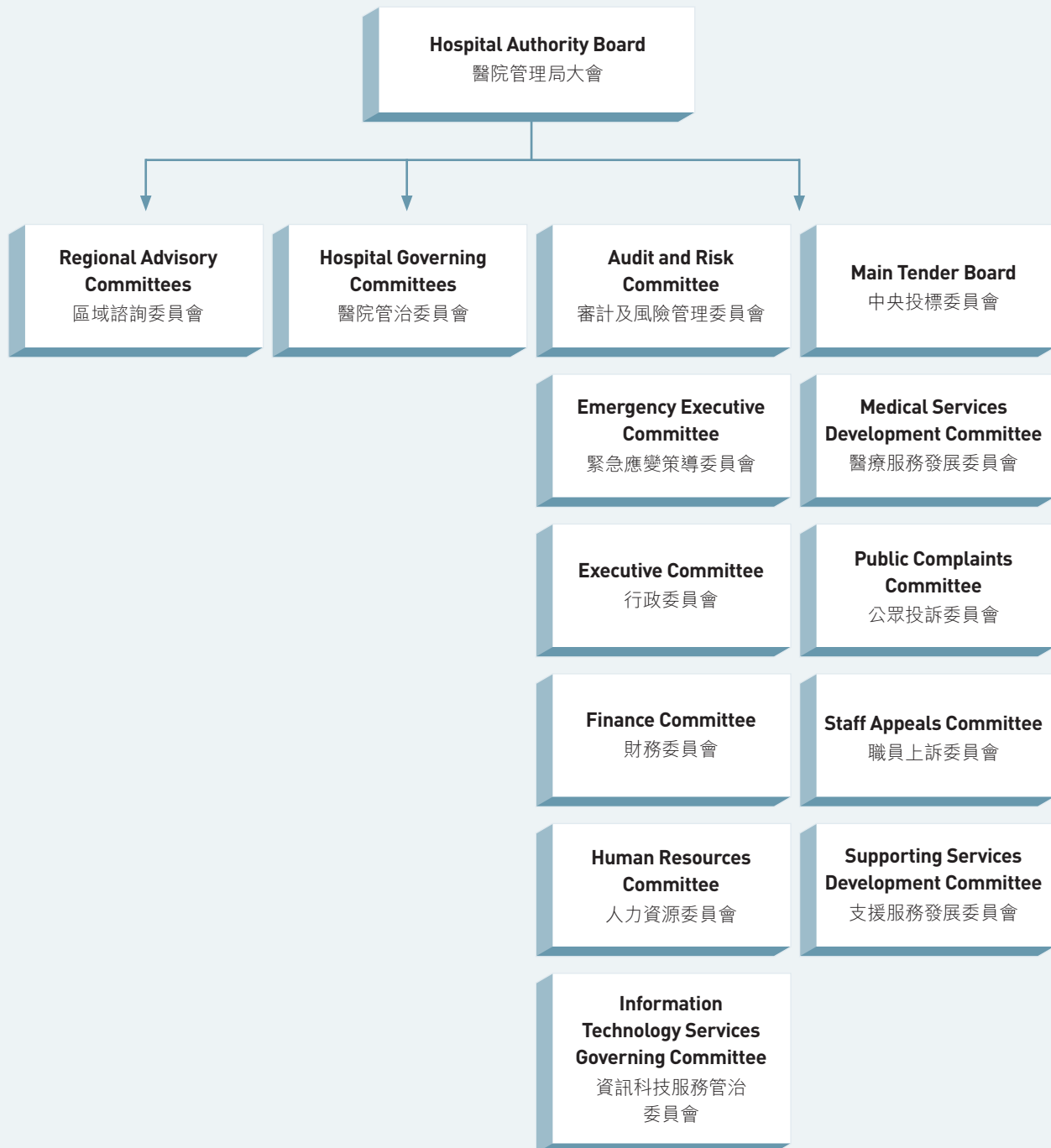
ARC	-	Audit and Risk Committee
EC	-	Executive Committee
EEC	-	Emergency Executive Committee
FC	-	Finance Committee
HGC	-	Hospital Governing Committee
HRAC	-	Regional Advisory Committee of Hong Kong
HRC	-	Human Resources Committee
ITGC	-	Information Technology Services Governing Committee
KRAC	-	Regional Advisory Committee of Kowloon
MSDC	-	Medical Services Development Committee
MTB	-	Main Tender Board
NRAC	-	Regional Advisory Committee of New Territories
PCC	-	Public Complaints Committee
SAC	-	Staff Appeals Committee
SSDC	-	Supporting Services Development Committee

## \* 註：

除主要行政人員 (醫院管理局行政總裁) 外，其他成員均沒有因大會成員的身份而領取任何薪酬。大會成員透過在全體會議上制訂政策 / 路向、監察管理層的工作成效，以及指導醫管局專責委員會的工作，一同參與醫管局的管治。



## Hospital Authority Committee Structure 醫院管理局委員會架構



Note: Membership lists of various committees are listed in Appendices 3, 4 and 5.  
註：各委員會成員名單載於附錄3、4及5。



# Hospital Authority Executive Structure

## 醫院管理局行政架構





## Membership and Terms of Reference of Functional Committees 專責委員會成員及職權範圍

### Audit and Risk Committee

#### 審計及風險管理委員會

##### Membership List

###### 成員名單

###### Chairman

###### 主席

Mr Lester Garson HUANG, JP

黃嘉純先生

###### Vice-Chairman

###### 副主席

Mr Stephen LEE Hoi-yin (*from 23.4.2015*)

李開賢先生 (由2015年4月23日起)

###### Members

###### 成員

Mr Ricky FUNG Choi-cheung, SBS, JP

馮載祥先生

Dr KAM Pok-man

甘博文博士

Mr Stephen LEE Hoi-yin (*up to 22.4.2015*)

李開賢先生 (截至2015年4月22日)

Mr Patrick MA Ching-hang, BBS, JP (*up to 30.11.2015*)

馬清鏗先生 (截至2015年11月30日)

Mr Ivan SZE Wing-hang, BBS (*from 22.12.2015*)

施榮恆先生 (由2015年12月22日起)

Ms Priscilla WONG Pui-sze, BBS, JP (*from 17.12.2015*)

王沛詩女士 (由2015年12月17日起)

Prof Maurice YAP Keng-hung, JP

葉健雄教授

Mr Jason YEUNG Chi-wai (*from 17.12.2015*)

楊志威先生 (由2015年12月17日起)

Mr Paul YU Shiu-tin, BBS, JP

余嘯天先生

Ms Wendy YUNG Wen-yee

容韻儀女士

###### In attendance

###### 列席

Mr Richard YUEN Ming-fai, GBS, JP, *Permanent Secretary for Food and Health (Health)*

袁銘輝先生 食物及衛生局常任秘書長(衛生)

Dr LEUNG Pak-yin, JP, *Chief Executive*

梁栢賢醫生 行政總裁

##### Terms of Reference

- Exercise an active oversight of the internal audit function to ensure that its:
  - mandate, resources and organisational status are appropriate;
  - plans and activities are adequate to provide systematic coverage of the internal control and risk management systems put in place by the Management; and
  - findings are actioned appropriately and timely;

##### 職權範圍

- 積極監察醫管局的內部審計職能，以確保：
  - 其職責範圍、資源及組織狀況適切恰當；
  - 其計劃及活動足以有系統地涵蓋局方所訂立的內部規管及風險管理制度；及
  - 能就審計所得結果採取適當及時的行動；





2. Recommend the appointment of the external auditor and the audit fee to the Board, endorse any non-audit services to be provided by the external auditor, and consider any questions of resignation or dismissal;
  3. Consult with the External Auditor on all relevant matters including the:
    - (a) nature and scope of the audit;
    - (b) audited financial statements and the audit opinion;
    - (c) management letter and management's response; and
    - (d) matters of which the External Auditor may wish to draw attention;
  4. Gain reasonable assurance on the completeness, accuracy, and fairness of audited financial statements, including appropriateness of accounting policies and standards, adequacy of disclosures and significant audit adjustments (in collaboration with the Finance Committee);
  5. Oversee the effectiveness of systems for risk management and internal control, including:
    - (a) periodic review of:
      - (i) Hospital Authority's policies and process for the identification, assessment and prioritisation of risk;
      - (ii) the Hospital Authority Risk Framework including reports on the enterprise wide risk profile; and
      - (iii) significant risk issues reported to it by the Chief Executive;
    - (b) monitoring Hospital Authority's financial and administrative control processes, including those designed to ensure the safeguarding of resources and operational efficiency, through the results of internal and external audit;
  6. Oversee the processes implemented by the Management for monitoring:
    - (a) compliance with pertinent statutes and regulations;
    - (b) compliance with Hospital Authority's Code of Conduct;
    - (c) effectiveness of controls against conflicts of interest and fraud; and
    - (d) effectiveness of Hospital Authority's whistleblowing mechanism.
- Note: It should be noted that although the functions of the Audit and Risk Committee cover a wide area, matters that are of a pure clinical nature (such as medical ethics) are not within its purview.
2. 就外聘核數師的委任及審計費用，向醫管局大會作出建議；批准由外聘核數師提供任何非審計服務；並審議任何有關請辭或解聘事宜；
  3. 就所有有關事項諮詢外聘核數師，包括：
    - (a) 審計評核的性質和範圍；
    - (b) 經審計的每年財務報表及審計意見；
    - (c) 核數師致管理層的函件及管理層的回應；及
    - (d) 外聘核數師提出的任何事項；
  4. (聯同財務委員會)就經審計的每年財務報表，包括其會計政策及準則的適切性、披露資料的充分程度，以及重大審計調整等方面取得合理憑證，確保完整、準確及公平；
  5. 監察風險管理及內部規管機制的成效，包括：
    - (a) 定期檢討：
      - (i) 醫管局的風險識別、評估及排序政策和程序；
      - (ii) 醫管局的風險框架，包括機構風險概況報告；及
      - (iii) 行政總裁向委員會匯報的重大風險事宜；
    - (b) 透過內部及外界的審計評核結果，監察醫管局的財務及行政規管程序，包括確保資源及運作效率的有關程序；
  6. 監察醫管局用以管控以下所訂立的程序：
    - (a) 對有關法例及規例的遵循；
    - (b) 對醫管局行為守則的遵循；
    - (c) 對利益衝突及欺詐行為的規管成效；及
    - (d) 醫管局舉報機制的成效。
- 註：雖然審計及風險管理委員會的職能涵蓋廣泛，惟其權限並不包括純屬醫療性質之事宜（例如醫療倫理）。

### Focus of Work in 2015-16

In 2015-16, the Committee met six times to exercise active oversight of the internal audit function of HA, considered matters related to the audit of HA's financial statements, and oversaw the effectiveness of risk management and internal controls at HA in accordance with the Terms of Reference of the Committee. Matters considered by the Committee in 2015-16 were broadly summarised as follows:

### 2015-16年度工作概況

在2015-16年度，委員會共召開六次會議，根據其職權範圍積極監察醫管局的內部審計職能、審議有關醫管局財務報表審計的事宜，以及監察醫管局風險管理及內部管控的成效。委員會在2015-16年度審議的事項概述如下：





- (a) In monitoring the effectiveness of HA's internal audit function, the Committee received from Chief Internal Auditor quarterly progress reports on audit results of HA's operational areas with discussions focusing on audit conclusions, major audit observations and relevant follow-up actions planned by the management. Key internal audits considered by the Committee included "Geriatric Day Hospital Service", "Measures to Address Winter Surge", "Contingency Planning for Drug Supplies Disruption" and "Senior Executive Succession". The Committee also received updates on the development of audit analytics of clinical systems and deliberated on key observations identified during the pilot operations. To plan ahead for 2016-17, the Committee took part in prioritising areas for internal audits in tandem with HA's key stakeholders, and endorsed the Internal Audit Plan for 2016-17. Besides, appointment of Chief Internal Auditor of HA was considered and approved by the Committee.
- (b) On the audit of financial statements, the Committee reviewed and endorsed HA's draft audited financial statements for 2014-15 in a joint meeting with the Finance Committee. The Committee also considered reports from the external auditor on the 2014-15 internal control matters, the 2015-16 financial statement audit work plan and the results of preliminary audit risk assessment.
- (c) To improve HA's risk management process, the Committee considered and endorsed the updated Organisation-wide Risk Management (ORM) Policy and Strategy and the ORM Framework. In addition, in examining key risks facing HA in 2016, the Committee reviewed reports on compliance with HA related ordinances, integrity risks and key organisation-wide risks. Planned risk mitigation actions were also considered by the Committee. During the year, the Committee received risk management reports pertaining to financial risks, interruption (downtime) of Information Technology (IT) systems and the development of the Electronic Health Record Programme undertaken by HA.
- (d) To maintain good governance and a high level of probity, the Committee considered the recommendations from the Corruption Prevention Department of the Independent Commission Against Corruption (ICAC) via the assignment reports on HA's handling of medico-legal cases, acceptance of sponsorship, and letting and administration of advertising sites at HA hospitals; and discussed the follow-up actions arising. With reference to ICAC's Sample Code of Conduct for Employees of Public Bodies and Sample Code of Conduct for Members of Public Bodies, the Committee considered the handling of probity related issues in HA in the light of the good practices promulgated by ICAC. The Committee also discussed the actions taken to reduce and recycle food waste in HA in response to the recommendations made by the Director of Audit in a value for money audit on the Government.
- (e) The Committee revisited the arrangements in the self-assessment exercise and adjusted the assessment period to align with the practice of other functional committees of the HA Board.
- (a) 在監察醫管局內部審計職能的成效方面，委員會收閱總內部審計師提交的季度報告，載列有關醫管局運作範疇的審計結果。委員會集中討論審計結論、審計師的主要意見及管理層擬訂的跟進行動，年內審閱的主要內部審計項目包括「老人科日間醫院服務」、「應對冬季流感服務高峰期措施」、「藥物供應中斷應急規劃」及「高級行政人員繼任安排」。醫管局臨床系統審計進行試驗運作，委員會亦收閱有關的分析發展報告及討論審計師的主要意見。為就2016-17年度進行前瞻性規劃，委員會聯同醫管局的主要持份者參與訂定內部審計的優先範疇，並通過2016-17年度的內部審計計劃。此外，委員會審議及通過醫管局總內部審計師的聘任。
- (b) 財務報表審計方面，委員會在聯同財務委員會的會議上，審閱及通過醫管局2014-15年度經審核的財務報表擬本。委員會亦審閱外聘核數師就2014-15年度內部規管事宜、2015-16年度財務報表審計工作計劃及審計風險初步評估結果的報告。
- (c) 為優化醫管局的風險管理程序，委員會審議及通過最新的機構風險政策及策略和有關框架。此外，委員會審視醫管局在2016年所面對的主要風險，其中審閱了醫管局相關條例合規性、誠信風險及和主要機構風險的報告，並審議擬訂的風險緩減措施。年內，委員會收閱有關財務風險、資訊科技系統中斷（停頓時間）及醫管局開發電子健康紀錄互通系統的風險管理報告。
- (d) 為維持良好管治及高度廉潔，委員會審議了廉政公署防止貪污處審查報告所作的建議，包括有關醫管局醫療訴訟個案的處理、接受贊助及醫管局醫院廣告位出租和管理，並討論所需跟進行動。委員會參考廉政公署的《公共機構僱員行為守則範本》及《公共機構成員行為守則範本》，根據該署頒布的良好範則，審議醫管局就廉潔操守相關事宜的處理。此外，因應審計署署長有關政府廚餘減量及循環再造的衡工量值審計而作出的建議，委員會討論醫管局的相應跟進行動。
- (e) 委員會重新審視自我評核的安排，並調整評核周期與醫管局大會轄下其他專責委員會一致。

## Executive Committee

### 行政委員會

#### Membership List

##### 成員名單

##### Chairman

##### 主席

Prof John LEONG Chi-yan, SBS, JP

梁智仁教授

##### Members

##### 成員

Mr William CHAN Fu-keung, BBS (from 1.12.2015)

陳富強先生(由2015年12月1日起)

Mr CHENG Yan-kee, BBS, JP (up to 30.11.2015)

鄭恩基先生(截至2015年11月30日)

Mr Ricky FUNG Choi-cheung, SBS, JP

馮載祥先生

Mr Lester Garson HUANG, JP

黃嘉純先生

Dr KAM Pok-man

甘博文博士

Dr LEUNG Pak-yin, JP, Chief Executive

梁栢賢醫生 行政總裁

Mr Patrick MA Ching-hang, BBS, JP (up to 30.11.2015)

馬清鏗先生(截至2015年11月30日)

Ms Winnie NG (from 1.12.2015)

伍穎梅女士(由2015年12月1日起)

Prof Maurice YAP Keng-hung, JP

葉健雄教授

#### Terms of Reference

1. Consider key matters and overall policies and directions on long-term strategy and planning, risk management, corporate governance, performance management and succession planning, and facilitate the Board in discharging its responsibilities in this regard;
2. Advise on Board meeting agenda items proposed by the Management including an annual forward looking agenda and key matters raised by Functional Committee Chairmen;
3. Serve as a forum for the HA Chairman, Functional Committee Chairmen and the HA Chief Executive to consider major matters relating to the leadership and oversight of the HA;
4. Advise on changes to Board and Functional Committee structure and processes including the respective terms of reference; oversee their annual self-assessments; and advise the Board on the appointment of chairmen, vice-chairmen and co-opted members of the Functional Committees;
5. Advise the Board on the organisation structure and functions of the HA Head Office and its Divisions;
6. Exercise powers delegated by the Board on the following staff matters:
  - (a) advise the Board on the appointment, remuneration changes, contract variation of the Chief Executive;
  - (b) advise the Board on the appointment of Cluster Chief Executives and Directors of Divisions;
  - (c) approve contract renewal, remuneration changes and contract variation as well as lateral transfer / job rotation of Cluster Chief Executives and Directors of Divisions;

#### 職權範圍

1. 審議有關長遠策略規劃、風險管理、機構管治、績效管理及繼任規劃的重要事宜及整體政策方針，並協助醫院管理局(醫管局)大會履行這方面的職責；
2. 就管理人員建議的醫管局大會會議議程提供意見，包括每年的預設議程及專責委員會主席提出的重要事宜；
3. 討論有關領導及監察醫管局工作的重大事宜；
4. 就大會及專責委員會的架構及程序(包括職權範圍)的變動提供意見、監察其自我評核，以及就專責委員會主席、副主席及增選成員的委任向大會提供意見；
5. 就醫管局總辦事處及其部門的組織架構及職能，向大會提供意見；
6. 就以下的職員事宜，行使醫管局大會授予的權力：
  - (a) 就行政總裁的聘任、薪酬及合約變動事宜，向大會提供意見；
  - (b) 就聯網總監及部門總監的聘任，向大會提供意見；
  - (c) 審批聯網總監及部門總監的續約、薪酬與合約變動及同級調職 / 職位輪調事宜；



- (d) approve the appointment, contract renewal, remuneration changes and contract variation as well as lateral transfer / job rotation of Hospital Chief Executives and Heads of Divisions; and
  - (e) review the performance of Chief Executive, Directors, Heads of Division and Cluster Chief Executives;
7. Convene as the Emergency Executive Committee (EEC) in accordance with HA's Emergency Contingency Plan (supplemented by a senior Food & Health Bureau official when meeting as EEC).

(d) 審批醫院行政總監及部門主管的聘任、續約、薪酬與合約變動及同級調職 / 職位輪調事宜；及

(e) 檢討行政總裁、總監、部門主管及聯網總監的工作表現；

7. 根據醫管局緊急應變計劃召開「緊急應變策導委員會」。(如召開「緊急應變策導委員會」，則需增補一名食物及衛生局的高級官員。)

#### Focus of Work in 2015-16

In 2015-16, the Committee met 11 times to discuss and consider 55 papers. The Committee continued to play a leading and managing role on HA, and participated in the formulation of strategies, directions and policies at early stages. Major matters considered included formulation of HA Strategic Plan 2017-2022, HA Budget and Annual Plan for 2016-17, medium term financial projection, ten-year hospital development plan and submissions under the Capital Works Resource Allocation Exercise, organisation-wide risk management policy and strategy, key performance indicators, etc.

The Committee also focused on the need for capacity building. It discussed and determined a wide range of matters concerning HA's talent management which included the appointment and remuneration matters of senior executives at HA Head Office and clusters, job evaluation of selected senior executive positions, career posting and succession of senior executives, retirement age for new recruits, regrouping of hospitals and appointment of Deputy Hospital Chief Executives, etc.

The Committee advised the Board on the succession in Board Committees, and other membership matters relating to Hospital Governing Committees, Regional Advisory Committees and Charitable Trusts in HA. It also revisited the governance of HA Provident Fund Scheme, considered issues arising from the termination of management and control rights on Rehabaid Centre, and examined the policy on release of information to the public.

The Committee advised on Board meeting agendas proposed by the Management including an annual forward looking agenda and key matters raised by the respective Functional Committee Chairmen.

