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附錄 1

Membership of the Hospital Authority 醫院管理局成員

Name 姓名	No. of plenary meetings attended in 2016-17	Committee participation in 2016-17* 2016-17 年度參與的委員會 *
	2016-17 年度 出席全體大會次數	
Prof John LEONG Chi-yan, SBS, JP <i>Chairman, HA</i> 梁智仁教授 醫院管理局主席	16/16	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	13/16	Chairman of HRC; Vice-Chairman of MTB (<i>up to 27.4.2016</i>); Member of EC, EEC and MSDC; HGC Chairman of Tuen Mun Hospital 人力資源委員會主席；中央投標委員會副主席(截至2016年 4月27日)；行政委員會、緊急應變策導委員會及醫療服務發 展委員會成員；屯門醫院管治委員會主席
Dr Constance CHAN Hon-yeet, JP <i>Director of Health</i> 陳漢儀醫生 衛生署署長	16/16	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	7/16	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	7/16	Member of ITGC and MTB; Chairman of HRAC; 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；港島區域諮 詢委員會主席；沙田醫院管治委員會成員
Ms CHIANG Lai-yuen, JP 蔣麗婉女士	5/16	Member of MTB and SSDC; HGC Chairman of North District Hospital 中央投標委員會及支援服務發展委員會成員；北區醫院管治委 員會主席
Ms Quince CHONG Wai-yan, JP (<i>up to 30.11.2016</i>) 莊偉茵女士 (截至2016年11月30日)	8/10	Vice-Chairman of HRC (<i>up to 30.11.2016</i>); Member of MTB (<i>up to 30.11.2016</i>) and SAC (<i>up to 31.10.2016</i>); HGC Chairman of Kwai Chung Hospital and Princess Margaret Hospital 人力資源委員會副主席(截至2016年11月30日)；中央投 標委員會(截至2016年11月30日)及職員上訴委員會(截至 2016年10月31日)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 (<i>up to 30.11.2016</i>) 馮載祥先生 (截至2016年11月30日)	10/10	Chairman of PCC; Member of ARC, EC and EEC (<i>all up to</i> <i>30.11.2016</i>); HGC Member of Hong Kong Eye Hospital, Kowloon Hospital and Rehabaid Centre (<i>up to 7.4.2016</i>) 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(全截至2016年11月30日)；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(截至 2016年4月7日)成員
Mr Andrew FUNG Hau-chung, BBS, JP 馮孝忠先生	12/16	Vice-Chairman of FC; Member of MTB; HGC Member of Pamela Youde Nethersole Eastern Hospital 財務委員會副主席；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



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附錄 1

Name 姓名	No. of plenary meetings attended in 2016-17	Committee participation in 2016-17* 2016-17 年度參與的委員會 *
	2016-17 年度 出席全體大會次數	
Mr HO Wing-yin 何永賢先生	16/16	Member of HRC, MSDC and MTB; HGC Member of North District 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；北區醫院管治委員會成員
Mr Lester Garson HUANG, JP 黃嘉純先生	14/16	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, BBS 甘博文博士	16/16	Chairman of FC; Member of ARC, EC, EEC, MSDC and SSDC; HGC Chairman 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主席
Mrs Ann KUNG YEUNG Yun-chi (from 1.12.2016) 龔楊恩慈女士 (由 2016 年 12 月 1 日起)	5/6	Member of HRC and MTB (both from 15.12.2016) 人力資源委員會及中央投標委員會成員 (均由 2016 年 12 月 15 日起)
Mr Daniel LAM Chun, SBS, JP (from 1.12.2016) 林濬先生 (由 2016 年 12 月 1 日起)	6/6	Member of ARC (from 19.12.2016), MTB and SSDC (both from 7.12.2016) 審計及風險管理委員會 (由 2016 年 12 月 19 日起)、中央投標委員會及支援服務發展委員會 (均由 2016 年 12 月 7 日起) 成員
Ms Lisa LAU Man-man, BBS, MH, JP (from 1.12.2016) 劉文文女士 (由 2016 年 12 月 1 日起)	4/6	Member of MTB, PCC and SSDC (all from 15.12.2016) 中央投標委員會、公眾投訴委員會及支援服務發展委員會成員 (全由 2016 年 12 月 15 日)
Mr Stephen LEE Hoi-yin 李開賢先生	15/16	Vice-Chairman of ARC; Member of FC, ITGC and MTB; HGC Member of Castle Peak Hospital and Siu Lam Hospital 審計及風險管理委員會副主席；財務委員會、資訊科技服務管治委員會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	14/16	Vice-Chairman of MSDC; Member of HRC 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；人力資源委員會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 Deputy Secretary for Financial Services and the Treasury (up to 22.9.2016) 梁悅賢女士 財經事務及庫務局副秘書長 (截至 2016 年 9 月 22 日)	8/8	Member of FC and MSDC (all up to 22.9.2016) 財務委員會及醫療服務發展委員會成員 (全截至 2016 年 9 月 22 日)
Prof Gabriel Matthew LEUNG, GBS, JP 梁卓偉教授	6/16	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