In anticipation of the recommendations from the Steering Committee on Review of Hospital Authority, the Board proactively set up a Task Force to steer the strategies and action plans for timely implementation of the recommendations. Comprising all Members of the Executive Committee, the Task Force conducted four meetings in August and September 2015 for intensive discussions with HA senior executives on the proposed concrete action plans, expected targets and deliverables, planned timetable and interim enhancement measures on each of the recommendations. HA promulgated its action plan for implementation of the recommendations of the Steering Committee on 22 October 2015. Since then, the Executive Committee (viz. the Task Force) received regular quarterly progress update from the Management on the implementation and progress of the HA Review Action Plan.

As a good corporate governance practice, the Committee conducted a self-assessment exercise in reviewing its activities in the past year according to its Terms of Reference.

#### 2015-16 年度工作概況

在2015-16年度，委員會共召開11次會議，討論和考慮55份文件。委員會在醫管局繼續擔任領導和管理角色，參與制訂策略、方向及政策的初步方案，主要討論事項包括制訂醫管局2017至2022年策略計劃、醫管局2016-17年度財政預算及工作計劃、中期財務預測、十年醫院發展計劃及基本工程計劃撥款申請、機構整體風險管理政策及策略、主要表現指標等。

委員會亦著重人力資源建置，在期內商討及決定多項有關醫管局人材管理的事宜，包括醫管局總辦事處及聯網高級行政人員的聘任及薪酬事宜、選定高級行政職位工作評估、高級行政人員調任安排及繼任規劃、新聘人員的退休年齡、醫院重組以及委任副醫院行政總監等。

委員會就醫管局大會轄下委員會繼任以及醫管局醫院管治委員會、區域諮詢委員會及慈善基金信託委員會等其他成員名單相關事宜向醫管局大會提供意見，並檢討醫管局公積金計劃的管治事宜、考慮復康專科及資源中心終止管理及控制權的影響，以及審閱公開資料政策。

委員會亦就管理層對醫管局大會議程建議的討論事項提供意見，包括年度預訂議程及有關專責委員會主席提出的重要議題。

因應醫院管理局檢討督導委員會的建議，醫管局大會主動成立專責小組，指導適時推行有關建議的策略及行動計劃。有關專責小組由行政委員會全體成員組成，在2015年8至9月期間舉行四次會議，就督導委員會提出的各項建議，與醫管局行政高層密集商討建議的具體行動計劃、預期目標及成果、計劃時間表及中期改善措施。醫管局已於2015年10月22日發表落實督導委員會建議的行動計劃。其後，行政委員會(即專責小組)定期收閱管理層推行醫管局檢討行動計劃的季度進展報告。

為體現良好機構管治，委員會進行了自我評核，根據其職權範圍檢討過去一年的工作。



## Emergency Executive Committee 緊急應變策導委員會

### Membership List 成員名單

#### Chairman 主席

Prof John LEONG Chi-yan, SBS, JP  
(In his absence, the Emergency Executive Committee chairmanship should be elected among its standing members)  
梁智仁教授  
(主席不在時，緊急應變策導委員會的主席應自常任成員中選出)

#### Members 成員

Mr William CHAN Fu-keung, BBS (from 1.12.2015)  
陳富強先生(由2015年12月1日起)

Mr CHENG Yan-kee, BBS, JP (up to 30.11.2015)  
鄭恩基先生(截至2015年11月30日)

Mr Ricky FUNG Choi-cheung, SBS, JP  
馮載祥先生

Mr Lester Garson HUANG, JP  
黃嘉純先生

Dr KAM Pok-man  
甘博文博士

Dr LEUNG Pak-yin, JP, Chief Executive  
(In his absence, the Deputising CE)  
梁栢賢醫生 行政總裁  
(行政總裁不在時，由代理行政總裁出任)

Mr Patrick MA Ching-hang, BBS, JP (up to 30.11.2015)  
馬清鏗先生(截至2015年11月30日)

Ms Winnie NG (from 1.12.2015)  
伍穎梅女士(由2015年12月1日起)

Miss Janice TSE, JP  
(representing the Permanent Secretary for Food and Health (Health))  
謝小華女士  
[代表食物及衛生局常任秘書長(衛生)]

Prof Maurice YAP Keng-hung, JP  
葉健雄教授

Note: The Emergency Executive Committee (EEC) was set up by the Board on 15 January 2004. It will automatically be called into action when the HA activates the Tier-three Strategic Response to a major incident, which is defined as an incident with prolonged and territory-wide implications, such as the Serious Level (S2) or Emergency Level Response to influenza pandemic.

註：緊急應變策導委員會於2004年1月15日由醫管局大會成立。當發生重大事故，即對全香港有持續及大範圍影響的事故，例如對流感爆發的嚴重級別(S2)或緊急級別應變，醫管局須啟動第三層策略應變，委員會即展開運作。

### Terms of Reference

- To act for the Hospital Authority Board and exercise its powers and functions, including:
  - altering, amending or overriding existing Hospital Authority policies, standards, guidelines and procedures; and
  - establishment of sub-committees or task forces to tackle particular matters at hand.
- To identify the objectives and assess the risks facing Hospital Authority in emergency situation;

### 職權範圍

- 代表醫院管理局(醫管局)大會運作，並行使其權力及職能，包括：
  - 對現有醫管局政策、標準、指引及程序作出更改、修訂或否決；及
  - 設立小組委員會或專責小組處理具體事項。
- 為醫管局面對的緊急情況，鑑辨目標及評估風險；





3. To approve the strategies and policies for managing the emergency formulated by the Hospital Authority Central Command Committee, and monitor implementation progress in all HA hospitals and institutions;
  4. To coordinate activities of the other Hospital Authority committees including Hospital Governing Committees;
  5. To ensure effective communication of clear and concise messages to key stakeholders, including staff, patients, Government and the public; and
  6. To be accountable to the Authority Board and the making of regular reports to Hospital Authority Members as soon as practicable.
3. 批核醫管局中央指揮委員會所制訂的緊急應變策略和方針，並監察所有醫管局醫院及機構的執行進度；
  4. 統籌其他醫管局委員會，包括醫院管治委員會的行動；
  5. 確保與主要利益相關各方（包括職員、病人、政府及市民）的訊息溝通有效、清晰而簡潔；及
  6. 須向醫管局大會負責，並於可行範圍內盡快向醫管局大會成員報告。

#### Focus of Work in 2015-16

In 2015-16, the Emergency Executive Committee (EEC) conducted a meeting in June 2015 upon activation of the Serious Response Level (S2) in public hospitals on 8 June 2015 as a result of the Government's decision to raise the response level of the Preparedness Plan for Middle East Respiratory Syndrome (MERS) from "Alert" to "Serious" on the same day.

Through the meeting, the Committee received an update on the MERS situation in Korea and the risk faced by Hong Kong. Members were briefed on the case reporting criteria advised by the Centre of Health Protection and the infection control and preventive measures by HA, such as universal masking at all clinical areas and visiting arrangements; activation of e-MERS platform for case reporting; laboratory support; stockpiling of personal protection equipment; infection control training to staff; and internal and external communication etc. Arrangements relating to temporary suspension of medical exchange programmes and activities in healthcare institutions in Korea were also discussed.

On 1 August 2015, the Government lowered the response level of the Preparedness Plan for MERS from "Serious" to "Alert", and HA correspondingly lowered the response level in all public hospitals from "Serious" to "Alert". The EEC was then deactivated on the same day.

#### 2015-16 年度工作概況

在 2015-16 年度，緊急應變策導委員會於 2015 年 6 月召開會議，處理 2015 年 6 月 8 日因應政府將「中東呼吸綜合症應變計劃」的應變級別由「戒備」提升至「嚴重」而於同日啟動公立醫院嚴重應變級別 (S2) 事宜。

委員會在會上聽取了韓國爆發中東呼吸綜合症的最新情況，以及香港所面對的相關風險。成員備悉衛生防護中心提出的個案呈報準則以及醫管局採取的感染控制及預防措施，例如臨床範圍全面佩戴口罩、相關探病安排、啟動 e-MERS 電子平台通報個案；化驗室支援；備存個人防護裝備；為員工舉辦控制培訓；以及對內和對外溝通等。委員會亦討論了暫停前往韓國醫療機構參加醫學交流會議和活動的相關安排。

於 2015 年 8 月 1 日，政府將「中東呼吸綜合症應變計劃」的應變級別由「嚴重」下調至「戒備」，而醫管局亦相應將所有公立醫院的應變級別由「嚴重」下調至「戒備」，緊急應變策導委員會隨即於同日停止運作。



## Finance Committee 財務委員會

### Membership List 成員名單

<b>Chairman</b> 主席	Dr KAM Pok-man 甘博文博士
<b>Vice-Chairman</b> 副主席	Mr Andrew FUNG Hau-chung, JP ( <i>from 23.4.2015</i> ) 馮孝忠先生 (由 2015 年 4 月 23 日起)
<b>Members</b> 成員	Mr Andrew FUNG Hau-chung, JP ( <i>up to 22.4.2015</i> ) 馮孝忠先生 (截至 2015 年 4 月 22 日)
	Mr Stephen LEE Hoi-yin 李開賢先生
	Mrs Margaret LEUNG KO May-yee, SBS, JP ( <i>up to 30.11.2015</i> ) 梁高美懿女士 (截至 2015 年 11 月 30 日)
	Ms Esther LEUNG Yuet-yin, JP / Ms Karyn CHAN ( <i>up to 26.4.2015</i> ) / Miss Bella MUI ( <i>from 27.4.2015</i> ) ( <i>representing the Secretary for Financial Services and the Treasury</i> ) 梁悅賢女士 / 陳靜婉女士 (截至 2015 年 4 月 26 日) / 梅品雅女士 (由 2015 年 4 月 27 日起) (代表財經事務及庫務局局長)
	Dr LEUNG Pak-yin, JP, <i>Chief Executive</i> 梁栢賢醫生 行政總裁
	Mr Patrick MA Ching-hang, BBS, JP ( <i>up to 30.11.2015</i> ) 馬清鏗先生 (截至 2015 年 11 月 30 日)
	Dr PANG Yiu-kai, GBS, JP 彭耀佳博士
	Mr Ivan SZE Wing-hang, BBS ( <i>from 22.12.2015</i> ) 施榮恆先生 (由 2015 年 12 月 22 日起)
	Miss Janice TSE Siu-wa, JP ( <i>representing the Permanent Secretary for Food and Health (Health)</i> ) 謝小華女士 [ 代表食物及衛生局常任秘書長 (衛生) ]
	Mr WONG Kwai-huen, BBS, JP 王桂壠先生
	Ms Priscilla WONG Pui-sze, BBS, JP ( <i>from 17.12.2015</i> ) 王沛詩女士 (由 2015 年 12 月 17 日起)
	Mr Jason YEUNG Chi-wai ( <i>from 17.12.2015</i> ) 楊志威先生 (由 2015 年 12 月 17 日起)

### Terms of Reference

1. Advise and make recommendations on the financial aspects of the Hospital Authority Corporate Plan and Annual Plan;
2. Advise and make recommendations on the financial planning, control, performance, monitoring and reporting aspect of the Hospital Authority;
3. Advise on policy guidelines for all financial matters, including investment, business and insurance;
4. Advise and make recommendations on the resource allocation policies;

### 職權範圍

1. 就醫管局整體發展計劃及周年工作計劃的財務方面，提供意見及作出建議；
2. 就醫管局的財政規劃、規管、表現、監察及匯報等方面，提供意見及作出建議；
3. 就所有財務事宜，包括投資、業務及保險的政策指引，提供意見；
4. 就資源分配政策提供意見及作出建議；





5. Advise and recommend to the Hospital Authority on the financial statements (audited and unaudited) of the Hospital Authority;
6. Liaise with the Trustees of the Hospital Authority Provident Fund Scheme and make recommendations to the Hospital Authority;
7. Monitor the financial position of the Hospital Authority; and
8. Consider periodically matters relating to risk, risk management and risk mitigation relevant to finance operations and other relevant areas contributing to the financial risk profile of Hospital Authority.

#### Focus of Work in 2015-16

In 2015-16, the Committee met six times, including five scheduled meetings and a special meeting, to assist the HA Board in ensuring proper stewardship and effective use of public funds through making recommendations to the Board on various finance related matters for the Authority. Matters considered by the Committee in 2015-16 were broadly summarised as follows:

- (a) In support of the corporate strategy and policy development of HA, the Committee discussed the strategies proposed for HA Strategic Plan 2017-22 pertaining to the strategic focus of "Financial Provision". In addition, as guided by the HA Review Action Plan endorsed by the Board, the Committee deliberated on initiatives to enhance resource management, with discussion centred on preparation work for developing a refined population-based internal resource allocation model as an analytical tool for assessing parity of resource distribution among clusters and in turn generating business intelligence to guide service planning in HA. Besides, to facilitate the review of Government subvention to HA, the Committee considered an enhanced financial projection framework for assessing HA's resource requirements from both demand-driven and supply-driven perspectives. It also examined the findings of the preliminary review of fees and charges for hospital services and related financial implications to HA as well as the development of service costing in HA.
- (b) Dovetailing with the HA's annual service and resource planning process, the Committee examined the proposed 2016-17 HA budget and resource allocation. The Committee also considered the funding position of the Home Loan Interest Subsidy Scheme and the financial aspects of the Special Pay Adjustment in HA. In addition to endorsing HA's insurance renewal approach and direction for 2016-17, the Committee, with the assistance of the Treasury Panel, also advised on HA's investment strategies as well as treasury management and operations. On financial risk management, the Committee reviewed the risk mitigation measures taken in 2015 and considered the planned actions to address the key financial risks facing HA in 2016. It also reviewed the administrative and financial arrangement of private services in HA.

5. 就醫管局的每年財務報表（經審核及未經審核），向醫管局提供意見及作出建議；
6. 與醫管局公積金計劃的信託人聯繫，並向醫管局作出建議；
7. 監察醫管局的財政狀況；及
8. 就醫管局財務運作及其他引致財務風險的範疇，定期審議相關的風險、風險管理及風險緩減事宜。

#### 2015-16 年度工作概況

在 2015-16 年度，委員會共召開六次會議（包括五次定期會議及一次特別會議），以協助醫管局大會妥善督導和有效運用公帑，並就醫管局的多項財務相關事宜，向大會作出建議。委員會於 2015-16 年度審議的事項概述如下：

- (a) 為支援醫管局制訂整體策略及政策，委員會就醫管局 2017-2022 年策略計劃有關「財政撥款」的策略重點討論建議策略。此外，根據醫管局檢討報告及醫管局大會通過的行動計劃，委員會討論加強資源管理的措施，探討發展優化以人口為基礎的內部資源分配模式作為分析工具的籌備工作，以評估聯網之間資源分配的公平性，其中獲得的數據分析，為醫管局服務規劃提供指引。此外，為便於檢討政府向醫管局提供撥款的安排，委員會審議優化的財務推算框架，以期從需求及供應兩個角度評估醫管局所需的資源。委員會亦審閱醫院服務收費的初步檢討結果及對醫管局的有關財政影響，以及醫管局服務成本計算方式的發展。
- (b) 委員會配合醫管局的服務及資源規劃進程，審議醫管局 2016-17 年度預算及資源分配建議。委員會亦審議醫管局購屋貸款利息津貼計劃的財務狀況，以及特別薪酬調整的財政方面事宜。委員會亦通過醫管局 2016-17 年度保險續保模式及方針，並在庫務小組協助下，就醫管局的投資策略及庫務管理及運作提供意見。就財務風險管理方面，委員會審閱 2015 年採取的風險緩減措施，並審議行動計劃以緩減醫管局 2016 年主要財務風險。委員會亦審議醫管局私家服務的行政及財務安排。



(c) On accountability reporting and monitoring of HA's financial position, the Committee reviewed and endorsed HA's draft audited financial statements for 2014-15 in a joint meeting with the Audit and Risk Committee. In addition, it considered the 2014-15 audited financial statements / accounts for a number of designated programmes undertaken by HA, including the Electronic Health Record Programme Development, the Samaritan Fund, the Community Care Fund Medical Assistance Programmes, the HA Charitable Foundation and the minor works under the Capital Works Reserve Fund Head 708 Subhead 8083 MM. On HA's financial performance, the Committee received monthly financial reports and considered a mid-year financial review together with the unaudited financial statements for the six months ended 30 September 2015. The Committee also discussed the key financial performance indicators including debt management measures and related statistics.

(d) The Committee also reviewed the Annual Work Plan of the Finance Division and the proposed key strategic areas for 2016-17.

As a good corporate governance practice, the Committee conducted a self-assessment exercise in reviewing its activities in the past year according to its Terms of Reference.

(c) 在問責報告及監察醫管局財務狀況方面，委員會在聯同審計及風險管理委員會的會議上，審閱及通過醫管局2014-15年度經審核的財務報表擬本。此外，委員會亦審議醫管局推行的若干指定計劃於2014-15年度的經審核財務報表／帳目，包括電子健康紀錄系統開發計劃、撒瑪利亞基金、關愛基金醫療援助計劃、醫院管理局慈善基金，以及基本工程儲備基金總目708分目8083MM項下的小型工程。就醫管局財務表現方面，委員會收閱醫管局每月財務報告，並審議截至2015年9月30日止六個月未經審核的財務報表，以及年中財政檢討。委員會亦討論醫管局主要財務表現指標，包括債務管理措施及有關統計數字。

(d) 委員會亦審閱財務部2016-17年度工作計劃及建議的主要策略範疇。

為體現良好機構管治，委員會進行了自我評核，根據其職權範圍檢討過去一年的工作。



## Human Resources Committee 人力資源委員會

### Membership List 成員名單

#### Chairman 主席

Mr William CHAN Fu-keung, BBS (*from 1.12.2015*)  
陳富強先生 (由 2015 年 12 月 1 日起)  
Mr Patrick MA Ching-hang, BBS, JP (*up to 30.11.2015*)  
馬清鏗先生 (截至 2015 年 11 月 30 日)

#### Vice-Chairman 副主席

Mr William CHAN Fu-keung, BBS (*up to 30.11.2015*)  
陳富強先生 (截至 2015 年 11 月 30 日)

#### Members 成員

Ms Quince CHONG Wai-yan, JP (*from 1.12.2015*)  
莊偉茵女士 (由 2015 年 12 月 1 日起)  
Prof Francis CHAN Ka-leung, JP  
陳家亮教授  
Ms Quince CHONG Wai-yan, JP (*up to 30.11.2015*)  
莊偉茵女士 (截至 2015 年 11 月 30 日)  
Mr HO Wing-yin (*from 17.4.2015*)  
何永賢先生 (由 2015 年 4 月 17 日起)  
Mr Andy LAU Kwok-fai (*passed away on 17.4.2015*)  
劉國輝先生 (於 2015 年 4 月 17 日辭世)  
Ms Angela LEE Chung-yan (*up to 12.4.2015*)  
(*representing the Permanent Secretary for Food and Health (Health)*)  
李頌恩女士 (截至 2015 年 4 月 12 日)  
[ 代表食物及衛生局常任秘書長 (衛生) ]  
Miss Linda LEUNG (*from 13.4.2015*)  
(*representing the Permanent Secretary for Food and Health (Health)*)  
梁嘉盈女士 (由 2015 年 4 月 13 日起)  
[ 代表食物及衛生局常任秘書長 (衛生) ]  
Prof Diana LEE Tze-fan, JP  
李子芬教授  
Dr LEUNG Pak-yin, JP, *Chief Executive*  
梁栢賢醫生 行政總裁  
Mr Ivan SZE Wing-hang, BBS (*from 22.12.2015*)  
施榮恆先生 (由 2015 年 12 月 22 日起)  
Ms Priscilla WONG Pui-sze, BBS, JP (*from 17.12.2015*)  
王沛詩女士 (由 2015 年 12 月 17 日起)  
Prof Maurice YAP Keng-hung, JP  
葉健雄教授  
Mr Charlie YIP Wing-tong (*from 18.8.2015*)  
葉永堂先生 (由 2015 年 8 月 18 日起)

### Terms of Reference

1. Advise on manpower planning;
2. Advise on staff training and development matters;
3. Advise, review and make recommendations on human resources policies and related issues;
4. Advise, review and make recommendations to the Hospital Authority on the terms and conditions of employment for staff;
5. Advise, review and make recommendations to the Hospital Authority on staff pay awards and overall staffing structure;
6. Advise, review and make recommendations to the Hospital Authority on any other staff related matters;

### 職權範圍

1. 就人力規劃提供意見；
2. 就職員培訓及發展事宜提供意見；
3. 就人力資源政策及有關事宜提供意見，進行檢討及作出建議；
4. 就職員的僱用條件向醫院管理局 (醫管局) 提供意見，進行檢討及作出建議；
5. 就職員薪酬及整體人手架構向醫管局提供意見，進行檢討及作出建議；
6. 就其他任何與職員有關的事宜向醫管局提供意見，進行檢討及作出建議；



7. Consider periodically matters relating to risk, risk management and risk mitigation relevant to human resources management; and
8. Monitor the performance of the Hospital Authority Mandatory Provident Fund Schemes and make recommendations to the Hospital Authority as and when necessary.

### Focus of Work in 2015-16

In 2015-16, the Committee met six times to discuss and consider various human resources (HR) matters of HA. Along the strategic direction of HA to allay staff shortage and high turnover, the Committee considered and endorsed various HR recommendations and measures that were initiated to improve manpower situation and employment terms and conditions, such as shortening the length of qualifying service for conversion from contract to permanent employment; introducing overseas recruitment of Associate Consultants for specialties with great recruitment difficulty (i.e. Anatomical Pathology and Obstetrics and Gynaecology); extending the Special Retired and Rehire Scheme to serving nurses, allied health and pharmacy staff; granting paternity leave to male employees; making arrangement for rehiring serving staff after normal retirement; re-grouping of hospitals with an implementation blueprint and arrangement for appointing Deputy Hospital Chief Executives; as well as considering a Special Pay Adjustment in HA with reference to the Government's 2013 Civil Service Pay Level Survey. The Committee also granted endorsement-in-principle for the proposed 2015-16 annual pay adjustment for HA employees, and received progress reports on the follow-up actions of the Optometrist Grade Review and Additional Promotion Mechanism for Frontline Doctors.

In response to the recommendations of HA Review on staff management, the Committee gave comments on the proposals to strengthen central co-ordination and consistency in HR policies and practices; and considered initiatives to strengthen the governance of staff training, including setting up the Central Training & Development Committee as a subcommittee under Human Resources Committee and receiving regular reports from it. It also received a report on the central training provisions for healthcare professionals in HA.

With regard to staff welfare and communication / engagement, the Committee discussed and endorsed enhancement measures for the pilot project on staff access to radiological services; noted the plan for launching an HA-wide Staff Survey and an HR Mobile Application which included different modules such as leave application and approval, staff welfare, staff health record, vacancy notification circular etc. The Committee was updated on the progress of rolling out eLeave to clusters. It also monitored the HA Mandatory Provident Fund Scheme and HA Provident Fund Scheme through regular updates.

During the year, the Committee noted the clinical placement arrangement for allied health students in relation to HA's role in providing education and training to persons involved in hospital or related services.

7. 定期審議人力資源管理範疇的相關風險、風險管理及風險緩減事宜；以及
8. 監察醫院管理局強積金計劃的表現，並按需要向醫管局提出建議。

### 2015-16年度工作概況

在2015-16年度，委員會共召開六次會議，討論及審議醫管局各項人力資源事宜。委員會根據醫管局紓緩人手短缺和職員流失的策略方向，審議及通過多項人力資源建議和措施，以改善人手情況及僱用條件，例如縮短合約僱員轉制為常額僱員所需服務年資；針對有特別招募困難的專科（例如解剖病理學及婦產科）從海外聘請副顧問醫生；將退休後重聘特別計劃推展至現職護士、專職醫療人員及藥劑部員工；給予男性僱員侍產假；就現職員工達正常退休年齡後重聘所作的安排；重新組合醫院並制訂安排委任副醫院行政總監的執行計劃；以及參照政府的2013年薪酬水平調查考慮在醫管局作出特別薪酬調整。委員會亦原則上同意2015-16年度醫管局僱員的年度薪酬調整，並收閱了視光師職系檢討及前線醫生額外晉升機制的跟進報告。

因應醫管局檢討有關員工管理的建議，委員會就加強中央協調及統一人力資源政策及執行措施的建議方案提出意見；並審議加強員工培訓管治的措施，包括於人力資源委員會之下成立稱為中央培訓及發展委員會的小組委員會並定期收閱其報告。此外，委員會亦收閱醫管局醫療專業人員的中央培訓措施報告。

在員工安康及溝通 / 凝聚政策方面，委員會審議並通過員工使用放射服務先導計劃的優化措施；備悉推出醫管局全體員工意見調查及人力資源流動應用程式（包括不同單元如申請和批核假期、員工福利、員工健康紀錄、職位空缺等）的計劃。委員會備悉向聯網推行電子假期申請系統的進度報告。委員會亦審閱醫管局強制性公積金計劃及醫管局公積金計劃的定期報告，監察計劃運作。

年內，委員會備悉醫管局的專職醫療學生實習安排，以履行其向醫院或相關服務從業員提供教育及培訓的職責。



## Appendix 3

### 附錄 3

The Committee also gave comments on the enhanced HR Key Performance Indicators (KPIs) Reporting Mechanism and provided feedback on the quarterly KPI reports. In addition, the Committee assessed the HR risks in 2016 in conjunction with planned mitigation actions, deliberated on the agenda forecast for 2016-17, and commented on the HA Strategic Plan 2017-2022 and HA HR Annual Plan targets for 2015-16. Moreover, the Committee considered and made comments on HA's follow up plan after reviewing the recommendations from the Independent Commission Against Corruption Assignment Report on "Acceptance of Sponsorship". It also reviewed a report on staff complaints received in 2015 and considered the findings.

As a good corporate governance practice, the Committee conducted a self-assessment exercise in reviewing its activities in the past year according to its Terms of Reference.

委員會就優化後的人力資源主要表現指標匯報機制以及主要表現指標季度報告提出意見。此外，委員會審議2016年度人力資源風險評估及擬定的風險緩減措施、討論2016-17年度的預設議程，並就醫管局2017至2022年策略計劃和2015-16年度工作計劃之目標提出意見。委員會亦審議醫管局經參閱廉政公署有關「接受贊助」的審查工作報告後提出的跟進計劃，並提供意見。委員會還審核了2015年度職員投訴報告及有關結果。

為體現良好機構管治，委員會進行了自我評核，根據其職權範圍檢討過去一年的工作。



## Information Technology Services Governing Committee 資訊科技服務管治委員會

### Membership List

#### 成員名單

#### Chairman

##### 主席

Dr LEUNG Pak-yin, JP, *Chief Executive*

梁栢賢醫生 行政總裁

#### Vice-Chairman

##### 副主席

Mr CHENG Yan-kee, BBS, JP (*up to 30.11.2015*)

鄭恩基先生 (截至2015年11月30日)

#### Members

##### 成員

Mr Sidney CHAN Shuen-yiu, JP (*from 17.3.2016*)

*Head of Electronic Health Record Office*

陳選堯先生 (由2016年3月17日起)

電子健康紀錄統籌處處長

Ms Anita CHENG Wai-ching

鄭瑋青女士

Mr Davey CHUNG Pui-hong (*up to 19.11.2015*)

*Deputy Secretary for Food and Health (Health)*

鍾沛康先生 (截至2015年11月19日)

食物及衛生局副秘書長 (衛生)

Mr Daniel LAI, BBS, JP

賴錫璋先生

Mr Victor LAM Wai-kiu, JP (*up to 1.7.2015*)

*Government Chief Information Officer (Acting)*

林偉喬先生 (截至2015年7月1日)

政府資訊科技總監 (署理)

Mr Stephen LAU Ka-men, JP

劉嘉敏先生

Mr Stephen LEE Hoi-yin (*from 5.2.2016*)

李開賢先生 (由2016年2月5日起)

Hon Charles Peter MOK, JP

莫乃光先生

Ir Allen YEUNG Tak-bun (*from 13.7.2015*)

*Government Chief Information Officer*

楊德斌先生 (由2015年7月13日起)

政府資訊科技總監

Mr Charlie YIP Wing-tong (*from 5.2.2016*)

葉永堂先生 (由2016年2月5日起)

### Terms of Reference

1. Approve corporate policies and standards for Information Technology / Information Systems;
2. Approve and monitor the overall progress of the implementation of the Information Technology / Information Systems Strategic Plan;
3. Approve and monitor the execution of the Information Technology / Information Systems Annual Business Plan;
4. Receive recommendations on the priorities for Information Technology systems development and implementation;
5. Receive advice from the Information Technology Technical Advisory Subcommittee;
6. Receive performance and status reports;
7. Provide periodic progress report to the Hospital Authority Board; and
8. Consider matters relating to risk, risk management and risk mitigation relevant to Information Technology across Hospital Authority.

### 職權範圍

1. 通過醫管局的資訊科技 / 資訊系統政策及標準；
2. 通過資訊科技 / 資訊系統策略計劃，並監察整體實施進度；
3. 通過資訊科技 / 資訊系統的每年工作計劃書，並監察實施情況；
4. 收閱有關資訊科技系統發展及實施的建議重點項目；
5. 收閱信息技術諮詢小組委員會的意見；
6. 收閱表現及狀況報告；
7. 向醫管局大會定期提交工作報告；及
8. 審議醫管局資訊科技範疇的相關風險、風險管理及風險緩減事宜。





## Focus of Work in 2015-16

In 2015-16, the Committee met four times to discuss various issues relating to the strategic development of IT / information systems in HA. During this period, the Committee discussed the plan for greater IT innovation solutions for HA and the proposal of various IT transformation initiatives to enhance efficiency and performance with an ultimate goal to benefit both patients and staff. It also discussed the future direction for IT service management under the IT and Health Informatics Division (IT&HID) for effective support of IT production systems and services in HA. Reports on IT Operational Risk Assessment were received with discussion on the key risks identified and the actionable mitigating measures in particular against the potential risks associated with the launch of Electronic Health Record Sharing System (eHRSS) in March 2016. The Committee also received progress update on the revamp of IT policies and standards whereby a centralised electronic document management system for IT&HID documents was set up.

In the area of privacy and data protection, the Committee discussed the work on security controls, compliance monitoring and privacy impact assessment in HA. To meet the growing demand for IT systems to support the operation of the organisation, the Committee endorsed the IT Block Vote Submission for 2016-17 and the IT&HID Annual Work Plan 2016-17 for responding to challenges in continuing existing service delivery and delivering the major strategic IT-enabled projects in particular in light of the implementation of HA Review Action Plan and the priorities emanating from the HA Strategic Plan 2017-2022.

To fulfil its overseeing functions, the Committee monitored the implementation of the work stipulated in the IT&HID Annual Plan by considering, amongst others, the performance and status reports of respective IT functions at each of its meeting, the comments of which were conveyed to the relevant working teams under IT&HID for follow-up actions. Progress Update on Clinical Management System Phase III, Business Supporting IT Systems, eHealth Record Projects and IT Services Performance were among the standing agenda items of the Committee's meetings. The Committee also monitored the ongoing efforts of IT&HID on the development of the Government's eHR Programme for which HA was the technical agent, discussed the preparation of HA participating as a major user of eHRSS and endorsed the draft audited financial statements related to eHR Programme undertaken by HA annually.

To support HA's service needs with the latest trend of IT technical development, the Committee received advice from the Information Technology Technical Advisory Subcommittee (ITTASC) on the IT technical architectures and technology selections proposed by IT&HID which included mobile architecture and application development; IT-enabled innovation in HA; big data analysis and use of social media in HA etc. The Committee also approved the new appointment and reappointments of ITTASC membership and received regular inputs from it.

As a good corporate governance practice, the Committee conducted a self-assessment exercise in reviewing its activities in the past year according to its Terms of Reference.

## 2015-16 年度工作概況

在 2015-16 年度，委員會共召開四次會議，討論醫管局資訊科技 / 資訊系統策略發展的各方面事宜。年內，委員會討論加強醫管局資訊科技創新方案及多個資訊科技轉型方案，以提升效益和表現，惠及病人和員工。委員會亦討論資訊科技及醫療信息部轄下資訊科技服務的未來方向，確保醫管局的資訊科技生產系統及服務更有成效。委員會收閱資訊科技運作風險評估報告，討論所識別的主要風險及可採取的緩減措施，特別是 2016 年 3 月電子健康紀錄互通系統推出後的相關潛在風險；以及備悉資訊科技政策及標準框架修訂進展報告，資訊科技及醫療信息部建立中央電子文件庫等事宜。

另外，委員會亦就保障病人私隱及數據安全的相關政策、合規監察和私隱風險評估等方面的工作提供意見。為支援機構運作的需要，切合對資訊科技系統不斷增加的需求，特別是因應醫管局檢討行動計劃的推行及醫管局 2017 至 2022 年策略計劃所訂優次，委員會通過 2016-17 年度資訊科技整體撥款申請，以及資訊科技及醫療信息部 2016-17 年度工作計劃，務求回應當前挑戰，維持現行服務及推行各項倚重資訊科技的主要策略性項目。

為履行其監督職能，委員會監察資訊科技及醫療信息部周年工作計劃的實施，在各次會議上均有審閱不同資訊科技職能的表現及狀況報告，有關意見會向部門相關工作團隊傳達，以供跟進。委員會會議的常規議程項目包括第三期臨床醫療管理系統、業務支援資訊科技系統、電子健康紀錄互通系統及資訊科技服務表現的進展報告。委員會亦監察資訊科技及醫療信息部為政府開發電子健康紀錄互通系統的持續進度（醫管局擔任技術代理），並就醫管局作為該系統主要使用者的準備工作提供意見，以及每年通過相關的經審核財務報表擬本。

為利用最新資訊科技發展支援醫管局的業務需要，委員會收閱信息技術諮詢小組委員會就資訊科技及醫療信息部建議的資訊科技架構及選擇方案提供意見，包括流動化架構及應用程式發展、醫管局資訊科技創新項目、大數據分析，以及在醫管局內應用社交媒體等。委員會亦通過委任及續委小組委員會成員名單，並定期聽取其意見。

為體現良好機構管治，委員會進行了自我評核，根據其職權範圍檢討過去一年的工作。





## Main Tender Board 中央投標委員會

### Membership List 成員名單

#### Chairman 主席

Prof Maurice YAP Keng-hung, JP  
葉健雄教授

#### Vice-Chairman 副主席

Mr William CHAN Fu-keung, BBS  
陳富強先生

Mr Lincoln TSO Lai  
曹禮先生

#### Ex-officio members 副主席

Dr LEUNG Pak-yin, JP, *Chief Executive  
(or his nominated representative)*  
梁栢賢醫生 行政總裁  
(行政總裁或其委任代表)

Ms Clara CHIN Sheung-chi, *Director (Finance)  
(or her nominated representative)*  
錢湘芷女士 財務總監  
(財務總監或其委任代表)

#### Members 成員

Two of the following rotating members:  
以下其中兩位輪值成員：

Prof Francis CHAN Ka-leung, JP  
陳家亮教授

Ms Anita CHENG Wai-ching  
鄭瑋青女士

Mr CHENG Yan-kee, BBS, JP (*up to 30.11.2015*)  
鄭恩基先生 (截至 2015 年 11 月 30 日)

Ms CHIANG Lai-yuen, JP  
蔣麗婉女士

Ms Quince CHONG Wai-yan, JP  
莊偉茵女士

Mr Andrew FUNG Hau-chung, JP  
馮孝忠先生

Mr HO Wing-yin (*from 17.4.2015*)  
何永賢先生 (由 2015 年 4 月 17 日起)

Mr Andy LAU Kwok-fai (*passed away on 17.4.2015*)  
劉國輝先生 (於 2015 年 4 月 17 日辭世)

Prof Diana LEE Tze-fan, JP  
李子芬教授

Mr Stephen LEE Hoi-yin  
李開賢先生

Prof Gabriel Matthew LEUNG, GBS, JP  
梁卓偉教授

Mrs Margaret LEUNG KO May-yee, SBS, JP (*up to 30.11.2015*)  
梁高美懿女士 (截至 2015 年 11 月 30 日)

Prof Raymond LIANG Hin-suen, SBS, JP  
梁憲孫教授

Ir Dr Hon LO Wai-kwok, SBS, MH, JP  
盧偉國博士

Ms Winnie NG (*up to 30.11.2015*)  
伍穎梅女士 (截至 2015 年 11 月 30 日)

Dr PANG Yiu-kai, GBS, JP  
彭耀佳博士



Mr Ivan SZE Wing-hang, BBS (from 22.12.2015)  
施榮恒先生 (由 2015 年 12 月 22 日起)

Mr WONG Kwai-huen, BBS, JP  
王桂壘先生

Ms Priscilla WONG Pui-sze, BBS, JP (from 17.12.2015)  
王沛詩女士 (由 2015 年 12 月 17 日起)

Mr Charlie YIP Wing-tong (from 18.8.2015)  
葉永堂先生 (由 2015 年 8 月 18 日起)

## Terms of Reference

1. To consider and approve tenders and contract variations in the Hospital Authority in accordance with the delegation of authority limits approved by the Board, including:
  - (a) To review and assess the recommendations made by the assessment panel;
  - (b) To review the procedures and criteria adopted by the assessment panel in the course of its selection;
  - (c) To approve the selection made by the assessment panel after satisfying itself that (a) and (b) are in order and such approval should be final.
2. To receive management reporting of acceptance of offer approved in the Head Office by a Director in exercising Special Authority for Urgent Direct Purchase.

Note: Under the prevailing Hospital Authority Procurement and Materials Management Manual approved by the Board, the schedule of authority limits in respect of the Main Tender Board includes approval of tender exceeding \$1.5 million centrally coordinated by Hospital Authority Head Office, or exceeding \$4.5 million for those arranged by the clusters / hospitals.

## Focus of Work in 2015-16

In 2015-16, the Main Tender Board (MTB) met 24 times to consider a total of 638 tender papers for procurement of supplies and services with value of over \$1.5 million for HA Head Office, and above \$4.5 million for clusters and hospitals. Tenders for procurement of supplies mainly covered purchases of pharmaceutical products, medical and laboratory equipment and their consumables, whereas service tenders were mainly related to hospital domestic and supporting services, maintenance of medical and laboratory equipment, information technology systems and maintenance services and data hosting facilities. Capital works tenders were mainly concerned with hospital redevelopment projects and minor works improvements for maintenance of hospital premises. During the year, Members of MTB sought clarifications or made suggestions for the management to follow up on 10 tender papers. Actions were taken accordingly and all tender papers were finally approved.

As a good corporate governance practice, MTB conducted a self-assessment exercise in reviewing its activities in the past year according to its Terms of Reference.

## 職權範圍

1. 根據醫管局大會授予的執行權限，審議及批核醫管局的採購投標及合約更改，包括：
  - (a) 檢視及確定評估小組所作的建議；
  - (b) 檢視評估小組在甄選過程中採用的程序及準則；
  - (c) 在確立上述 (a) 及 (b) 項為適切後，就評估小組的甄選作最終批核。
2. 聽取有關審批直接採購合約的管理匯報，該等合約已獲總辦事處總監行使「緊急直接採購特別權力」批核。

註：根據大會批核的《醫院管理局採購及物料管理手冊》，現時中央投標委員會的權限範圍包括批核由醫管局總辦事處統籌 150 萬元以上的採購投標，或由聯網 / 醫院安排 450 萬元以上的採購投標。

## 2015-16 年度工作概況

在 2015-16 年度，中央投標委員會共召開 24 次會議，審議共 638 份採購物資和服務的投標文件，當中醫管局總辦事處每宗合約所涉價值為 150 萬元以上，而聯網及醫院每宗合約所涉價值則為 450 萬元以上。有關採購物資的投標主要涉及購買藥物、醫療及化驗設備與消耗品；服務採購的投標主要涉及醫院庶務及支援服務、醫療及化驗設備保養、資訊科技系統和保養及數據寄存設施；而基本工程的投標主要涉及醫院重建項目及醫院建築物保養小型改善工程。年內，委員會成員曾就 10 份投標文件要求管理層釐清或建議管理人員跟進。經跟進建議後，全部投標文件已獲通過。

為體現良好機構管治，委員會進行了自我評核，根據其職權範圍檢討過去一年的工作。



## Medical Services Development Committee 醫療服務發展委員會

### Membership List 成員名單

<b>Chairman</b> 主席	Prof Maurice YAP Keng-hung, JP 葉健雄教授
<b>Vice-Chairman</b> 副主席	Prof Diana LEE Tze-fan, JP (from 23.4.2015) 李子芬教授 (由 2015 年 4 月 23 日起)
<b>Members</b> 成員	Dr Constance CHAN Hon-ye, JP <i>Director of Health</i> 陳漢儀醫生 衛生署署長
	Mr William CHAN Fu-keung, BBS 陳富強先生
	Prof Francis CHAN Ka-leung, JP 陳家亮教授
	Mr HO Wing-yin (from 17.4.2015) 何永賢先生 (由 2015 年 4 月 17 日起)
	Dr KAM Pok-man 甘博文博士
	Prof Diana LEE Tze-fan, JP (up to 22.4.2015) 李子芬教授 (截至 2015 年 4 月 22 日)
	Ms Esther LEUNG Yuet-yin, JP / Ms Karyn CHAN (up to 26.4.2015) / Miss Bella MUI (from 27.4.2015) (representing the Secretary for Financial Services and the Treasury) 梁悅賢女士 / 陳靜婉女士 (截至 2015 年 4 月 26 日) / 梅品雅女士 (由 2015 年 4 月 27 日起) (代表財經事務及庫務局局長)
	Prof Gabriel Matthew LEUNG, GBS, JP 梁卓偉教授
	Dr LEUNG Pak-yin, JP, <i>Chief Executive</i> 梁栢賢醫生 行政總裁
	Prof Raymond LIANG Hin-suen, SBS, JP 梁憲孫教授
	Dr PANG Yiu-kai, GBS, JP 彭耀佳博士
	Mr Charlie YIP Wing-tong (from 18.8.2015) 葉永堂先生 (由 2015 年 8 月 18 日起)
	Mr Richard YUEN Ming-fai, GBS, JP <i>Permanent Secretary for Food and Health (Health)</i> 袁銘輝先生 食物及衛生局常任秘書長 (衛生)

### Terms of Reference

1. Examine, review and make recommendations on the changing needs of the community in respect of clinical services provided by public hospitals and institutions;
2. Advise and make recommendations on the overall policies, directions and strategies relating to the provision, planning and development of the public hospitals and related services, having regard to the availability of technology, staff and other resources and the need to provide a patient-centred, outcome-focused quality healthcare service by a knowledge-based organisation;

### 職權範圍

1. 審查及檢討市民對公立醫院和機構所提供的、不斷變化的醫療服務需求，並作出建議；
2. 根據現行可提供的科技、職員人手及其他資源，並顧及作為知識為本機構所需提供的「以病人及成效為中心」的優質醫護服務，就提供、規劃及發展公立醫院及相關服務的整體政策、方針和策略，提供意見及作出建議；





3. Consider and make recommendations on the overall priorities for the planning and development of the public hospitals and related services in order to ensure an optimal utilisation of available resources;
4. Consider, review and make recommendations on any other matters related to the planning and development of the public hospitals and related services;
5. Consider periodically matters relating to risk, risk management and risk mitigation relevant to medical services development; and
6. Exercise powers delegated by the Board on the following matters:
  - (a) approve the scope of coverage of the Samaritan Fund as recommended by the Management Committee of the Samaritan Fund,
  - (b) approve clinical service plans on specialty services and redevelopment projects, except those involving decisions on financial provisions.