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	2016-17 年度 出席全體大會次數	
Dr LEUNG Pak-yin, JP <i>Chief Executive, HA</i> 梁栢賢醫生 醫院管理局行政總裁	16/16	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	9/16	Vice-Chairman of PCC; Member of MSDC and MTB; HGC Member of North Lantau Hospital 公眾投訴委員會副主席；醫療服務發展委員會及中央投標委員會成員；北大嶼山醫院管治委員會成員
Ir Dr Hon LO Wai-kwok, SBS, MH, JP 盧偉國博士	8/16	Member of MTB and SSDC; HGC Member of Alice Ho Miu Ling Nethersole Hospital 中央投標委員會及支援服務發展委員會成員；雅麗氏何妙齡那打素醫院管治委員會成員
Ms Winnie NG, JP <i>(up to 30.11.2016)</i> 伍穎梅女士 (截至2016年11月30日)	7/10	Chairman of SSDC; Member of EC, EEC (<i>all up to 30.11.2016</i>) and ITGC; HGC Chairman of Prince of Wales Hospital 支援服務發展委員會主席；行政委員會、緊急應變策導委員會(全截至2016年11月30日)及資訊科技服務管治委員會成員；威爾斯親王醫院管治委員會主席
Mr Patrick NIP Tak-kuen, JP <i>Permanent Secretary for Food and Health (Health)</i> <i>(from 6.7.2016)</i> 聶德權先生 食物及衛生局常任秘書長(衛生) (由2016年7月6日起)	12/12	Member of EEC, FC, HRC, MSDC and SSDC (<i>all from 6.7.2016</i>) 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(全由2016年7月6日起)
Dr PANG Yiu-kai, GBS, JP 彭耀佳博士	7/16	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 施榮恆先生	10/16	Chairman of PCC (<i>from 1.12.2016</i>); Vice-Chairman of MTB (<i>from 28.4.2016</i>); Member of ARC, EC (<i>from 1.12.2016</i>), EEC (<i>from 1.12.2016</i>), FC, HRC, PCC (<i>up to 30.11.2016</i>) and MTB (<i>up to 27.4.2016</i>); HGC Member of hospitals of Tung Wah Group of Hospitals 公眾投訴委員會主席(由2016年12月1日起)；中央投標委員會副主席(由2016年4月28日起)；審計及風險管理委員會、行政委員會(由2016年12月1日起)、緊急應變策導委員會(由2016年12月1日起)、財務委員會、人力資源委員會、公眾投訴委員會(截至2016年11月30日)及中央投標委員會(截至2016年4月27日)成員；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	14/16	Chairman of SSDC (<i>from 1.12.2016</i>); Vice-Chairman of SSDC (<i>up to 30.11.2016</i>); Member of EC, EEC (<i>both from 1.12.2016</i>), FC and MTB (<i>up to 30.11.2016</i>); HGC Chairman of Tin Shui Wai Hospital (<i>from 10.6.2016</i>); HGC Member of Tseung Kwan O Hospital 支援服務發展委員會主席(由2016年12月1日起)；支援服務發展委員會副主席(截至2016年11月30日)；行政委員會、緊急應變策導委員會(均由2016年12月1日起)；財務委員會及中央投標委員會(截至2016年11月30日)成員；天水圍醫院管治委員會主席(由2016年6月10日起)；將軍澳醫院管治委員會成員
Ms Priscilla WONG Pui-sze, BBS, JP 王沛詩女士	9/16	Member of ARC, FC, HRC and MTB 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