3. 審議規劃發展公立醫院及相關服務的整體優先次序，並作出建議，確保最有效地運用所獲資源；
4. 審議及檢討規劃發展公立醫院及相關服務的任何其他事宜，並作出建議；
5. 定期審議醫療服務發展範疇的相關風險、風險管理及風險緩減事宜；及
6. 就以下事宜行使醫院管理局大會授予的權力：
  - (a) 批核撒瑪利亞基金管理委員會建議的基金涵蓋範圍；
  - (b) 批核專科服務及重建項目的臨床服務計劃，惟涉及財政撥款的決定者除外。

### Focus of Work in 2015-16

In 2015-16, the Committee met six times to discuss issues relating to the planning, development and management of clinical services. In support of the corporate strategy and policy development of HA, the Committee considered and deliberated on the formulation of the HA Strategic Plan 2017-2022. To map out the guiding principles, models of care and planned future service directions, the Committee discussed and considered the respective clinical services plans for the New Territories East Cluster and the New Territories West Cluster; strategic framework for rehabilitation services; service organisation after the termination of HA's management and operation of the Rehabaid Centre; development of the Integrated Chinese-Western Medicine pilot programme; and community psychiatric services for patients with severe mental illness. Besides, the Committee received briefings on service development of the Hong Kong Children's Hospital and the commissioning of the Tin Shui Wai Hospital. The Committee also noted the services provided by the Maggie's Cancer Caring Centre Hong Kong and by the Centre for Healthy Life in Tuen Mun Hospital.

The Committee considered and gave advice on a wide range of clinical management issues. Subjects considered in 2015-16 included the introduction of new drugs and indications to be covered by the Samaritan Fund from 2015-16. Enhancing clinical risk management and clinical governance as well as implementing continuous quality improvement systems were of high importance. The Committee considered various matters relating to patient safety and risk management, including HA's Sentinel Events and Serious Untoward Events Policy; mechanism for the safe introduction of new procedures / technology; medical device management; and credentialing and defining scope of practice in HA. It also kept a close eye on winter surge preparation; development and monitoring of Clinical Service key performance indicators as well as the patient service and care risks and the proposed risk reduction plans for 2016. In response to the recommendations of HA Review on service provision as well as quality and safety, the Committee gave comments on the proposed action items and received regular reports on individual action items including Specialist Outpatient Clinic waiting time management. It was also briefed on blood donation policy for donors with history of men who had sex with men; and access to HA hospitals / clinics by visually impaired persons with guide dogs.

### 2015-16 年度工作概況

在 2015-16 年度，醫療服務發展委員會共召開六次會議，討論臨床服務的規劃、發展及管理事宜。為支援醫管局的機構策略和政策發展，委員會考慮及討論醫管局 2017 至 2022 年策略規劃。委員會亦考慮及審議新界東及新界西醫院聯網臨床服務計劃的制訂、康復服務策略、復康專科及資源中心終止由醫管局管理後的服務重整及運作、中西醫協作先導計劃的發展，以及嚴重精神病患者社區精神科服務，以制訂指導原則和服務模式，規劃未來的服務發展。此外，委員會獲報告有關香港兒童醫院的服務發展及天水圍醫院啟用計劃。委員會亦備悉香港銘琪癌症關顧中心和屯門醫院健康生活中心提供的服務。

委員會審議不同醫療管理事宜，並提供意見。2015-16 年度審議的事項包括撒瑪利亞基金在 2015-16 年度起納入新藥及適應症。加強臨床風險管理和臨床管治，以及推行持續質素提升的系統至為重要。委員會考慮多項關於病人安全和風險管理的事項，包括醫管局醫療風險警示事件及重要風險事件政策、安全引進新醫療程序 / 科技的機制、醫療儀器管理、醫管局資歷認證及確定臨床實務範圍制度框架。委員會亦密切監察冬季流感服務高峰期的應對準備、臨床服務主要表現指標的發展和監察，以及 2016 年病人服務及治療風險與風險防範計劃建議。因應醫管局檢討督導委員會就有關服務提供及質素和安全所提的建議，委員會為醫管局的行動計劃提供意見，並收閱個別行動措施的定期報告，包括專科門診輪候時間管理。委員會亦備悉有關曾發生同性性行為的男性捐血者的捐血政策，以及視障人士帶同導盲犬到醫管局醫院 / 診所的安排。

The Committee received progress reports of various clinical programmes, including the Service Management Report of the Chinese Medicine Centres for Research and Training under the tripartite arrangement; HA Patient Experience and Satisfaction Survey on Specialist Outpatient Service; Patient Empowerment Programme; breastfeeding promotion; and the various clinical public-private partnership (PPP) programmes. The Committee also noted the Government's plan of allocating a \$10 billion endowment fund for PPP initiatives to HA as announced in the 2015-16 Budget Speech.

As a good corporate governance practice, the Committee conducted a self-assessment exercise in reviewing its activities in the past year according to its Terms of Reference.

委員會收閱各項臨床服務計劃的進展報告，包括三方合作模式中醫教研中心的服務管理報告、醫管局專科門診病人經驗及服務滿意度調查、病人自強計劃、母乳餵哺推廣，以及各項臨床公私營協作計劃的進展。委員會亦備悉政府在2015至16年度財政預算案宣布設立100億元基金予醫管局推動公私營協作計劃的安排。

為體現良好機構管治，委員會進行了自我評核，根據其職權範圍檢討過去一年的工作。



## Public Complaints Committee

### 公眾投訴委員會

#### Membership List

##### 成員名單

##### Chairman

###### 主席

Mr Ricky FUNG Choi-cheung, SBS, JP\*

馮載祥先生 \*

##### Vice-Chairman

###### 副主席

Prof Raymond LIANG Hin-suen, SBS, JP\*

梁憲孫教授 \*

##### Members

###### 成員

Rev Canon Dr Alan CHAN Chor-choi (*up to 30.11.2015*)

陳佐才法政牧師 (截至2015年11月30日)

Dr Jane CHAN Chun-kwong

陳真光醫生

Mr CHAN Shu-ying, SBS, JP (*up to 30.11.2015*)

陳樹鏌先生 (截至2015年11月30日)

Ms Christine Barbara CHAN So-han, BBS

陳素嫻女士

Mr CHAN Wing-kai

陳永佳先生

Dr Jinghan CHEN (*from 1.12.2015*)

陳靜涵博士 (由2015年12月1日起)

Ms Peggy CHING Pui-ki

程佩琪女士

Mr CHOI Chi-sum

蔡志森先生

Rev Dr Andrew CHOI Chung-ho (*from 1.12.2015*)

蔡宗灝牧師 (由2015年12月1日起)

Mr Antonio CHU Lok-sang (*up to 30.11.2015*)

朱樂生先生 (截至2015年11月30日)

Prof Joanne CHUNG Wai-yee (*up to 30.11.2015*)

鍾慧儀教授 (截至2015年11月30日)

Mr HO Sau-him

何守謙先生

Mr Herman HUI Chung-shing, SBS, MH, JP

許宗盛先生

Mr Samuel HUI Kwok-ting

許國定先生

Mr Joe KWOK Jing-keung, SBS, FSDSM

郭晶強先生

Mr KWOK Leung-ming, SBS, CSDSM

郭亮明先生

Mr Alex LAM Chi-yau

林志焄先生

Mr Andy LAU Kwok-fai (*passed away on 17.4.2015*)

劉國輝先生 (於2015年4月17日辭世)

Dr Robert LAW Chi-lim\*

羅致廉醫生\*

Dr Agnes LAW Koon-chui, JP

羅觀翠博士

Mr Peter LEE Shung-tak, BBS, JP (*from 1.12.2015*)

李崇德先生 (由2015年12月1日起)



Ms Maggie LEUNG Yee-mei

梁綺眉女士

Dr MAK Sin-ping, BBS\* (up to 30.11.2015)

麥倩屏醫生\* (截至2015年11月30日)

Ms Manbo MAN Bo-lin, MH (from 1.12.2015)

文保蓮女士 (由2015年12月1日起)

Mr Simon MOK Sai-man, MH

莫世民先生

Prof WAN Chin-chin

尹葉芊芊教授

Mrs Elizabeth WONG YEUNG Po-wo, MBE (up to 30.11.2015)

黃楊寶和女士 (截至2015年11月30日)

Mr Paul WU Wai-keung (from 1.12.2015)

胡偉強先生 (由2015年12月1日起)

Ms Lina YAN Hau-yee, MH, JP

殷巧兒女士

Ms Agnes Garman YEH (from 1.12.2015)

葉嘉雯女士 (由2015年12月1日起)

Ms Lisa YIP Sau-wah, JP\*

葉秀華女士\*

Mr Charlie YIP Wing-tong (from 11.9.2015)

葉永堂先生 (由2015年9月11日起)

\* Panel Chairman

\* 小組主席

## Terms of Reference

1. The Public Complaints Committee (PCC) is the final complaint redress and appeal body of the Hospital Authority ("HA").
2. The PCC shall independently :
  - (a) consider and decide upon complaints from members of the public who are dissatisfied with the response of the HA/hospital to which they have initially directed their complaints;
  - (b) monitor HA's handling of complaints.
3. Pursuant to Para 2 above, the PCC shall independently advise and monitor the HA on the PCC's recommendations and their implementation.
4. In handling complaint cases, the PCC shall follow the PCC Complaint Handling Guidelines (Annex) which may be amended from time to time.
5. The PCC shall from time to time and at least once a year, make reports to the HA Board and public, including statistics or raising important issues where applicable.

## 職權範圍

1. 公眾投訴委員會(委員會)是醫院管理局(醫管局)內最終的投訴處理及上訴機制;
2. 委員會須獨立地:
  - (a) 審議及裁決公眾人士的投訴, 這些投訴最初向醫管局/醫院提出, 但投訴人對有關回覆不滿意; 以及
  - (b) 監察醫管局對投訴的處理;
3. 為執行上述第2段所述職能, 委員會會獨立地向醫管局提出建議, 並監察建議的推行;
4. 委員會在處理投訴個案時, 須依循委員會不時修訂的投訴處理指引(附件); 及
5. 委員會須定期並至少每年一次向醫管局大會及公眾人士匯報工作, 包括提交有關的統計數字或重要議題。





Annex

Guidelines on the handling of complaint cases in the Public Complaints Committee ("the PCC")

1. The PCC is an appeal body within the Hospital Authority ("the HA") to consider appeals made by the public relating to its services. Based on its Terms of Reference, the following are guidelines set by the PCC to facilitate the handling of complaints.
2. The PCC shall not normally handle a complaint:
  - (a) if the complaint relates to services provided by the HA more than two years before the date of the lodging of the complaint, unless the PCC is satisfied that in the particular circumstances it is proper to conduct an investigation into such complaint not made within that period;
  - (b) if the complaint is made anonymously and/or the complainant cannot be identified or traced;
  - (c) if the complainant has failed to obtain the proper consent of the patient, to whom the services were provided, in the lodging of the complaint (this restriction will not be applicable if the patient has died or is for any reason unable to act for himself or herself);
  - (d) if the subject matter of the complaint has been referred to or is being considered by the coroner;
  - (e) if the complaint relates to a matter for which a specific statutory complaint procedure exists;
  - (f) if the complainant or the patient concerned has instituted legal proceedings, or has indicated that he/she will institute legal proceedings, against the HA, the hospital or any persons who provided the services (in any event, the Committee shall not entertain any request for compensation);
  - (g) if the complaint relates to dispute over the established policies of HA, for example fees charging policy of the HA in respect of its services;
  - (h) if the complaint relates to an assessment made by a medical staff pursuant to any statutory scheme whereas such scheme provides for a channel of appeal, for example, the granting of sick leave under the provisions of the Employees' Compensation Ordinance, Cap. 282;
  - (i) if the complaint relates to personnel matters or contractual matters and commercial matters;
  - (j) if the PCC considers that the complaint is frivolous or vexatious or is not made in good faith; or
  - (k) if the complaint, or a complaint of a substantially similar nature, has previously been the subject matter of a complaint which had been decided upon by the PCC.
3. Taking into account the following:
  - (a) the disclosure of legal privileged documents in an open hearing;
  - (b) the disclosure of personal data in an open hearing;
  - (c) the PCC is not a judicial or quasi-judicial body;
  - (d) an aggrieved party has other channels to seek redress; and
  - (e) the PCC should not duplicate the functions of other institutions such as the courts or the Medical Council;the PCC considers that its meetings shall not be open to the public.

附件

公眾投訴委員會(委員會)處理投訴個案指引

1. 委員會是醫院管理局(醫管局)內的上訴機構，負責考慮公眾人士對醫管局服務的上訴。委員會按其職權範圍，制訂了以下投訴處理指引。
2. 如有以下情形，委員會通常不會受理有關投訴：
  - (a) 在醫管局提供服務後超過兩年，投訴人方才就該項服務提出投訴。但如委員會信納在某一個案的特別情況下，對該逾期提出的投訴進行調查是恰當者，則屬例外；
  - (b) 匿名投訴及/或投訴人無從識別或下落不明；
  - (c) 投訴人於提出投訴時，未有取得病人(有關服務對象)同意(但假如病人已逝世或因任何理由未能自己作主，則本限制並不適用)；
  - (d) 投訴的主要內容已轉交或正由死因裁判官考慮或審裁；
  - (e) 投訴涉及事宜已有既定法定申訴程序處理；
  - (f) 投訴人或有關病人已採取法律行動，或已表示將向醫管局、有關醫院或提供有關服務的任何人士採取法律行動(無論如何，委員會都不會受理任何索償的要求)；
  - (g) 投訴涉及醫管局既定政策的爭議，例如醫管局服務的收費政策；
  - (h) 投訴關乎醫護人員根據任何法定計劃所作的醫療評估，而該等計劃本身已有既定上訴渠道，例如根據香港法例第282章僱員補償條例規定簽發病假；
  - (i) 關於人事問題、合約或商業事宜的投訴；
  - (j) 瑣屑無聊、無理取鬧，或並非出於真誠的投訴；或
  - (k) 投訴或性質極為相近的投訴，屬委員會早前已裁決個案的主要內容。
3. 委員會經考慮下列因素後，認為其會議不應向公眾公開：
  - (a) 公開會議會披露法律保密的文件；
  - (b) 公開會議會披露有關人士的個人資料；
  - (c) 委員會並非司法或類似司法機構；
  - (d) 感到不平的一方尚有其他申訴渠道；及
  - (e) 委員會功能不應和其他機構(如法庭或醫務委員會)重疊。



4. In considering the merits of a complaint, the PCC may from time to time obtain expert opinion by medical professionals or other experts relating to the subject matter of the complaint. If the PCC considers appropriate, it may also invite the complainant, the patient, the medical staffs or any other relevant persons to attend an interview.

(The above Guidelines on the handling of complaint cases may be amended from time to time as appropriate.)

4. 於考慮投訴的是非曲直時，委員會可就投訴的主要內容，徵詢醫療專業或其他界別的專家意見。委員會如認為恰當，亦可約見投訴人、病人、醫療人員或其他有關人士。

(委員會可視乎情況不時修訂上述投訴處理指引。)

#### Focus of work in 2015-16

In 2015-16, the Public Complaints Committee held 19 meetings and handled a total of 320 cases, of which 244 were related to medical services, 30 related to administrative procedure, 43 related to staff attitude and three others. In addition to the handling of appeal cases, the Committee also advised on complaint handling policies to improve the efficiency and effectiveness of the Authority's complaints system, and make recommendations for system change and improvement of healthcare services. Regular internal and external communication programmes were conducted to enhance the transparency and credibility of the Authority's complaints system and the Committee as the final appeal body. Through its Secretariat, the Committee also shared important lessons learned for risk management and enhanced the complaint handling skills of frontline staff through regular specialist complaint management training including applied mediation skills training.

#### 2015-16年度工作概況

在2015-16年度，公眾投訴委員會共召開19次會議及處理320宗個案，其中244宗關於醫療服務、30宗關於行政程序、43宗關於員工態度、3宗屬其他投訴。委員會除處理上訴個案外，亦就投訴處理政策提供意見，以提升醫管局投訴處理機制的效率及成效，並就改善醫療系統及服務提出建議。委員會定期進行對內及對外溝通，提高醫管局投訴處理機制的透明度和公信力，並讓公眾認識委員會乃醫管局內公眾投訴的最終上訴架構。委員會亦透過秘書處分享經驗，促進風險管理，同時定期舉辦投訴處理專門訓練課程，其中包括應用調解技巧訓練，增強前線人員處理投訴的技巧。



## Staff Appeals Committee

### 職員上訴委員會

#### Membership List

##### 成員名單

##### Chairman

###### 主席

Mr Peter LO Chi-lik (*up to 30.11.2015*)

羅志力先生 (截至2015年11月30日)

Mr Lawrence LEE Kam-hung, BBS, JP (*from 1.12.2015*)

李金鴻先生 (由2015年12月1日起)

##### Members

###### 成員

Ms Quince CHONG Wai-yan, JP

莊偉茵女士

Mr Lawrence LEE Kam-hung, BBS, JP (*up to 30.11.2015*)

李金鴻先生 (截至2015年11月30日)

Mr Paul YU Shiu-tin, BBS, JP

余嘯天先生

#### Terms of Reference

1. To consider and decide upon appeals from staff members who have raised a grievance through the normal internal complaint channels and who wish to appeal against the decision made.
2. The Committee shall :
  - (a) consider whether the appeal cases need further investigation by the management;
  - (b) direct the appeal cases to be investigated;
  - (c) have access to all relevant information required from the management for making a decision;
  - (d) ensure that appropriate action is taken; and
  - (e) reply to the appellant;
3. The Committee's decision shall represent the Hospital Authority's decision and shall be final;
4. The Committee shall make annual reports to the Hospital Authority Board.

#### 職權範圍

1. 就曾透過正常內部渠道提出申訴而又不滿有關決定的職員上訴個案，進行審議及決定。
2. 委員會須
  - (a) 考慮上訴個案是否需由管理人員作進一步調查；
  - (b) 指令對上訴個案進行調查；
  - (c) 向管理人員取得所有有關資料，以使出決定；
  - (d) 確保已採取恰當的行動；及
  - (e) 回覆上訴人。
3. 委員會的決定即為醫院管理局的最終決定。
4. 委員會須每年向醫院管理局大會提交報告。

#### Focus of Work in 2015-16

The Committee serves to consider and decide on appeals from staff members who have raised a grievance and appeal through the normal internal complaint channels established in HA and who wish to make further appeal against the decision made. The membership of the Committee comprises individuals who are not staff members of HA. The Committee is required to submit an annual report to the HA Board.

In 2015-16, the Committee considered one appeal case carried forward from 2014-15. The Committee duly considered the appeal and concluded that it did not consider the conclusions made at the hospital/cluster levels were wrong or should be overturned. Observations by the Committee in the process of investigation were also conveyed to the hospital management for attention.

As a good corporate governance practice, the Committee conducted an annual self-assessment in reviewing its activities in the past year according to its Terms of Reference.

#### 2015-16年度工作概況

醫管局職員如已循既定渠道提出投訴但不滿有關裁決，並作出上訴，委員會會就這些上訴個案進行聆訊。委員會的成員全部均非醫管局的職員。委員會須向醫管局大會提交年度工作報告。

在2015-16年度，委員會審議一宗2014-15年度未完成處理的個案。委員會詳細審議有關上訴個案後，並不認為醫院/聯網層面的裁決有任何不妥或應推翻。委員會在調查過程中觀察所得的事項，已轉達有關的管理人員跟進。

為體現良好機構管治，委員會進行了自我評核，根據其職權範圍檢討過去一年的工作。



## Supporting Services Development Committee 支援服務發展委員會

### Membership List 成員名單

#### Chairman 主席

Mr CHENG Yan-kee, BBS, JP (*up to 30.11.2015*)  
鄭恩基先生 (截至 2015 年 11 月 30 日)

Ms Winnie NG (*from 1.12.2015*)  
伍穎梅女士 (由 2015 年 12 月 1 日起)

#### Vice-Chairman 副主席

Ms CHIANG Lai-yuen, JP (*up to 30.11.2015*)  
蔣麗婉女士 (截至 2015 年 11 月 30 日)

Mr WONG Kwai-huen, BBS JP (*from 1.12.2015*)  
王桂壠先生 (由 2015 年 12 月 1 日起)

#### Members 成員

Prof Edwin CHAN Hon-wan  
陳漢雲教授

Dr Andrew CHAN Ping-chiu, BBS  
陳炳釗博士

Mr CHENG Yan-kee, BBS, JP (*from 1.12.2015*)  
鄭恩基先生 (由 2015 年 12 月 1 日起)

Ms CHIANG Lai-yuen, JP (*from 1.12.2015*)  
蔣麗婉女士 (由 2015 年 12 月 1 日起)

Mr Lester Garson HUANG, JP  
黃嘉純先生

Dr KAM Pok-man  
甘博文博士

Mr Andy LAU Kwok-fai (*passed away on 17.4.2015*)  
劉國輝先生 (於 2015 年 4 月 17 日辭世)

Ms Angela LEE (*up to 13.4.2015*) / Miss Linda LEUNG (*from 13.4.2015*)  
(*representing the Permanent Secretary for Food and Health (Health)*)  
李頌恩女士 (截至 2015 年 4 月 13 日) / 梁嘉盈女士 (由 2015 年 4 月 13 日起)  
[ 代表食物及衛生局常任秘書長 (衛生) ]

Mr Peter LEE Kwok-wah  
李國華先生

Dr LEUNG Pak-yin, JP, *Chief Executive*  
梁栢賢醫生 行政總裁

Mr Gregory LEUNG Wing-lup, SBS  
梁永立先生

Ir Dr Hon LO Wai-kwok, SBS, MH, JP  
盧偉國博士

Ms Winnie NG (*up to 30.11.2015*)  
伍穎梅女士 (截至 2015 年 11 月 30 日)

Mr WONG Kwai-huen, BBS, JP (*up to 30.11.2015*)  
王桂壠先生 (截至 2015 年 11 月 30 日)

Mr Charlie YIP Wing-tong (*from 18.8.2015*)  
葉永堂先生 (由 2015 年 8 月 18 日起)

### Terms of Reference

1. Advise on the directions and policies related to the development of Business Support Services and Environmental Protection to best support clinical services delivery in the Hospital Authority;
2. Review and monitor the annual capital expenditure plan approved by the Hospital Authority Board;

### 職權範圍

1. 就發展業務支援服務及環境保護工作的方針和政策提供意見，務求最有效地支援醫院管理局 (醫管局) 的醫療服務；
2. 檢討及監察醫管局大會批核的周年資本開支計劃；



3. Review and advise on the implementation and monitoring of Capital Works Projects in the Hospital Authority;
  4. Review and advise on the new initiatives in Business Support Services such as improvements in supply chain management, equipment management, strategic outsourcing and public-private-partnership of non-core functions, and the development of supporting services for revenue generation;
  5. Advise on the adoption of better practices and industry innovations related to the planning and delivery of Business Support Services and implementation of Capital Works Projects in the Hospital Authority; and
  6. Consider periodically matters relating to risk, risk management and risk mitigation relevant to business support services and capital expenditure projects and other areas under the purview of the Committee.
3. 檢討醫管局基本工程項目的推行和監察，並提供意見；
  4. 檢討業務支援服務的新措施，例如改善供應鏈管理、設備管理、非核心服務的策略性外判及公私營協作，以及發展支援服務以增加收入，並提供意見；
  5. 就醫管局規劃和推行業務支援服務及基本工程項目時，採納業內更佳做法和創新，提供意見；
  6. 就業務發展及支援服務、資本開支項目及其他委員會職權範圍內的範疇，定期審議相關的風險、風險管理及風險緩減事宜。

### Focus of Work in 2015-16

In 2015-16, the Committee met four times to advise on directions and policies related to the development of Business Support Services and Capital Planning to best support clinical service delivery in HA. It endorsed the formulation of the HA strategic plan 2017-2022 on Business Support Services and Capital Planning projects. It reviewed reports on hospital security services and laundry management in HA. The Committee commented on the implementation of the Enterprise Asset Management for medical equipment and other non-IT asset items, and the outcomes of the enhancement of biomedical engineering services in 2013 to 2015. It received reports on the contracts with price adjustment approved via Authorise and Direct granted by the MTB, and the single tenders conducted in 2014-15. It also endorsed the proposed procurement approach for maintenance services of medical equipment in HA. The Committee followed through the replacement of medical and engineering equipment in 2015-16 and the plan for up to 2018-19. It examined the results and recommendations of the study on letting and administration of advertising sites in HA conducted by ICAC, as well as the audit commission on reducing and recycling of solid waste. It also revisited the key operational risks in relation to business support services, pharmaceutical supplies and capital planning.

The Committee endorsed the formulation of the annual capital expenditure plan for both major capital works projects and the one-off grant for minor works projects, and considered regular reports on the progress of major capital works projects. It examined the Ten-year Hospital Development Plan which involved the earmarked government funding of \$200 billion. It also reviewed reports on the asbestos survey and the latest updates on the barrier free access to HA facilities. It considered the results of the consultancy review of safety performance on capital works contracts, the results of the study of energy efficiency in Tuen Mun Hospital and supported the enhancement of IT system in minor works order processing. The Committee also received an assessment report on HA's project management of major capital works projects with reference to the report of the Independent Expert Panel on the Express Rail Link Project. It supported the legal recommendation in regard to the claims for trespass to the slope at Ruttonjee Hospital. It also reviewed the regular progress reports from the Capital Works Sub-Committee (CWSC) which was established under the Committee to oversee and advise on capital works / project related items. The Committee also approved the appointment and reappointments of CWSC membership.

As a good corporate governance practice, the Committee conducted a self-assessment exercise in reviewing its activities in the past year according to its Terms of Reference.

### 2015-16 年度工作概況

在 2015-16 年度，委員會共召開四次會議，就業務支援服務及基本工程規劃的發展方針及政策提供意見，務求為醫管局的醫療服務模式提供最適切的支援服務，並通過醫管局 2017 至 2022 年策略計劃中有關業務支援服務及基本工程規劃的各個項目。期間，委員會除檢討醫管局的醫院保安服務及洗衣服務管理外，亦就醫療設備及非資訊科技資產項目的資產管理執行情況提出意見，並審閱醫學工程服務於 2013 至 2015 年間的改善措施及其成效。委員會又收閱經由中央投標委員會授權批准調整合約價格的匯報以及 2014-15 年度所進行單一投標的報告，同時亦通過醫管局醫療設備保養服務的採購建議方案。另外，委員會亦跟進 2015-16 年度更換醫療及工程設備的進度及截至 2018-19 年度的有關規劃；並審閱廉政公署評估醫管局出租及管理轄下廣告位置的結果及建議、以及審計署就醫管局固體廢物減排及循環再造所提出的意見。此外，委員會亦檢討業務支援服務、藥物供應及基本工程規劃三個組別所涉及的各項主要運作風險。

另一方面，委員會又通過有關小型工程項目一筆過撥款及大型基本工程項目的年度資本開支預算，並定期審議各項大型基本工程項目的進展報告。委員會亦審閱政府預留 2,000 億元推行的醫院十年發展計劃，並收閱醫院使用石棉的狀況調查報告及設置無障礙通道的最新進展。委員會審閱有關基本工程合約承辦商安全表現的顧問檢討報告及屯門醫院能源效益評估結果；並支持改善處理小型工程訂單的電腦系統。委員會又收閱醫管局參照高鐵工程獨立專家小組報告而進行的大型基本工程項目管理評估，並對律敦治醫院就有關斜坡被侵佔申請索償的法律意見表示支持。委員會亦按時審閱轄下基本工程小組委員會的進展報告，該小組委員會負責審議基本工程及項目的相關事項。委員會亦通過委任及續委小組委員會成員名單。

為體現良好機構管治，委員會進行了自我評核，根據其職權範圍檢討過去一年的工作。



## Membership of Hospital Governing Committees 醫院管治委員會成員

### Alice Ho Miu Ling Nethersole Hospital 雅麗氏何妙齡那打素醫院

<b>Chairman</b> 主席	Rt Rev Dr Thomas S00 Yee-po, JP 蘇以葆主教
<b>Ex-officio members</b> 當然成員	Hospital Authority Chief Executive or his representative 醫院管理局行政總裁或其代表  Hospital Chief Executive 醫院行政總監
<b>Members</b> 成員	Mr Derek CHAN Man-foon 陳文寬先生  Bishop Rev Ben CHANG Chun-wa 張振華監督  Dr Jennifer CHEUNG NG Chui-yiu 張伍翠瑤博士  Mr CHEUNG Wing-fai, MH 張榮輝先生  Ms Michelle CHOW Yan-wai 周恩惠女士  Mr Richard FUNG Lap-chung 馮立中先生  Ms KO Sui-fun 高瑞芬女士  Prof Simon KWAN Shui-man 關瑞文教授  Mr Michael LAI Kam-cheung, BBS, MH, JP 賴錦璋先生  Mr Roger LEE Chee-wah 李志華先生  Dr Pamela LEUNG Ming-kuen, JP 梁明娟醫生  Mr John LI Kwok-heem, MH 李國謙先生  Mr Wilson MOK Yu-sang 莫裕生先生  Rev PO Kam-cheong 蒲錦昌牧師  Mr Herman TSOI Hak-chiu 蔡克昭先生  Dr WONG Fook-yee 王福義博士  Ms Peggy WONG Pik-kiu, BBS, MH, JP 黃碧嬌女士



## Bradbury Hospice 白普理寧養中心

### Chairman 主席

Dr Joseph LEE Man-ho  
李文豪醫生

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醫院管理局行政總裁或其代表

Hospital Chief Executive  
醫院行政總監

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陳重義博士

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Dr David KAN  
簡錦輝醫生

Dr Joey TANG Chung-yee  
鄧仲儀博士

Dr Vincent TSE Kin-chuen  
謝建泉醫生

Prof Thomas WONG Kwok-shing, JP  
汪國成教授

Mr Paul WU Wai-keung  
胡偉強先生

Ms Nora YAU Ho-chun, MH, JP  
邱可珍女士





## Caritas Medical Centre

### 明愛醫院

#### Chairman

主席

Prof David CHEUNG Lik-ching

張力正教授

#### Ex-officio members

當然成員

Hospital Authority Chief Executive or his representative

醫院管理局行政總裁或其代表

Hospital Chief Executive

醫院行政總監

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陳智豪博士

Mr CHAN Wai-ming, MH

陳偉明先生

Dr Denis CHANG Khen-lee, JP

張健利博士

Mr Augustine CHOI Chi-wa, BBS

蔡志華先生

Mr CHOW Yick-hay, BBS, JP

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Dr Daniel FANG Tak-sang

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The Most Rev Michael YEUNG Ming-cheung

楊鳴章主教

Rev Joseph YIM Tak-lung

閻德龍神父



## Castle Peak Hospital & Siu Lam Hospital 青山醫院及小欖醫院

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主席

Mr CHAN Bing-woon, SBS, JP

陳炳煥先生

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當然成員

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醫院管理局行政總裁或其代表

Hospital Chief Executive

醫院行政總監

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溫麗友女士

Dr Jimmy WONG Chi-ho, SBS, JP

王賜豪醫生

Prof Thomas WONG Kwok-shing, JP

汪國成教授



## Cheshire Home, Chung Hom Kok 春磡角慈氏護養院

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主席

Dr Albert WONG Chi-chiu

王志釗醫生

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Hospital Chief Executive

醫院行政總監

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成員

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周慧思女士

Mr Hilbert KA Ping-wah (*resigned on 30.12.2015*)

賈秉華先生(於2015年12月30日辭任)

Ms Betty KO Lan-fun

高蘭芬女士

Dr Bernard KONG Ming-hei

江明熙醫生

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莫珍妮女士

Mr Simon TAM Chi-ming (*resigned on 29.4.2015*)

譚智明先生(於2015年4月29日辭任)

Dr Paul YOUNG Tze-kong, JP

楊子剛博士



## Cheshire Home, Shatin 沙田慈氏護養院

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周慧思女士

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黎勁竹女士

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李子芬教授

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梁萬福醫生 (由2015年10月22日起)

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伍杏修先生

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潘新標先生



## Grantham Hospital

葛量洪醫院

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藍義方先生

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## Haven of Hope Hospital 靈寶醫院

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## Hong Kong Buddhist Hospital 香港佛教醫院

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Ven SIK Hin-hung

釋衍空法師

Ven SIK Hong-ming

釋宏明法師

Ven SIK Ku-tay

釋果德法師

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釋道平法師

Ven SIK Yin-chi

釋演慈法師

Ms WAN Yee-ling

溫綺玲居士

Dr WONG Kam-chiu, MH

黃錦超博士



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盧重興先生

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黃以謙醫生



## Hong Kong Red Cross Blood Transfusion Service

### 香港紅十字會輸血服務中心

#### Chairman

主席

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蔡永忠先生

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蘇婉嫻女士

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丘李賜恩女士

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袁漢榮先生



## Kwai Chung Hospital & Princess Margaret Hospital 葵涌醫院及瑪嘉烈醫院

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莊偉茵女士

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Mr Stanley CHEUNG Tak-kwai

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Mr WONG Yiu-chung, MH

黃耀聰先生

Mr Jason YEUNG Chi-wai

楊志威先生



## Kwong Wah Hospital & TWGHs Wong Tai Sin Hospital 廣華醫院及東華三院黃大仙醫院

### Chairman

主席

Ms Maisy HO, BBS

何超蓮女士

### Ex-officio members

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Hospital Chief Executive

醫院行政總監

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Mrs Katherine MA

馬陳家歡女士

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蘇祐安先生 (由2015年4月8日起)

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施榮恆先生

Mr Sunny TAN

陳祖恒先生

Ms Wendy TSANG Wan-man

曾韻雯女士

Dr Ken TSOI Wing-sing

蔡榮星博士

Mr Vinci WONG

王賢誌先生

Mr Stephen YUEN Kwok-keung

袁國強先生



## MacLehose Medical Rehabilitation Centre 麥理浩復康院

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錢平醫生

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醫院行政總監

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Mr Sammy NG Wai-tong

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Mr Adrian WONG Koon-man, BBS, MH, JP

黃冠文先生

Mr David YAU Po-wing

游寶榮先生

Mr YU See-ho

余斯好先生





## North District Hospital 北區醫院

**Chairman**  
主席

Ms CHIANG Lai-yuen, JP  
蔣麗婉女士

**Ex-officio members**  
當然成員

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醫院行政總監

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Mr HUNG Siu-ling  
洪少陵先生

Mr LIU Sui-biu  
廖瑞彪先生

Mr MA Ching-nam, JP  
馬清楠先生

Ir George PANG Chun-sing, MH  
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蘇祐安先生 (由2015年4月8日起)

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劉國輝先生 (於2015年4月17日辭世)

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曾永華先生 (截至2016年1月1日)

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仇振輝先生

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# Public Feedback Statistics

## 公眾意見統計

### Complaint / Appreciation Received (1.4.2015 – 31.3.2016)

投訴 / 讚揚數字 (2015年4月1日 – 2016年3月31日)

Public Complaints Committee 公眾投訴委員會	
Nature of cases 個案性質	Number of appeal cases 上訴個案數字
Medical services 醫療服務	244
Staff attitude 職員態度	43
Administrative procedure 行政程序	30
Others 其他	3
<b>Total number of appeal cases handled 處理上訴個案總數</b>	<b>320</b>

Hospital Complaint / Feedback / Appreciation Statistics 醫院投訴 / 意見 / 讚揚統計			
Nature of complaint / feedback / appreciation cases 投訴 / 意見 / 讚揚個案性質	Complaint received 投訴數字	Feedback received 意見數字	Appreciation received 讚揚數字
Medical services 醫療服務	1,561	3,529	23,413
Staff attitude 職員態度	635	2,634	14,041
Administrative procedure 行政程序	390	2,505	1,683
Overall performance 整體表現	190	1,844	715
Others 其他	32	638	9,569
<b>Total number of hospital complaint / feedback / appreciation 醫院投訴 / 意見 / 讚揚總數</b>	<b>2,808</b>	<b>11,150</b>	<b>49,421</b>

GOPC* Complaint / Feedback / Appreciation Statistics 普通科門診診所投訴 / 意見 / 讚揚統計			
Nature of complaint / feedback / appreciation cases 投訴 / 意見 / 讚揚個案性質	Complaint received 投訴數字	Feedback received 意見數字	Appreciation received 讚揚數字
Medical services 醫療服務	91	260	1,970
Staff attitude 職員態度	97	270	1,300
Administrative procedure 行政程序	31	279	119
Overall performance 整體表現	7	94	147
Others 其他	10	14	466
<b>Total number of complaint / feedback / appreciation received by GOPC 普通科門診診所投訴 / 意見 / 讚揚總數</b>	<b>236</b>	<b>917</b>	<b>4,002</b>

\* General outpatient clinics

## Statistics of the Controlling Officer's Report 管制人員報告統計數字

The Hospital Authority generally achieved its performance targets in 2015-16. The volume of patient care activities across the full range of services in 2015-16 is comparable to the level in 2014-15.