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Name 姓名	No. of plenary meetings attended in 2016-17	Committee participation in 2016-17* 2016-17 年度參與的委員會 *
	2016-17 年度 出席全體大會次數	
Prof Maurice YAP Keng-hung, JP 葉健雄教授	15/16	Chairman of MSDC and MTB; Member of ARC, EC, EEC and HRC; HGC Member of Grantham Hospital 醫療服務發展委員會及中央投標委員會主席；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
Mr Jason YEUNG Chi-wai 楊志威先生	12/16	Member of ARC and FC; HGC Member of Kwai Chung Hospital and Princess Margaret Hospital 審計及風險管理委員會及財務委員會成員；葵涌醫院及瑪嘉烈醫院管治委員會成員
Mr Charlie YIP Wing-tong 葉永堂先生	14/16	Member of HRC, ITGC, MSDC, MTB, PCC, SAC (from 1.11.2016) and SSDC; Chairman of NRAC; HGC Member of North District Hospital and Tuen Mun Hospital 人力資源委員會、資訊科技服務管治委員會、醫療服務發展委員會、中央投標委員會、公眾投訴委員會、職員上訴委員會(由2016年11月1日起)及支援服務發展委員會成員；新界區域諮詢委員會主席；北區醫院及屯門醫院管治委員會成員
Ms Carol YUEN Siu-wai, JP Deputy Secretary for Financial Services and the Treasury (from 7.10.2016) 袁小惠女士 財經事務及庫務局副秘書長 (由2016年10月7日起)	8/8	Member of FC and MSDC (all from 7.10.2016) 財務委員會及醫療服務發展委員會成員(全由2016年10月7日起)
Mr Richard YUEN Ming-fai, GBS, JP Permanent Secretary for Food and Health (Health) (up to 5.7.2016) 袁銘輝先生 食物及衛生局常任秘書長(衛生) (截至2016年7月5日)	4/4	Member of EEC, FC, HRC, MSDC and SSDC (all up to 5.7.2016) 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(全截至2016年7月5日)

* Note

Board Members are not separately remunerated. 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 - Hong Kong Regional Advisory Committee
- HRC - Human Resources Committee
- ITGC - Information Technology Services Governing Committee
- KRAC - Kowloon Regional Advisory Committee
- MSDC - Medical Services Development Committee
- MTB - Main Tender Board
- NRAC - New Territories Regional Advisory Committee
- PCC - Public Complaints Committee
- SAC - Staff Appeals Committee
- SSDC - Supporting Services Development Committee

*註：

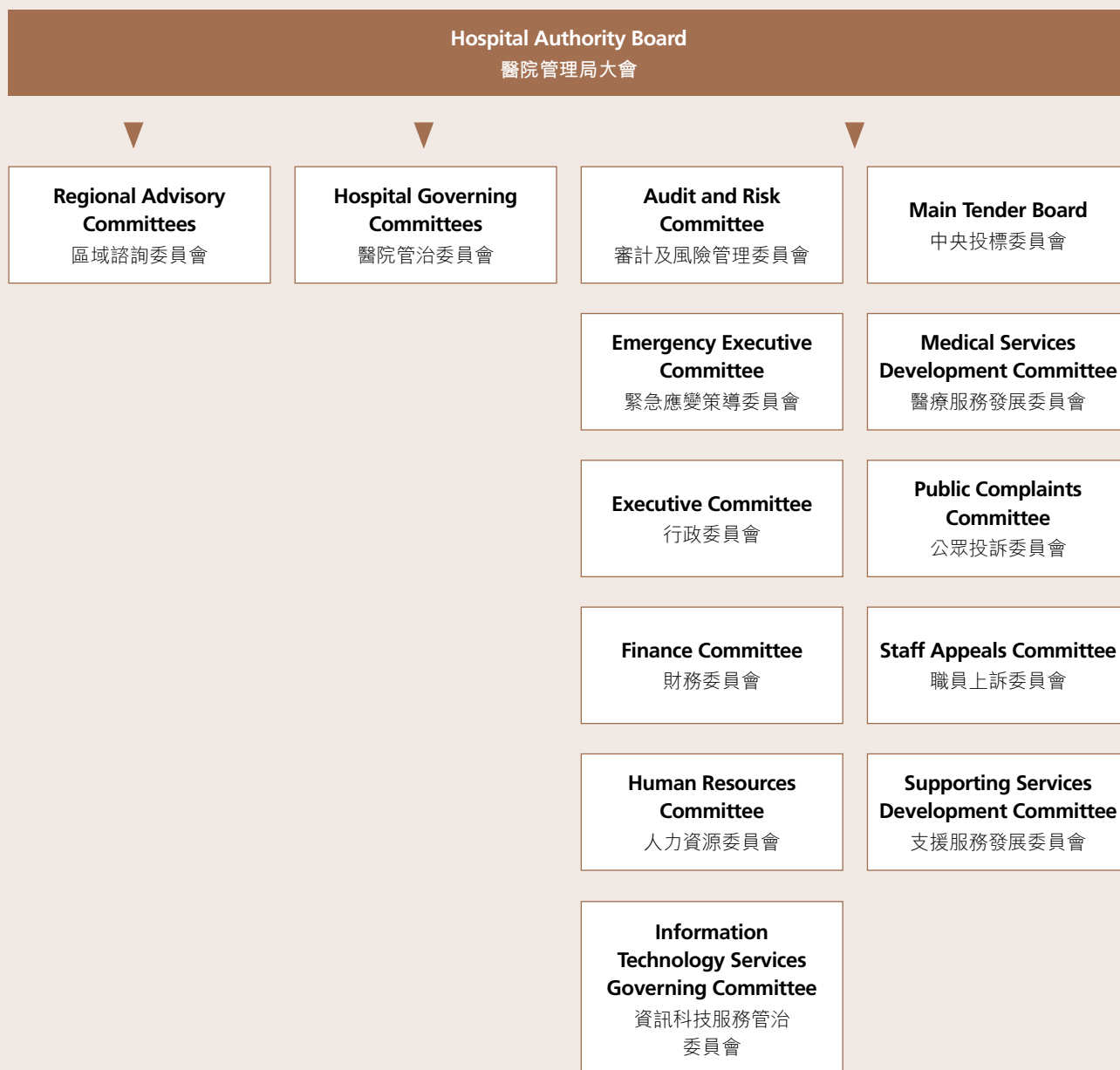
大會成員不獲額外酬金。大會成員透過在全體會議上制訂政策/路向、監察管理層的工作成效，以及指導醫管局專責委員會的工作，一同參與醫管局的管治。