醫院管理局大致上達到二零一五至一六年度的服務表現目標。二零一五至一六年度各類病人醫護服務的整體服務量與二零一四至一五年度的水平相若。

The key activity data in respect of the Hospital Authority are:

有關醫院管理局服務的主要數據如下：

	2014-15	2015-16
<b>(I) Access to services 可取用的服務</b>		
<b>inpatient services 住院服務</b>		
no. of hospital beds (as at 31 March) 醫院病床數目 (截至三月三十一日)		
general (acute and convalescent) 普通科 (急症及康復)	21,337	21,587
infirmary 療養科	2,041	2,041
mentally ill 精神科	3,607	3,607
mentally handicapped 智障科	660	660
overall 總計	27,645	27,895
<b>ambulatory and outreach services 日間及外展服務</b>		
accident and emergency (A&E) services 急症室服務		
percentage of A&E patients within target waiting time 在目標輪候時間內獲處理的急症病人的百分率		
triage I (critical cases - 0 minute) (%) 第 I 類別 (危殆個案 - 0 分鐘) (%)	100	100
triage II (emergency cases - 15 minutes) (%) 第 II 類別 (危急個案 - 15 分鐘) (%)	97	97
triage III (urgent cases - 30 minutes) (%) 第 III 類別 (緊急個案 - 30 分鐘) (%)	75	78
specialist outpatient services 專科門診服務		
median waiting time for first appointment at specialist clinics 專科診所新症輪候時間中位數		
first priority patients 第一優先就診病人	< 1 week 星期	< 1 week 星期
second priority patients 第二優先就診病人	5 weeks 星期	5 weeks 星期
rehabilitation and geriatric services (as at 31 March) 康復及老人科服務 (截至三月三十一日)		
no. of community nurses 社康護士數目	468	477
no. of geriatric day places 老人科日間醫院名額	639	659
psychiatric services (as at 31 March) 精神科服務 (截至三月三十一日)		
no. of community psychiatric nurses 精神科社康護士數目	129	130
no. of psychiatric day places 精神科日間醫院名額	889	889



	2014-15	2015-16
<b>(II) Delivery of services 所提供的服務</b>		
<b><i>inpatient services</i> 住院服務</b>		
no. of discharges and deaths 住院病人出院人次及死亡人數		
general (acute and convalescent) 普通科 (急症及康復)	1,035,951	1,055,887
infirmary 療養科	3,501	3,511
mentally ill 精神科	17,140	17,440
mentally handicapped 智障科	531	487
overall 總計	1,057,123	1,077,325
no. of patient days 病人住院日次		
general (acute and convalescent) 普通科 (急症及康復)	5,937,588	6,112,117
infirmary 療養科	510,633	509,730
mentally ill 精神科	935,336	936,376
mentally handicapped 智障科	201,122	198,958
overall 總計	7,584,679	7,757,181
bed occupancy rate (%) 病床住用率 (%)		
general (acute and convalescent) 普通科 (急症及康復)	88	89
infirmary 療養科	88	88
mentally ill 精神科	71	71
mentally handicapped 智障科	85	82
overall 總計	85	86
average length of stay (days)* 平均住院時間 (日)*		
general (acute and convalescent) 普通科 (急症及康復)	5.7	5.8
infirmary 療養科	141	129
mentally ill 精神科	57	54
mentally handicapped 智障科	420	334
overall 總計	7.3	7.2
<b><i>ambulatory and outreach services</i> 日間及外展服務</b>		
day inpatient services 日間住院病人服務		
no. of discharges and deaths 出院人次及死亡人數	571,563	589,623
A&E services 急症室服務		
no. of attendances 就診人次	2,222,901	2,236,456
no. of attendances per 1,000 population 每千人口的就診人次	307	306
no. of first attendances for 首次就診人次分流		
triage I 第 I 類別	19,353	19,830
triage II 第 II 類別	41,344	43,840
triage III 第 III 類別	677,457	694,114
specialist outpatient services 專科門診服務		
no. of specialist outpatient (clinical) new attendances 專科門診 (臨床) 新症就診人次	712,500	724,585
no. of specialist outpatient (clinical) follow-up attendances 專科門診 (臨床) 舊症覆診人次	6,479,280	6,585,747
total no. of specialist outpatient (clinical) attendances 專科門診 (臨床) 就診總人次	7,191,780	7,310,332



	2014-15	2015-16
primary care services 基層醫療服務		
no. of general outpatient attendances 普通科門診就診人次	5,905,262	5,984,576
no. of family medicine specialist clinic attendances 家庭醫學專科門診就診人次	289,048	289,124
total no. of primary care attendances 基層醫療就診總人次	6,194,310	6,273,700
rehabilitation and palliative care services 康復及紓緩護理服務		
no. of rehabilitation day and palliative care day attendances 康復及紓緩護理日間服務就診人次	87,250	91,189
no. of home visits by community nurses 社康護士家訪次數	861,961	855,449
no. of allied health (community) attendances 專職醫療(社區)就診人次	33,165	35,373
no. of allied health (outpatient) attendances 專職醫療(門診)就診人次	2,428,470	2,531,869
geriatric services 老人科服務		
no. of outreach attendances 接受外展服務人次	642,176	637,777
no. of geriatric elderly persons assessed for infirmity care service 接受療養服務評核的長者人數	1,637	1,560
no. of geriatric day attendances 老人科日間醫院就診人次	144,138	149,601
no. of Visiting Medical Officer attendances 接受到診醫生治療人次	113,591	109,544
psychiatric services 精神科服務		
no. of psychiatric outreach attendances 接受精神科外展服務人次	280,120	282,735
no. of psychiatric day attendances 精神科日間醫院就診人次	219,163	223,781
no. of psychogeriatric outreach attendances 接受老人精神科外展服務人次	95,219	97,503
<b>(III) Quality of services 服務質素</b>		
no. of hospital deaths per 1,000 population^ 每千人口中病人在醫院死亡人數^	3.1	3.1
unplanned readmission rate within 28 days for general inpatients (%) 普通科住院病人在出院後 28 天內未經預約再入院率 (%)	10.4	10.6



	2014-15	2015-16
<b>(IV) Cost of services 服務成本</b>		
<b>cost distribution 成本分布</b>		
cost distribution by service types (%) 按服務類別劃分的成本分布百分率 (%)		
inpatient 住院服務	54.5	54.4
ambulatory and outreach 日間及外展服務	45.5	45.6
cost by service types per 1 000 population (HK\$Mn) 每千人口按服務類別劃分的服務成本 (港幣百萬元)		
inpatient 住院服務	3.9	4.1
ambulatory and outreach 日間及外展服務	3.2	3.5
cost of services for persons aged 65 or above 65 歲或以上人士的服務成本		
share of cost of services (%) 服務所佔總成本的百分率 (%)	46.2	46.9
cost of services per 1 000 population (HK\$Mn) 每千人口的服務成本 (港幣百萬元)	22.3	23.3
<b>unit costs 單位成本</b>		
<b>inpatient services 住院服務</b>		
cost per inpatient discharged (HK\$) 每名出院病人的成本 (港元)		
general (acute and convalescent) 普通科 (急症及康復)	23,830	25,270
infirmary 療養科	214,440	223,210
mentally ill 精神科	134,820	138,840
mentally handicapped 智障科	530,550	622,120
cost per patient day (HK\$) 病人每日成本 (港元)		
general (acute and convalescent) 普通科 (急症及康復)	4,600	4,830
infirmary 療養科	1,470	1,540
mentally ill 精神科	2,470	2,590
mentally handicapped 智障科	1,400	1,520
<b>ambulatory and outreach services 日間及外展服務</b>		
cost per A&E attendance (HK\$) 急症室每次診症的成本 (港元)	1,140	1,230
cost per specialist outpatient attendance (HK\$) 專科門診每次診症的成本 (港元)	1,130	1,190
cost per general outpatient attendance (HK\$) 普通科門診每次診症的成本 (港元)	410	445
cost per family medicine specialist clinic attendance (HK\$) 家庭醫學專科門診每次診症的成本 (港元)	1,100	1,130
cost per outreach visit by community nurse (HK\$) 社康護士每次外展服務的成本 (港元)	490	535
cost per psychiatric outreach attendance (HK\$) 精神科外展服務每次的成本 (港元)	1,440	1,550
cost per geriatric day attendance (HK\$) 老人科日間醫院每次服務的成本 (港元)	1,900	1,960
fee waivers ~ 收費減免 ~		
percentage of Comprehensive Social Security Assistance (CSSA) fee waiver (%) 綜合社會保障援助 (綜援) 收費減免百分率 (%)	19.2	18.5
percentage of non-CSSA fee waiver (%) 非綜援收費減免百分率 (%)	5.8	6.2

## Notes :

\* Derived by dividing the sum of length of stay of inpatients by the corresponding number of inpatients discharged and treated.

^ Refers to the standardised hospital death rate covering inpatient and day inpatient deaths in Hospital Authority hospitals in a particular year. The standardised rate, as a standard statistical technique to facilitate comparison over years, is calculated by applying the Hospital Authority age-specific hospital death rate in that particular year to the "standard" population in mid-2001.

~ Refers to the amount waived as percentage to total charge.

## 備註 :

\* 按住院病人住院時間總數除以相對的住院病人出院及接受治療人數計算。

^ 指某一年度涵蓋醫管局轄下醫院住院及日間住院病人死亡人數的標準化死亡率。有關標準化死亡率是將醫管局在該年度各個年齡組別的醫院病人死亡率，套用於二零零一年年中的「標準」人口而計算出來的。這是一個標準的統計方法，有助比較不同年份的死亡率。

~ 指減免款額佔總收費的百分率。





## Statistics on Number of Beds, Inpatient, Accident & Emergency and Outpatient Services in 2015-16

### 2015-16 年度病床數目、住院服務、急症室服務及門診服務統計數字

Institution 機構	No. of hospital beds (as at 31 March 2016) <sup>2</sup> 醫院病床數目 (截至2016年 3月31日) <sup>2</sup>	Total IP & DP discharges and deaths 住院及日間 出院病人 出院人次及 死亡人數	Inpatient bed occupancy rate (%) 住院病人 病床住用率 (%)	Inpatient average length of stay (days) 住院病人 平均住院 時間(日)	Total A&E attendances 急症室 總就診人次	Total SOP (clinical) attendances <sup>3,4</sup> 專科門診 (臨床)就診 總人次 <sup>3,4</sup>	Family Medicine Specialist Clinic attendances <sup>3</sup> 家庭醫學 專科門診 就診人次 <sup>3</sup>	Total Allied Health (Outpatient) attendances <sup>3,5</sup> 專職醫療 (門診)就診 總人次 <sup>3,5</sup>	General Outpatient attendances <sup>3,6</sup> 普通科門診 就診人次 <sup>3,6</sup>
<b>Hong Kong East Cluster 港島東醫院聯網</b>									
Cheshire Home, Chung Hom Kok 春磡角慈氏護養院	240	417	76.9	174.9	-	-	-	166	-
Pamela Youde Nethersole Eastern Hospital 東區尤德夫人那打素醫院	1,717	145,739	82.6	5.4	144,204	576,281	57,585	146,036	393,618
Ruttonjee & Tang Shiu Kin Hospitals 律敦治及鄧肇堅醫院	621	26,962	89.5	7.6	77,916	129,404	10,058	99,141	127,929
St John Hospital 長洲醫院	87	3,795	62.0	4.4	9,717	54	-	6,253	32,690
Tung Wah Eastern Hospital 東華東院	267	8,643	85.2	13.8	-	102,223	-	30,721	26,741
Wong Chuk Hang Hospital 黃竹坑醫院	160	171	91.5	396.3	-	-	-	-	-
<b>Sub-total 小計</b>	<b>3,092</b>	<b>185,727</b>	<b>84.2</b>	<b>7.4</b>	<b>231,837</b>	<b>807,962</b>	<b>67,643</b>	<b>282,317</b>	<b>580,978</b>
<b>Hong Kong West Cluster 港島西醫院聯網</b>									
The Duchess of Kent Children's Hospital at Sandy Bay 大口環根德公爵夫人兒童醫院	133	3,482	59.4	9.3	-	19,910	-	28,476	-
Tung Wah Group of Hospitals Fung Yiu King Hospital 東華三院馮堯敬醫院	272	3,049	74.2	21.7	-	522	-	431	-
Grantham Hospital 葛量洪醫院	388	15,022	72.9	11.5	-	37,211	-	2,996	-
MacLehose Medical Rehabilitation Centre 麥理浩復康院	110	947	53.5	21.8	-	326	-	2,701	-
Queen Mary Hospital 瑪麗醫院	1,704	153,275	78.3	4.5	128,503	743,286	21,010	151,329	357,037
Tung Wah Hospital 東華醫院	532	26,684	81.6	12.6	-	48,037	-	6,189	31,613
Tsan Yuk Hospital 贊育醫院	3	125	-	1.0	-	22,874	-	5,202	-
<b>Sub-total 小計</b>	<b>3,142</b>	<b>202,584</b>	<b>75.9</b>	<b>6.3</b>	<b>128,503</b>	<b>872,166</b>	<b>21,010</b>	<b>197,324</b>	<b>388,650</b>
<b>Kowloon Central Cluster 九龍中醫院聯網</b>									
Hong Kong Buddhist Hospital 香港佛教醫院	324	8,183	89.4	16.3	-	12,259	-	14,406	45,814
Hong Kong Eye Hospital 香港眼科醫院	45	8,579	40.4	3.8	-	230,012	-	22,558	-
Kowloon Hospital 九龍醫院	1,321	16,659	83.5	25.4	-	85,315	-	139,086	-
Queen Elizabeth Hospital 伊利沙伯醫院	1,882	180,170	93.3	5.3	195,584	693,847	8,617	226,633	524,603
Rehabaid Centre <sup>1</sup> 復康專科及資源中心 <sup>1</sup>	-	-	-	-	-	177	-	20,149	-
<b>Sub-total 小計</b>	<b>3,572</b>	<b>213,591</b>	<b>88.7</b>	<b>8.2</b>	<b>195,584</b>	<b>1,021,610</b>	<b>8,617</b>	<b>422,832</b>	<b>570,417</b>



Institution 機構	No. of hospital beds (as at 31 March 2016) <sup>2</sup> 醫院病床數目 (截至2016年 3月31日) <sup>2</sup>	Total IP & DP discharges and deaths 住院及日間 出院病人 及死亡人數	Inpatient bed occupancy rate (%) 住院病人 病床住用率 (%)	Inpatient average length of stay (days) 住院病人 平均住院 時間(日)	Total A&E attendances 急症室 總就診人次	Total SOP (clinical) attendances <sup>3,4</sup> 專科門診 (臨床)就診 總人次 <sup>3,4</sup>	Family Medicine Specialist Clinic attendances <sup>3</sup> 家庭醫學 專科門診 就診人次 <sup>3</sup>	Total Allied Health (Outpatient) attendances <sup>3,5</sup> 專職醫療 (門診)就診 總人次 <sup>3,5</sup>	General Outpatient attendances <sup>3,6</sup> 普通科門診 就診人次 <sup>3,6</sup>
<b>Kowloon East Cluster 九龍東醫院聯網</b>									
Haven of Hope Hospital 靈實醫院	461	6,972	91.1	22.2	-	8,640	-	5,481	-
Tseung Kwan O Hospital 將軍澳醫院	661	56,296	93.7	5.2	137,654	295,229	213	123,465	320,920
United Christian Hospital 基督教聯合醫院	1,405	118,434	88.9	4.8	178,581	516,589	56,665	221,543	648,270
<b>Sub-total 小計</b>	<b>2,527</b>	<b>181,702</b>	<b>90.6</b>	<b>5.8</b>	<b>316,235</b>	<b>820,458</b>	<b>56,878</b>	<b>350,489</b>	<b>969,190</b>
<b>Kowloon West Cluster 九龍西醫院聯網</b>									
Caritas Medical Centre 明愛醫院	1,206	56,835	83.6	6.4	133,947	375,361	1,514	83,932	297,442
Kwai Chung Hospital 葵涌醫院	920	4,360	72.9	59.4	-	227,824	-	38,685	-
Kwong Wah Hospital 廣華醫院	1,186	97,074	80.9	4.1	134,014	356,688	3,405	167,149	210,384
North Lantau Hospital 北大嶼山醫院	40	3,817	92.2	5.5	92,869	9,292	250	30,028	93,825
Our Lady of Maryknoll Hospital 聖母醫院	236	11,191	64.4	7.8	-	67,600	778	34,568	439,757
Princess Margaret Hospital 瑪嘉烈醫院	1,733	150,144	97.7	5.3	134,857	454,482	15,753	120,218	367,416
Tung Wah Group of Hospitals Wong Tai Sin Hospital 東華三院黃大仙醫院	531	8,475	89.0	21.5	-	-	-	967	-
Yan Chai Hospital 仁濟醫院	800	55,036	84.5	4.6	133,732	215,292	3,594	89,684	284,092
<b>Sub-total 小計</b>	<b>6,652</b>	<b>386,932</b>	<b>84.7</b>	<b>6.4</b>	<b>629,419</b>	<b>1,706,539</b>	<b>25,294</b>	<b>565,231</b>	<b>1,692,916</b>
<b>New Territories East Cluster 新界東醫院聯網</b>									
Alice Ho Miu Ling Nethersole Hospital 雅麗氏何妙齡那打素醫院	523	56,727	85.2	4.3	137,489	249,664	5,066	115,992	240,011
Bradbury Hospice 白普理寧養中心	26	595	88.4	14.2	-	57	-	1,294	-
Cheshire Home, Shatin 沙田慈氏護養院	304	211	73.9	432.9	-	-	-	214	-
North District Hospital 北區醫院	603	45,318	93.9	5.0	108,150	170,470	5,703	64,243	256,937
Prince of Wales Hospital 威爾斯親王醫院	1,650	158,195	88.0	5.2	139,975	720,494	45,892	191,014	466,390
Shatin Hospital 沙田醫院	552	8,899	92.5	20.1	-	404	-	296	-
Tai Po Hospital 大埔醫院	993	10,332	83.6	24.1	-	590	-	513	-
<b>Sub-total 小計</b>	<b>4,651</b>	<b>280,277</b>	<b>87.1</b>	<b>7.4</b>	<b>385,614</b>	<b>1,141,679</b>	<b>56,661</b>	<b>373,566</b>	<b>963,338</b>
<b>New Territories West Cluster 新界西醫院聯網</b>									
Castle Peak Hospital 青山醫院	1,156	2,774	66.0	103.1	-	139,849	-	25,088	-
Pok Oi Hospital 博愛醫院	719	43,994	92.5	6.3	126,901	103,289	30,915	74,747	-
Siu Lam Hospital 小欖醫院	500	482	95.4	341.9	-	0	-	-	-
Tuen Mun Hospital 屯門醫院	1,884	168,885	102.9	5.7	222,363	696,780	22,106	240,275	819,087
<b>Sub-total 小計</b>	<b>4,259</b>	<b>216,135</b>	<b>89.7</b>	<b>8.9</b>	<b>349,264</b>	<b>939,918</b>	<b>53,021</b>	<b>340,110</b>	<b>819,087</b>
<b>GRAND TOTAL 總計</b>	<b>27,895</b>	<b>1,666,948</b>	<b>86.0</b>	<b>7.2</b>	<b>2,236,456</b>	<b>7,310,332</b>	<b>289,124</b>	<b>2,531,869</b>	<b>5,984,576</b>



## Notes:

1. Rehabaid Centre and Hong Kong Red Cross Blood Transfusion Service are Hospital Authority institutions with specific functions but have no hospital bed.
2. Number of hospital beds as at 31 March 2016 is based on the Annual Survey on Hospital Beds in Public Hospitals 2015-16.
3. Outpatient attendances for different clinics are grouped under respective hospital management.
4. Specialist Outpatient (SOP) (clinical) attendances also include attendances from nurse clinics in SOP setting.
5. Total Allied Health (Outpatient) attendances exclude follow-up consultations provided by the Medical Social Services Units.
6. General Outpatient (GOP) attendances also include attendances from nurse clinics in GOP setting and attendances in related healthcare reform initiative programmes in primary care.

**Abbreviations:**

- IP – Inpatient  
 DP – Day inpatient  
 A&E – Accident & Emergency  
 SOP – Specialist Outpatient

Data prepared in June 2016.