Appendix 2(a)

附錄 2(a)

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

Dr LEUNG Pak-yin, JP *Chief Executive*

梁栢賢醫生 行政總裁

Clusters 聯網

Hong Kong East Cluster

港島東醫院聯網

Dr LAU Chor-chiu, MH, JP

Cluster Chief Executive

劉楚釗醫生 聯網總監

Hong Kong West Cluster

港島西醫院聯網

Dr LUK Che-chung *Cluster Chief Executive*

陸志聰醫生 聯網總監

Kowloon Central Cluster

九龍中醫院聯網

Dr Albert LO Chi-yuen *Cluster Chief Executive*

盧志遠醫生 聯網總監

Kowloon East Cluster

九龍東醫院聯網

Dr CHUI Tak-yi *Cluster Chief Executive*

徐德義醫生 聯網總監

Kowloon West Cluster

九龍西醫院聯網

Dr Nancy TUNG Sau-ying, MH

Cluster Chief Executive

董秀英醫生 聯網總監

Dr HUNG Chi-tim, JP *Cluster Chief Executive*

(Up to 31.10.2016)

熊志添醫生 聯網總監

(截至2016年10月31日)

New Territories East Cluster

新界東醫院聯網

Dr LO Su-vui *Cluster Chief Executive*

(From 1.11.2016)

羅思偉醫生 聯網總監

(由2016年11月1日起)

New Territories West Cluster

新界西醫院聯網

Dr Tony KO Pat-sing *Cluster Chief Executive*

高拔陸醫生 聯網總監

Head Office 總辦事處

Dr CHEUNG Wai-lun, JP *Director (Cluster Services)*

張偉麟醫生 聯網服務總監

Dr Derrick AU Kit-sing *Director (Quality & Safety)*

*(Up to 30.11.2016) **

區結成醫生 質素及安全總監

*(截至2016年11月30日) **

Dr LIU Shao-haei *Deputising Director (Quality and Safety)*

(From 1.12.2016)

劉少懷醫生 代理質素及安全總監

(由2016年12月1日起)

Dr LO Su-vui *Director (Strategy & Planning)*

(Up to 31.10.2016)

羅思偉醫生 策略發展總監

(截至2016年10月31日)

Dr LEE Ha-yun *Director (Strategy & Planning)*

(From 1.11.2016)

李夏茵醫生 策略發展總監

(由2016年11月1日起)

Ms Clara CHIN Sheung-chi *Director (Finance)*

錢湘芷女士 財務總監

Ms Margaret CHEUNG Sau-ling

Head of Corporate Services

張秀玲女士 機構事務主管

Dr Theresa LI Tak-lai *Head of Human Resources*

李德麗醫生 人力資源主管

Dr CHEUNG Ngai-tseung

Head of Information Technology and Health Informatics

張毅翔醫生 資訊科技及醫療信息主管

* Note: Dr Derrick AU Kit-sing's last day of duty was 30.11.2016. His last day of service was 31.12.2016.

* 註：區結成醫生的最後工作日是2016年11月30日，其任期於2016年12月31日完結。

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附錄 3

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 李開賢先生
Members 成員	Mr Ricky FUNG Choi-cheung, SBS, JP (<i>up to 30.11.2016</i>) 馮載祥先生 (截至2016年11月30日)
	Dr KAM Pok-man, BBS 甘博文博士
	Mr Daniel LAM Chun, SBS, JP (<i>from 19.12.2016</i>) 林濬先生 (由2016年12月19日起)
	Mr Ivan SZE Wing-hang, BBS 施榮恆先生
	Ms Priscilla WONG Pui-sze, BBS, JP 王沛詩女士
	Prof Maurice YAP Keng-hung, JP 葉健雄教授
	Mr Jason YEUNG Chi-wai 楊志威先生
	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	Dr LEUNG Pak-yin, JP, <i>Chief Executive</i> 梁栢賢醫生 行政總裁
	Mr Richard YUEN Ming-fai, GBS, JP (<i>up to 5.7.2016</i>) <i>Permanent Secretary for Food and Health (Health)</i> 袁銘輝先生 (截至2016年7月5日) 食物及衛生局常任秘書長 (衛生)
	Mr Patrick NIP Tak-kuen, JP (<i>from 6.7.2016</i>) <i>Permanent Secretary for Food and Health (Health)</i> 聶德權先生 (由2016年7月6日起) 食物及衛生局常任秘書長 (衛生)



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Terms of Reference

1. Exercise an active oversight of the internal audit function to ensure that its:
 - (a) mandate, resources and organisational status are appropriate;
 - (b) plans and activities are adequate to provide systematic coverage of the internal control and risk management systems put in place by the Management; and
 - (c) findings are actioned appropriately and timely;
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 to :
 - (a) monitor the implementation and effectiveness of Hospital Authority's Organisation-wide Risk Management (ORM) policy and strategy;
 - (b) review and approve changes to the components of the ORM framework;
 - (c) review reports on the organisation-wide risk profile and significant risk issues reported to it by the Chief Executive; and
 - (d) monitor 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: 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.

Focus of Work in 2016-17

In 2016-17, the Committee met eight times to exercise active oversight of 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.

職權範圍

1. 積極監察醫院管理局(醫管局)的內部審計職能，以確保：
 - (a) 其職責範圍、資源及組織狀況適切恰當；
 - (b) 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
 - (c) 能就審計所得結果採取適當時的行動；
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) 監察醫管局機構風險管理政策及策略的執行和成效；
 - (b) 檢討機構風險管理框架的各個環節並審批其變動；
 - (c) 審視機構風險概況報告及行政總裁匯報的重大風險事宜；及
 - (d) 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事宜所訂立的程序：
 - (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)。

2016-17年度工作概況

在2016-17年度，委員會共召開八次會議，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。

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In monitoring the effectiveness of HA's internal audit function, the Committee received from Chief Internal Auditor quarterly progress reports on audit results on HA's operational areas. The discussions focused on audit conclusions, major audit observations and relevant follow-up actions planned by the management. Key internal audits considered by the Committee included "Management of Li Ka Shing Foundation Hospice Centres", "Special Honorarium Scheme", "Management of Total Joint Replacement Programme" and "Electricity Consumption Management". The Committee also received updates on the development of audit analytics of clinical systems and deliberated on key observations identified. To plan ahead for 2017-18, the Committee took part in prioritising areas for internal audits and endorsed the Internal Audit Plan.

On the audit of financial statements, the Committee reviewed and endorsed HA's draft audited financial statements for 2015-16 in a joint meeting with the Finance Committee. The Committee also considered reports from the external auditor on the 2015-16 internal control matters, the 2016-17 financial statement audit work plan and the results of preliminary audit risk assessment. In addition, the Committee considered and endorsed the appointment of HA's external auditor.