## 註：

1. 復康專科及資源中心和香港紅十字會輸血服務中心屬醫院管理局機構，各有特定職能，兩間中心均不設病床。
2. 2016年3月31日的醫院病床數目來自2015-16年度的公立醫院病床數目調查。
3. 各診所的門診就診人次均歸入所屬醫院之下。
4. 專科門診（臨床）就診總人次也包括專科護士診所的就診人次。
5. 專職醫療（門診）就診總人次不包括由醫務社會服務部提供的跟進個案。
6. 普通科門診就診人次也包括普通科護士診所的就診人次及醫療改革服務計劃內的基層醫療服務就診人次。

資料於2016年6月擬備。



# Statistics on Community and Rehabilitation Services in 2015-16

## 2015-16 年度社康及康復服務統計數字

Institution 機構	Home visits by community nurses 社康護士 家訪次數	Psychiatric outreach attendances <sup>1</sup> 接受精神科 外展服務 人次 <sup>1</sup>	Psycho- geriatric outreach attendances <sup>2</sup> 接受老人精 神科外展服務 人次 <sup>2</sup>	Community Geriatric Assessment Service <sup>3</sup> 社區老人 評核服務量 <sup>3</sup>	Visiting Medical Officer attendances <sup>4</sup> 接受到診醫生 治療人次 <sup>4</sup>	Allied Health (Community) attendances <sup>5</sup> 專職醫療 (社區) 就診 人次 <sup>5</sup>	Rehabilitation day & palliative care day attendances 康復及紓緩 護理日間服務 就診人次	Geriatric day attendances <sup>6</sup> 老人科 日間醫院 就診人次 <sup>6</sup>	Psychiatric day attendances 精神科 日間醫院 就診人次
<b>Hong Kong East Cluster 港島東醫院聯網</b>									
Cheshire Home, Chung Hom Kok 春磡角慈氏護養院	-	-	-	-	-	73	-	-	-
Pamela Youde Nethersole Eastern Hospital 東區尤德夫人那打素醫院	99,204	22,587	11,072	-	-	768	279	15,882	29,077
Ruttonjee & Tang Shiu Kin Hospitals 律敦治及鄧肇堅醫院	-	-	-	119,486	22,047	2,232	5,539	18,447	-
St John Hospital 長洲醫院	4,864	-	-	-	-	1	-	-	-
Tung Wah Eastern Hospital 東華東院	-	-	-	-	-	78	32,496	-	-
Wong Chuk Hang Hospital 黃竹坑醫院	-	-	-	-	-	4	-	2,428	-
<b>Sub-total 小計</b>	<b>104,068</b>	<b>22,587</b>	<b>11,072</b>	<b>119,486</b>	<b>22,047</b>	<b>3,156</b>	<b>38,314</b>	<b>36,757</b>	<b>29,077</b>
<b>Hong Kong West Cluster 港島西醫院聯網</b>									
The Duchess of Kent Children's Hospital at Sandy Bay 大口環根德公爵夫人兒童醫院	-	-	-	-	-	1	-	-	-
Tung Wah Group of Hospitals Fung Yiu King Hospital 東華三院馮堯敬醫院	-	-	-	42,472	11,864	2,388	-	5,703	-
Grantham Hospital 葛量洪醫院	-	-	-	-	-	45	4,353	-	-
MacLehose Medical Rehabilitation Centre 麥理浩復康院	-	-	-	-	-	73	15,848	-	-
Queen Mary Hospital 瑪麗醫院	55,097	19,414	13,959	-	-	858	-	-	21,028
Tung Wah Hospital 東華醫院	-	-	-	-	-	210	7,797	6,157	-
<b>Sub-total 小計</b>	<b>55,097</b>	<b>19,414</b>	<b>13,959</b>	<b>42,472</b>	<b>11,864</b>	<b>3,575</b>	<b>27,998</b>	<b>11,860</b>	<b>21,028</b>
<b>Kowloon Central Cluster 九龍中醫院聯網</b>									
Hong Kong Buddhist Hospital 香港佛教醫院	-	-	-	-	-	134	3,168	-	-
Kowloon Hospital 九龍醫院	75,537	19,296	8,957	34,611	4,983	1,849	877	2,951	9,878
Queen Elizabeth Hospital 伊利沙伯醫院	-	-	-	33,347	7,221	1,540	-	11,068	-
Rehabaid Centre 復康專科及資源中心	-	-	-	-	-	1,193	-	-	-
<b>Sub-total 小計</b>	<b>75,537</b>	<b>19,296</b>	<b>8,957</b>	<b>67,958</b>	<b>12,204</b>	<b>4,716</b>	<b>4,045</b>	<b>14,019</b>	<b>9,878</b>

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醫院管理局年報 2015-2016

## Appendix 10

## 附錄 10

Institution 機構	Home visits by community nurses 社康護士 家訪次數	Psychiatric outreach attendances <sup>1</sup> 接受精神科 外展服務 人次 <sup>1</sup>	Psycho- geriatric outreach attendances <sup>2</sup> 接受老人精 神科外展服務 人次 <sup>2</sup>	Community Geriatric Assessment Service <sup>3</sup> 社區老人 評核服務量 <sup>3</sup>	Visiting Medical Officer attendances <sup>4</sup> 接受到診醫生 治療人次 <sup>4</sup>	Allied Health (Community) attendances <sup>5</sup> 專職醫療 (社區)就診 人次 <sup>5</sup>	Rehabilitation day & palliative care day attendances 康復及舒緩 護理日間服務 就診人次	Geriatric day attendances <sup>6</sup> 老人科 日間醫院 就診人次 <sup>6</sup>	Psychiatric day attendances 精神科 日間醫院 就診人次
<b>Kowloon East Cluster 九龍東醫院聯網</b>									
Haven of Hope Hospital 靈實醫院	30,020	-	-	6,589	983	654	1,839	5,025	-
Tseung Kwan O Hospital 將軍澳醫院	-	-	-	-	-	51	-	-	-
United Christian Hospital 基督教聯合醫院	134,278	30,460	10,015	37,596	8,304	1,197	3,035	19,854	32,455
<b>Sub-total 小計</b>	<b>164,298</b>	<b>30,460</b>	<b>10,015</b>	<b>44,185</b>	<b>9,287</b>	<b>1,902</b>	<b>4,874</b>	<b>24,879</b>	<b>32,455</b>
<b>Kowloon West Cluster 九龍西醫院聯網</b>									
Caritas Medical Centre 明愛醫院	73,452	-	-	42,353	4,354	155	1,006	13,730	-
Kwai Chung Hospital 葵涌醫院	-	84,969	27,058	-	-	2,725	-	-	67,236
Kwong Wah Hospital 廣華醫院	40,495	-	-	46,986	10,257	961	-	8,876	-
North Lantau Hospital 北大嶼山醫院	6,558	2,591	-	3,894	-	206	3,468	-	-
Our Lady of Maryknoll Hospital 聖母醫院	49,767	-	-	16,891	318	115	670	-	-
Princess Margaret Hospital 瑪嘉烈醫院	81,121	-	-	42,487	5,549	1,274	1,379	14,635	-
Tung Wah Group of Hospitals Wong Tai Sin Hospital 東華三院黃大仙醫院	-	-	-	-	-	69	-	11,674	-
Yan Chai Hospital 仁濟醫院	-	-	-	41,279	5,941	215	-	6,434	-
<b>Sub-total 小計</b>	<b>251,393</b>	<b>87,560</b>	<b>27,058</b>	<b>193,890</b>	<b>26,419</b>	<b>5,720</b>	<b>6,523</b>	<b>55,349</b>	<b>67,236</b>
<b>New Territories East Cluster 新界東醫院聯網</b>									
Alice Ho Miu Ling Nethersole Hospital 雅麗氏何妙齡那打素醫院	34,888	-	900	24,874	6,256	2,708	212	10,418	10,001
Bradbury Hospice 白普理寧養中心	-	-	-	-	-	85	313	-	-
Cheshire Home, Shatin 沙田慈氏護養院	-	-	-	-	-	3	-	-	-
North District Hospital 北區醫院	36,249	11,310	6,875	28,622	6,811	3,277	319	10,463	11,376
Prince of Wales Hospital 威爾斯親王醫院	50,223	-	-	22,149	7,040	4,395	-	-	-
Shatin Hospital 沙田醫院	-	21,270	5,565	-	-	128	5,757	13,377	15,844
Tai Po Hospital 大埔醫院	-	9,067	150	-	-	14	-	-	8,102
<b>Sub-total 小計</b>	<b>121,360</b>	<b>41,647</b>	<b>13,490</b>	<b>75,645</b>	<b>20,107</b>	<b>10,610</b>	<b>6,601</b>	<b>34,258</b>	<b>45,323</b>
<b>New Territories West Cluster 新界西醫院聯網</b>									
Castle Peak Hospital 青山醫院	-	61,771	12,952	-	-	1,742	-	-	13,387
Pok Oi Hospital 博愛醫院	-	-	-	2,976	-	513	-	5,869	-
Siu Lam Hospital 小欖醫院	-	-	-	-	-	1	-	-	-
Tuen Mun Hospital 屯門醫院	83,696	-	-	92,725	7,616	3,438	2,834	13,410	5,397
<b>Sub-total 小計</b>	<b>83,696</b>	<b>61,771</b>	<b>12,952</b>	<b>95,701</b>	<b>7,616</b>	<b>5,694</b>	<b>2,834</b>	<b>19,279</b>	<b>18,784</b>
<b>GRAND TOTAL 總計</b>	<b>855,449</b>	<b>282,735</b>	<b>97,503</b>	<b>639,337</b>	<b>109,544</b>	<b>35,373</b>	<b>91,189</b>	<b>196,401</b>	<b>223,781</b>



Notes:

1. Figures also include home visits and crisis intervention.
2. Figures also include home visits and consultation-liaison attendances.
3. For Community Geriatric Assessment Service, the activity refers to total number of outreach attendances and geriatric elderly persons assessed for infirmary care service.
4. Visiting Medical Officer attendances refer to the attendances receiving services provided to elderly persons living in Resident Care Homes for the Elderly under the Visiting Medical Officers Scheme introduced in 2003-04.
5. Allied Health (Community) attendances exclude follow-up consultations provided by the Medical Social Services Units.
6. Geriatric day attendances also include attendances in Integrated Discharge Support Program (IDSP) for elderly patients.

The activity performed in different centers and teams are grouped under respective hospital management.

Data prepared in June 2016.

註：

1. 數字也包括家訪及危機處理服務。
2. 數字也包括家訪及諮詢會診。
3. 指接受相關外展服務的人次及接受療養服務評估的長者人數的總和。
4. 接受到診醫生治療人次指2003-04年度推出的「到診醫生計劃」中為安老院舍長者所提供的到診服務。
5. 專職醫療(社區)就診人次不包括由醫務社會服務部提供的跟進個案。
6. 老人科日間醫院就診人次也包括離院長者綜合支援計劃的就診人次。

各中心及團隊的服務量均歸入所屬醫院之下。

資料於2016年6月擬備。



## Manpower Position – by Cluster and Institution

### 人手狀況 — 按聯網及機構分類

No. of Full-time Equivalent (FTE) Staff (as at 31.3.2016) <sup>1, 2, 3, 4</sup> 等同全職人員數目 (2016年3月31日數字) <sup>1, 2, 3, 4</sup>					
Institution 機構	Medical 醫療	Nursing 護理	Allied Health 專職醫療	Others 其他	Total 總計
<b>Hong Kong East Cluster 港島東醫院聯網</b>	<b>631</b>	<b>2,613</b>	<b>791</b>	<b>3,924</b>	<b>7,959</b>
Cheshire Home, Chung Hom Kok 春磡角慈氏護養院	2	57	10	115	184
Pamela Youde Nethersole Eastern Hospital 東區尤德夫人那打素醫院	490	1,745	532	2,509	5,276
Ruttonjee & Tang Shiu Kin Hospitals 律敦治及鄧肇堅醫院	91	534	166	753	1,544
St John Hospital 長洲醫院	6	36	8	78	127
Tung Wah Eastern Hospital 東華東院	39	193	71	335	638
Wong Chuk Hang Hospital 黃竹坑醫院	2	48	4	134	188
<b>Hong Kong West Cluster 港島西醫院聯網</b>	<b>684</b>	<b>2,788</b>	<b>913</b>	<b>3,650</b>	<b>8,035</b>
The Duchess of Kent Children's Hospital at Sandy Bay 大口環根德公爵夫人兒童醫院	12	81	49	145	287
Grantham Hospital 葛量洪醫院	32	230	53	309	624
MacLehose Medical Rehabilitation Centre 麥理浩復康院	1	38	31	85	155
Queen Mary Hospital <sup>5</sup> 瑪麗醫院 <sup>5</sup>	582	2,059	674	2,568	5,883
TWGHs Fung Yiu King Hospital 東華三院馮堯敬醫院	14	82	29	150	275
Tung Wah Hospital 東華醫院	42	298	78	393	811
<b>Kowloon Central Cluster 九龍中醫院聯網</b>	<b>771</b>	<b>3,304</b>	<b>1,028</b>	<b>4,645</b>	<b>9,747</b>
HK Red Cross Blood Transfusion Service 香港紅十字會輸血服務中心	4	93	70	272	439
Hong Kong Buddhist Hospital 香港佛教醫院	16	151	40	184	391
Hong Kong Eye Hospital 香港眼科醫院	38	74	22	166	299
Kowloon Hospital 九龍醫院	66	772	187	943	1,968
Queen Elizabeth Hospital <sup>6</sup> 伊利沙伯醫院 <sup>6</sup>	648	2,213	709	3,080	6,650
<b>Kowloon East Cluster 九龍東醫院聯網</b>	<b>721</b>	<b>2,698</b>	<b>750</b>	<b>3,403</b>	<b>7,572</b>
Haven of Hope Hospital 靈實醫院	22	282	67	410	781
Tseung Kwan O Hospital 將軍澳醫院	190	703	196	857	1,945
United Christian Hospital 基督教聯合醫院	509	1,713	488	2,137	4,846



Institution 機構	No. of Full-time Equivalent (FTE) Staff (as at 31.3.2016) <sup>1, 2, 3, 4</sup> 等同全職人員數目 (2016年3月31日數字) <sup>1, 2, 3, 4</sup>				
	Medical 醫療	Nursing 護理	Allied Health 專職醫療	Others 其他	Total 總計
<b>Kowloon West Cluster 九龍西醫院聯網</b>	<b>1,438</b>	<b>5,730</b>	<b>1,646</b>	<b>7,285</b>	<b>16,098</b>
Caritas Medical Centre 明愛醫院	258	877	261	1,180	2,576
Kwai Chung Hospital 葵涌醫院	78	657	125	602	1,462
Kwong Wah Hospital 廣華醫院	339	1,202	326	1,511	3,378
North Lantau Hospital 北大嶼山醫院	35	96	64	200	395
Our Lady of Maryknoll Hospital 聖母醫院	90	307	87	407	890
Princess Margaret Hospital 瑪嘉烈醫院	432	1,669	536	2,133	4,769
TWGHs Wong Tai Sin Hospital 東華三院黃大仙醫院	26	250	48	315	639
Yan Chai Hospital 仁濟醫院	180	672	199	938	1,989
<b>New Territories East Cluster 新界東醫院聯網</b>	<b>1,000</b>	<b>4,053</b>	<b>1,179</b>	<b>5,252</b>	<b>11,484</b>
Alice Ho Miu Ling Nethersole Hospital 雅麗氏何妙齡那打素醫院	166	626	225	953	1,969
Bradbury Hospice 白普理寧養中心	3	27	5	30	65
Cheshire Home, Shatin 沙田慈氏護養院	1	86	9	133	229
North District Hospital 北區醫院	177	706	202	840	1,926
Prince of Wales Hospital 威爾斯親王醫院	571	1,917	588	2,364	5,440
Shatin Hospital 沙田醫院	43	327	75	435	880
Tai Po Hospital 大埔醫院	40	364	75	496	975
<b>New Territories West Cluster 新界西醫院聯網</b>	<b>779</b>	<b>3,356</b>	<b>889</b>	<b>4,915</b>	<b>9,938</b>
Castle Peak Hospital 青山醫院	71	564	96	667	1,399
Pok Oi Hospital 博愛醫院	132	603	154	827	1,716
Siu Lam Hospital 小欖醫院	6	138	5	301	450
Tuen Mun Hospital 屯門醫院	570	2,050	633	3,119	6,373
<b>Total 總計</b>	<b>6,025</b>	<b>24,542</b>	<b>7,195</b>	<b>33,073</b>	<b>70,834</b>

## Notes:

1. This figure excludes 2,051 staff in the Hospital Authority Head Office.
2. Manpower on full-time equivalent (FTE) basis includes all full-time & part-time staff in HA's workforce i.e. permanent, contract and temporary.
3. Individual figures may not add up to the total due to rounding.
4. Manpower figures of individual hospitals/institutions include management staff providing hospital and cluster-wide services.
5. Manpower providing services for Tsan Yuk Hospital is included in Queen Mary Hospital.
6. Manpower providing services for Rehabaid Centre is included in Queen Elizabeth Hospital.

## 註:

1. 這數字不包括醫管局總辦事處的2,051名職員。
2. 人手按「等同全職人員」計，包括醫管局所有全職及兼職的常額、合約及臨時職員。
3. 由於四捨五入的關係，各項數字相加後可能不等於總數。
4. 各醫院人手數目包括負責醫院及聯網整體事務的管理人員。
5. 贊育醫院的服務人手已歸入瑪麗醫院內。
6. 復康專科及資源中心的服務人手已歸入伊利沙伯醫院內。





## Manpower Position – by Staff Group

### 人手狀況 — 按職員組別分類

		No. of Full-time Equivalent (FTE) Staff 2011-12 - 2015-16 <sup>1</sup>				
		等同全職人員數目 <sup>1</sup>				
		2011/12	2012/13	2013/14	2014/15	2015/16
<b>Medical 醫療</b>						
Consultant 顧問醫生		699	729	761	799	840
Senior Medical Officer/Associate Consultant 高級醫生 / 副顧問醫生		1,504	1,639	1,733	1,785	1,872
Medical Officer/Resident(excluding Visiting Medical Officer) 醫生 / 駐院醫生 (不包括到訪醫生)		2,945	2,875	2,866	2,872	2,936
Visiting Medical Officer 到訪醫生		16	16	16	18	17
Intern 駐院實習醫生		275	280	311	401	368
Senior Dental Officer/Dental Officer 高級牙科醫生 / 牙科醫生		7	6	8	8	8
<b>Medical Total:</b> 醫療人員總計 :		<b>5,447</b>	<b>5,546</b>	<b>5,695</b>	<b>5,884</b>	<b>6,040</b>
<b>Nursing 護理</b>						
Senior Nursing Officer and above 高級護士長或以上		127	156	174	181	193
Department Operations Manager 部門運作經理		168	176	181	182	184
<i>General 普通科 —</i>						
Ward Manager/Nurse Specialist/Nursing Officer/ Advanced Practice Nurse 病房經理 / 專科護士 / 護士長 / 資深護師		3,526	3,760	3,978	4,114	4,286
Registered Nurse 註冊護士		12,293	12,722	13,258	13,848	14,474
Enrolled Nurse 登記護士		2,290	2,373	2,425	2,447	2,436
Midwife/Others 助產士 / 其他		23	19	9	4	3
Student Nurse/Pupil Nurse/Temporary Undergraduate Nursing student 註冊護士學生 / 登記護士學生 / 護理學學生		447	437	434	653	611
<i>Psychiatric 精神科 —</i>						
Ward Manager/Nurse Specialist/Nursing Officer/ Advanced Practice Nurse 病房經理 / 專科護士 / 護士長 / 資深護師		493	510	532	545	552
Registered Nurse 註冊護士		1,025	1,085	1,153	1,205	1,272
Enrolled Nurse 登記護士		509	578	614	613	576
Student Nurse/Pupil Nurse 註冊護士學生 / 登記護士學生		0	0	0	0	0
<b>Nursing Total:</b> 護理人員總計 :		<b>20,901</b>	<b>21,816</b>	<b>22,759</b>	<b>23,791</b>	<b>24,587</b>



	No. of Full-time Equivalent (FTE) Staff 2011-12 - 2015-16 <sup>1</sup> 等同全職人員數目 <sup>1</sup>				
	2011/12	2012/13	2013/14	2014/15	2015/16
<b>Allied Health 專職醫療</b>					
Audiology Technician 聽力學技術員	7	7	6	6	6
Clinical Psychologist 臨床心理學家	110	134	139	155	163
Dietitian 營養師	106	118	128	141	148
Dispenser 配藥員	997	1,055	1,129	1,186	1,249
Medical Technologist/Medical Laboratory Technician 醫務化驗師 / 醫務化驗員	1,221	1,270	1,310	1,347	1,406
Mould Technologist/Mould Laboratory Technician 製模實驗室技術師 / 製模實驗室技術員	27	27	26	26	26
Optometrist 視光師	60	61	67	67	67
Orthoptist 視覺矯正師	13	14	14	15	14
Occupational Therapist 職業治療師	613	673	698	731	772
Pharmacist 藥劑師	437	488	522	574	609
Physicist 物理學家	61	68	71	73	75
Physiotherapist 物理治療師	814	846	869	886	969
Podiatrist 足病治療師	31	35	35	39	41
Prosthetist-Orthotist 義肢矯形師	116	123	126	135	141
Diagnostic Radiographer/Radiation Therapist 放射師 / 放射治療師	925	947	1,002	1,017	1,054
Scientific Officer (Medical) 科學主任 (醫務)	71	76	82	82	87
Speech Therapist 言語治療師	69	77	82	91	105
Medical Social Worker 醫務社工	265	282	301	315	333
Dental Technician 牙科技術員	2	2	3	3	3
<b>Allied Health Total:</b> 專職醫療人員總計：	<b>5,944</b>	<b>6,302</b>	<b>6,609</b>	<b>6,888</b>	<b>7,268</b>
<b>Care-related Support Staff 護理支援</b>					
Health Care Assistant 健康服務助理	2,878	2,630	2,395	2,179	1,932
Ward Attendant 病房服務員	400	342	295	247	222
General Services Assistant/Technical Services Assistant(Care-related)/Theatre Technical Assistant/ Patient Care Assistant & Other Care-related Support Staff 支援服務助理 / 技術服務助理 (護理) / 手術室技術助理 / 病人服務助理及其他護理支援人員	7,111	8,076	9,447	11,290	12,116
<b>Care-related Support Staff Total:</b> 護理支援人員總計：	<b>10,389</b>	<b>11,048</b>	<b>12,137</b>	<b>13,716</b>	<b>14,270</b>
<b>Direct Patient Care Total:</b> 直接病人護理人手總計：	<b>42,680</b>	<b>44,713</b>	<b>47,200</b>	<b>50,278</b>	<b>52,165</b>



	No. of Full-time Equivalent (FTE) Staff 2011-12 - 2015-16 <sup>1</sup> 等同全職人員數目 <sup>1</sup>				
	2011/12	2012/13	2013/14	2014/15	2015/16
<b>Others 其他</b>					
Chief Executive/Director/Deputy Director/Head 行政總裁 / 總監 / 副總監 / 主管	7	7	7	7	7
Cluster Chief Executive/Hospital Chief Executive 醫院聯網總監 / 醫院行政總監	27	26	26	26	24
Chief Manager/Senior Manager/Executive Manager/ General Manager 總行政經理 / 高級行政經理 / 行政經理 / 總經理	90	92	95	94	100
Other Professionals/Administrator, System Manager, Analyst Programmer etc 其他專業 / 行政人員、系統經理、系統程序分析編製主任等	1,745	1,984	2,099	2,297	2,405
Other Supporting Staff – Clerical, Secretarial, Workman, Property Attendant etc 其他支援人員 — 文員、秘書、工人、產業看管員等	16,679	17,392	18,180	17,591	18,184
<b>Non-direct Patient Care Total:</b> 非直接病人護理人手總計：	<b>18,548</b>	<b>19,501</b>	<b>20,407</b>	<b>20,015</b>	<b>20,720</b>
<b>HA Total:</b> 醫管局人手總計：	<b>61,228</b>	<b>64,213</b>	<b>67,607</b>	<b>70,293</b>	<b>72,885</b>

Note:

1. Manpower on full-time equivalent (FTE) includes all full-time & part-time staff in HA's workforce i.e. permanent, contract and temporary. Individual figures may not add up to the total due to rounding.

註：

1. 人手按「等同全職人員」計，包括醫管局所有全職及兼職的常額、合約及臨時職員。由於四捨五入的關係，各項數字相加後可能不等於總數。



# Operating Expenditure<sup>1</sup> in 2015-16

## 2015-16 年度營運開支<sup>1</sup>

Cluster 聯網	2015-16 (HK\$Mn) 2015-16 年度 (港幣百萬元)
Hong Kong East Cluster 港島東醫院聯網	5,634
Hong Kong West Cluster 港島西醫院聯網	6,070
Kowloon Central Cluster 九龍中醫院聯網	6,997
Kowloon East Cluster 九龍東醫院聯網	5,496
Kowloon West Cluster 九龍西醫院聯網	11,872
New Territories East Cluster 新界東醫院聯網	8,514
New Territories West Cluster 新界西醫院聯網	6,906
Hospital Authority Head Office, and Others <sup>2</sup> 醫院管理局總辦事處，及其他 <sup>2</sup>	2,313
<b>Total 總計</b>	<b>53,802</b>

## Notes:

- Operating expenditure mainly refers to the resources utilised to meet HA's daily operational needs, which does not include capital works projects, major equipment acquisition, corporate-wide Information Technology development projects. The above figures do not comprise expenditure self-financed by patients (e.g. drugs and other medical items).
- Includes corporate-wide expenditures processed by Head Office (such as insurance premium, legal costs, claims paid and salary of medical interns) and on information technology, as well as resources for supporting the Government's electronic health initiatives.

## 註：

- 營運開支是指應付日常運作所需的資源，當中並不包括基本工程計劃、購置大型醫療設備及企業資訊科技發展項目開支。病人自費的開支（包括藥物及其他自資購買的醫療項目）亦不計算在上述數字內。
- 包括經總辦事處處理的企業開支（如保險費用、法律費用、索償支出、實習醫生薪酬等）和整個機構的資訊科技支出，以及支援政府推行電子健康紀錄的所用資源。

## Hospital Authority Training and Development Expenditure 醫院管理局職員培訓及發展開支

Cluster 聯網	Training and Development Expenditure for 2015-16 <sup>1</sup> (HK\$Mn) 2015-16 年度培訓及發展開支 <sup>1</sup> (港幣百萬元)
Hong Kong East Cluster 港島東醫院聯網	12.5
Hong Kong West Cluster 港島西醫院聯網	9.2
Kowloon Central Cluster 九龍中醫院聯網	11.4
Kowloon East Cluster 九龍東醫院聯網	4.0
Kowloon West Cluster 九龍西醫院聯網	10.6
New Territories East Cluster 新界東醫院聯網	13.1
New Territories West Cluster 新界西醫院聯網	7.7
Hospital Authority Head Office 醫院管理局總辦事處	83.5 <sup>2</sup>
<b>Total 總計</b>	<b>152.0</b>

### Notes:

1. Expenditure in providing training and development for HA workforce with items including course/conference fees, passages and travel, scholarships, subsistence allowances, teaching aids and devices, publications, trainer fees, refund of examination fee and other relevant charges.
2. Expenditure includes a number of corporate-wide training programmes and initiatives centrally coordinated by Hospital Authority Head Office.

### 註：

1. 為醫管局職員提供培訓及發展的開支，包括學費 / 會議費用、旅費及交通費、獎學金、膳宿津貼、教材及器具、刊物、導師費用、退還考試費及其他相關開支。
2. 開支包括醫院管理局總辦事處中央統籌的培訓課程及活動。



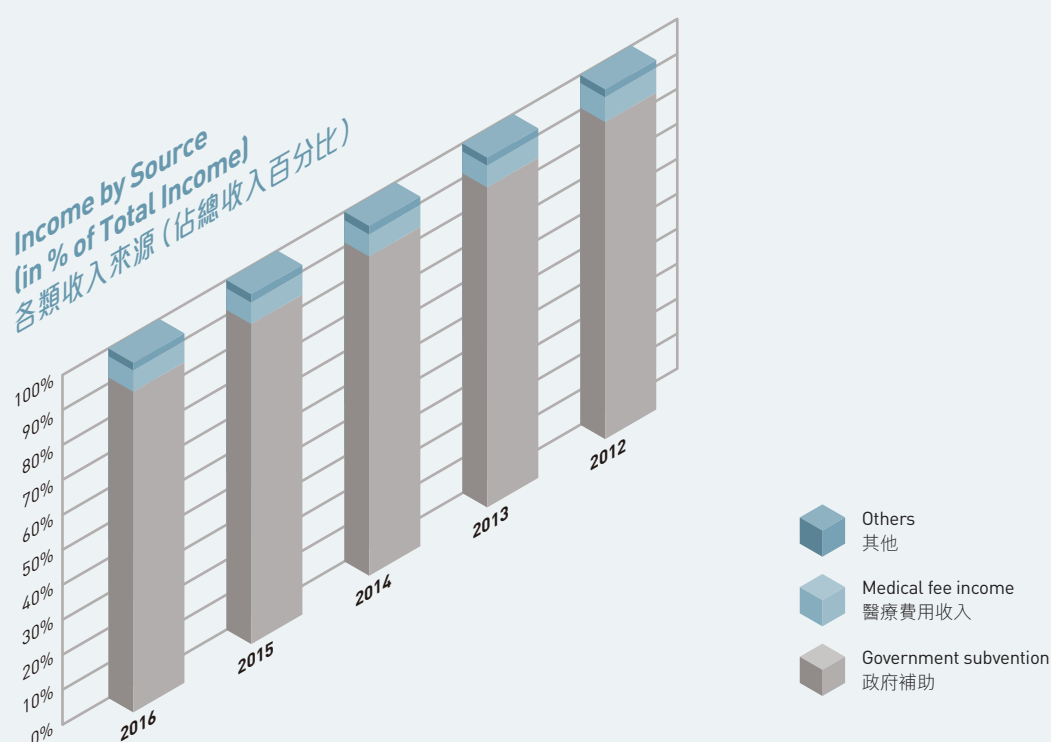
## Five-Year Financial Highlights

### 過去五年的財政摘要

#### Financial Results (for the Year ended 31 March)

財政情況 (截至每年3月31日)

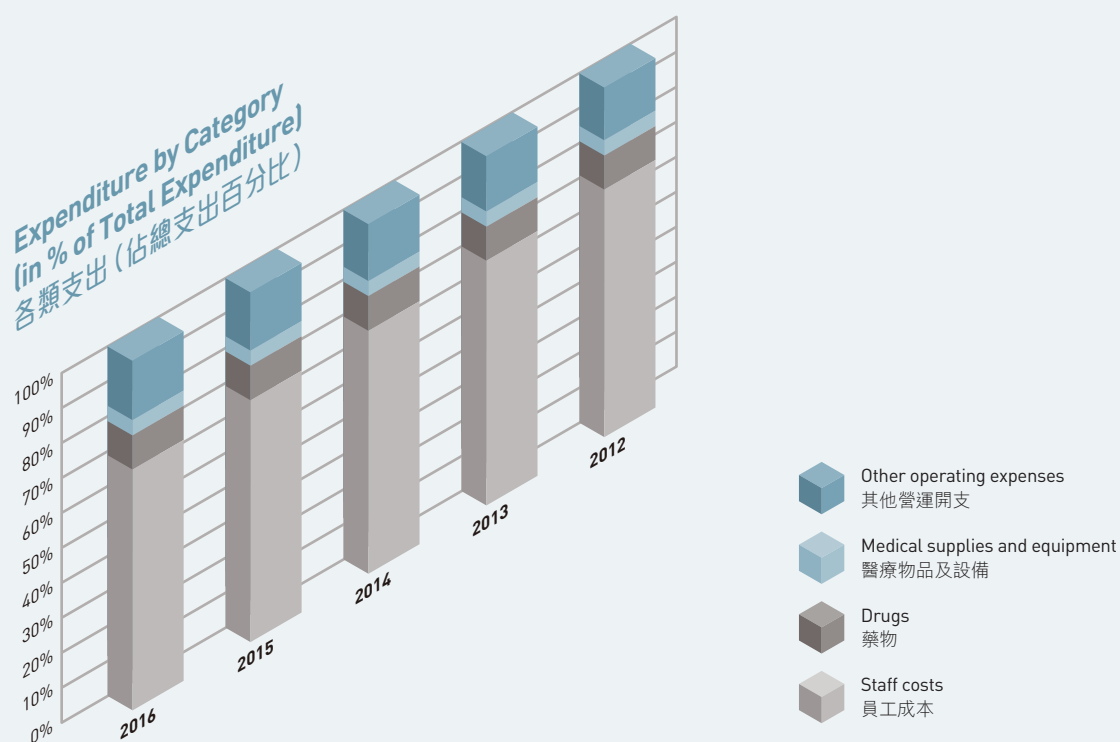
	2016 HK\$Mn 港幣百萬元	2015 HK\$Mn 港幣百萬元	2014 HK\$Mn 港幣百萬元	2013 HK\$Mn 港幣百萬元	2012 HK\$Mn 港幣百萬元
<b>Income 收入</b>					
Government subvention (recurrent and capital) 政府補助 (經常性及資本性)	53,772	50,531	45,869	43,159	38,348
Medical fee income (net of waivers) 醫療費用收入 (扣除豁免)	3,598	3,423	3,182	2,951	3,030
Non-medical fee income 非醫療費用收入	1,014	936	892	775	685
Designated donations 指定捐贈	146	230	183	149	145
Capital donations 資本捐贈	114	110	128	120	109
	<b>58,644</b>	<b>55,230</b>	<b>50,254</b>	<b>47,154</b>	<b>42,317</b>
<b>Expenditure 支出</b>					
Staff costs 員工成本	(40,299)	(37,235)	(34,459)	(32,290)	(29,616)
Drugs 藥物	(5,710)	(5,328)	(4,941)	(4,479)	(4,069)
Medical supplies and equipment 醫療物品及設備	(2,558)	(2,326)	(2,118)	(1,999)	(1,846)
Other operating expenses (include depreciation and amortisation) 其他營運開支 (包括折舊及攤銷)	(9,927)	(8,964)	(8,071)	(7,288)	(6,289)
	<b>(58,494)</b>	<b>(53,853)</b>	<b>(49,589)</b>	<b>(46,056)</b>	<b>(41,820)</b>
<b>Surplus for the Year 年度盈餘</b>	<b>150</b>	<b>1,377</b>	<b>665</b>	<b>1,098</b>	<b>497</b>



## Key Financial Indicators (for the Year ended 31 March)

主要財政指標 (截至每年3月31日)

	2016 HK\$Mn 港幣百萬元	2015 HK\$Mn 港幣百萬元	2014 HK\$Mn 港幣百萬元	2013 HK\$Mn 港幣百萬元	2012 HK\$Mn 港幣百萬元
<b>Medical fee income (Note 1) 醫療費用收入 (註1)</b>					
Inpatient fees 住院收費	998	993	943	939	1,164
Outpatient fees 門診收費	1,312	1,285	1,258	1,218	1,188
Itemised charges 分項收費	1,742	1,595	1,420	1,231	1,134
Other medical fees 其他醫療收費	94	88	88	81	71
	<b>4,146</b>	<b>3,961</b>	<b>3,709</b>	<b>3,469</b>	<b>3,557</b>
<b>Less: Waivers (Note 2) 扣除：豁免 (註2)</b>	<b>(548)</b>	<b>(538)</b>	<b>(527)</b>	<b>(518)</b>	<b>(527)</b>
<b>Medical fee income (net of waivers) 醫療費用收入 (扣除豁免)</b>	<b>3,598</b>	<b>3,423</b>	<b>3,182</b>	<b>2,951</b>	<b>3,030</b>
<b>Additional provision for doubtful debts charged to the Statement of Income and Expenditure (Note 3) 在收支結算表內增加的呆賬撥備 (註3)</b>	<b>58</b>	<b>52</b>	<b>45</b>	<b>45</b>	<b>33</b>



Notes:

#### 1. Medical fee income

Fees for hospital services are governed by the HA Ordinance. There are 3 categories of charges: (i) public charges for Eligible Persons (EP); (ii) public charges for Non-eligible Persons (NEP); and (iii) private charges. The definition of EP and NEP can be found in HA website whilst the fees and charges schedules are listed in the Gazette and HA website.

#### 2. Waivers

Under the Government policy, recipients of Comprehensive Social Security Assistance (CSSA) can obtain free medical treatment at HA's hospitals and clinics. Other persons with financial difficulties in paying the medical fees and charges can apply for medical fee waivers through Medical Social Workers. The granting of waivers is subject to meeting the criteria under established waiving mechanism.

The waivers granted to EP and NEP for the year ended 31 March 2016 are \$458,000,000 and \$90,000,000 respectively (for the year ended 31 March 2015 are \$466,000,000 and \$72,000,000 respectively).

#### 3. Additional provision for doubtful debts charged to the Statement of Income and Expenditure

Each year, HA would make assessment on the collectability of outstanding hospital fees and charges (accounts receivable). As a result of the assessment, additional provision (or reversal of provision) would be charged to the Statement of Income and Expenditure for the year.

註：

#### 1. 醫療費用收入

醫院管理局的醫療服務收費受醫院管理局條例規管。醫療收費可分為下列三類：(i) 符合資格人士的公眾收費；(ii) 非符合資格人士的公眾收費；和 (iii) 私家收費。有關「符合資格人士」及「非符合資格人士」之定義，可瀏覽醫院管理局網頁。詳細收費可參閱憲報及醫院管理局網頁。

#### 2. 豁免

在政府的政策下，領取「綜合社會保障援助」(綜援) 的人士可獲豁免公立醫療服務收費。其他人士若有經濟困難，可聯絡醫務社工申請費用減免。有關費用減免之批准是會根據既定費用減免機制之準則作評估。

截至2016年3月31日為止對於符合資格人士和非符合資格人士的費用豁免分別為港幣458,000,000及港幣90,000,000(截至2015年3月31日為止之費用豁免分別為港幣466,000,000及港幣72,000,000)。

#### 3. 在收支結算表內增加的呆賬撥備

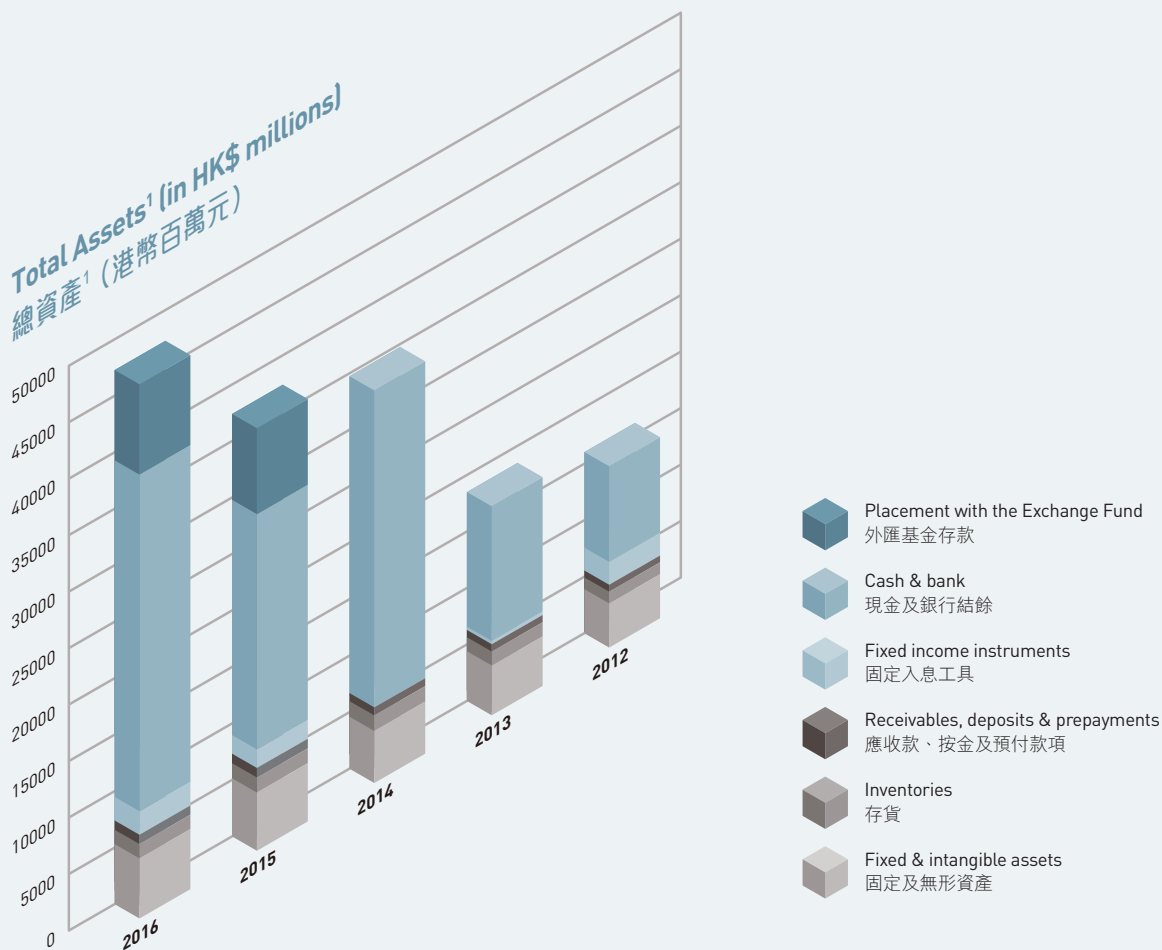
醫管局每年會評估醫療費欠款日後收回的可能性(應收賬款)。經評估後，需增加(或撥回)的呆賬撥備會計算在該年的收支結算表內。





## Financial Position (at 31 March) 財政狀況 (於每年3月31日)

	2016 HK\$Mn 港幣百萬元	2015 HK\$Mn 港幣百萬元	2014 HK\$Mn 港幣百萬元	2013 HK\$Mn 港幣百萬元	2012 HK\$Mn 港幣百萬元
<b>Non-current assets 非流動資產</b>	<b>20,460</b>	<b>20,107</b>	<b>10,615</b>	<b>10,391</b>	<b>4,204</b>
Current assets 流動資產	33,783	23,930	30,508	14,206	11,815
Current liabilities 流動負債	(11,349)	(11,227)	(9,607)	(6,918)	(5,929)
<b>Net current assets 流動資產淨值</b>	<b>22,434</b>	<b>12,703</b>	<b>20,901</b>	<b>7,288</b>	<b>5,886</b>
<b>Non-current liabilities 非流動負債</b>	<b>(28,742)</b>	<b>(18,994)</b>	<b>(19,609)</b>	<b>(6,686)</b>	<b>(683)</b>
<b>Net assets 資產淨值</b>	<b>14,152</b>	<b>13,816</b>	<b>11,907</b>	<b>10,993</b>	<b>9,407</b>
Capital subventions and capital donations 資本補助及資本捐贈	5,317	5,153	4,610	4,383	3,895
Designated fund 指定基金	5,077	5,077	5,077	5,077	5,077
Revenue reserve 收入儲備	3,758	3,586	2,220	1,533	435
	<b>14,152</b>	<b>13,816</b>	<b>11,907</b>	<b>10,993</b>	<b>9,407</b>



Note: 1. Exclude the placement with the Exchange Fund of HK\$6,999,630,000 [2015: HK\$6,669,972,000] as HA is acting as a custodian for the Samaritan Fund.  
註：1. 不包括醫管局作為撒瑪利亞基金外匯基金存款保管人存放於外匯基金港幣6,999,630,000元的款項(2015：港幣6,669,972,000元)。

## Key Financial Indicators (at 31 March)

主要財政指標 (於每年3月31日)

	2016 HK\$Mn 港幣百萬元	2015 HK\$Mn 港幣百萬元	2014 HK\$Mn 港幣百萬元	2013 HK\$Mn 港幣百萬元	2012 HK\$Mn 港幣百萬元
<b>Inventories 存貨</b>					
Drugs 藥物	1,054	1,087	1,151	1,043	840
Other medical and general consumables 其他醫療及一般消耗品	213	227	218	209	209
	<b>1,267</b>	<b>1,314</b>	<b>1,369</b>	<b>1,252</b>	<b>1,049</b>
<b>Average stock holding period (weeks)</b>					
平均存貨儲備時間 (星期)					
Drugs 藥物	9.6	10.5	12.0	12.0	10.8
Other medical and general consumables 其他醫療及一般消耗品	8.6	8.1	8.6	8.7	10.0