With regard to risk management, the Committee examined the implementation of organisation-wide risk management and whistleblowing arrangements in HA. To assess key risks facing HA in 2017 and related planned mitigation measures, the Committee considered reports on compliance with HA related ordinances and key organisation-wide risks. Deliberations were also made on risk management reports pertaining to HA's macro-financial risk, information technology (IT) risks – breach of confidentiality / privacy, major capital works risks, service capacity risks and the Electronic Health Record Programme undertaken by HA. The Terms of Reference of the Committee was refined to reflect its role in HA's organisation-wide risk management. The Committee also considered the development of a risk management framework for Clinical Public-Private Partnership (PPP) Programmes via a consultancy study report, and reviewed the findings of a gap analysis between Independent Commission Against Corruption (ICAC)'s Corruption Prevention Guide on Administration of PPP Programmes for Healthcare Services and HA's relevant policies, guidelines, and standard procedures.

To maintain good governance and high level of probity, the Committee considered recommendations from the Corruption Prevention Department of the ICAC via assignment reports on procurement of IT equipment and services, letting and administration of planned maintenance contracts, and procurement of specialist medical equipment and consumables. Besides, as authorised by the Board, the Committee held two joint meetings with the Executive Committee to handle HA's responses to the Director of Audit's report on HA Drug Management. The Committee also deliberated on the agenda forecast for 2017-18.

As a good corporate governance practice, the Committee conducted self-assessment exercise to review its activities in the past year, having regard to its Terms of Reference, for continuous improvement.

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「李嘉誠基金會寧養中心管理」、「特別酬金計劃」、「全關節置換計劃管理」及「用電管理」。此外，委員會收閱臨床系統審計分析的發展報告及討論審計師的主要意見。為就2017-18年度進行前瞻性規劃，委員會參與訂定內部審計的優先範疇，並通過內部審計計劃。

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2015-16年度經審核的財務報表擬本。委員會亦審閱外聘核數師就2015-16年度內部規管事宜、2016-17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。此外，委員會審議及通過醫管局外聘核數師的聘任。

有關風險管理，委員會審視醫管局組織風險管理及舉報機制的實施情況。此外，委員會評估醫管局在2017年所面對的主要風險及擬訂的風險緩減措施，其中審閱了醫管局相關條例合規性及主要機構風險的報告。委員會亦審議多份風險管理報告，包括有關醫管局的宏觀財務風險、資訊科技風險 - 違反保密 / 私隱原則、大型基本工程風險、服務承載量風險及醫管局開發的電子健康紀錄系統。委員會的職權範圍已予修訂，以反映在醫管局組織風險管理方面的角色。委員會亦審閱一份有關公私營協作計劃的顧問研究報告，考慮就臨床公私營協作計劃訂立風險管理框架，另亦審議廉政公署《公私營醫療協作計劃防貪指引》與醫管局有關政策、指引及標準程序的差異分析報告。

為維持良好管治及高度廉潔，委員會審議廉政公署防止貪污處審查報告所作的建議，包括有關採購資訊科技設備及服務、批出和管理擬訂保養合約，以及採購專門醫療設備及耗材。此外，就着審計署署長有關醫管局藥物管理的衡工量值審計，委員會獲大會授權，聯同行政委員會舉行兩次會議，擬備醫管局的回應。委員會亦討論了2017-18年度預設議程。

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，不斷求進。



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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
陳富強先生

Mr Ricky FUNG Choi-cheung, SBS, JP (up to 30.11.2016)
馮載祥先生(截至2016年11月30日)

Mr Lester Garson HUANG, JP
黃嘉純先生

Dr KAM Pok-man, BBS
甘博文博士

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

Ms Winnie NG, JP (up to 30.11.2016)
伍穎梅女士(截至2016年11月30日)

Mr Ivan SZE Wing-hang, BBS (from 1.12.2016)
施榮恆先生(由2016年12月1日起)

Mr WONG Kwai-huen, BBS, JP (from 1.12.2016)
王桂壠先生(由2016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 Hospital Authority Chairman, Functional Committee Chairmen and the Hospital Authority Chief Executive to consider major matters relating to the leadership and oversight of the Hospital Authority;
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 Hospital Authority Head Office and its 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；

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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;
 - (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 Hospital Authority's Emergency Contingency Plan (supplemented by a senior Food & Health Bureau official when meeting as EEC).
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) 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 2016-17

In 2016-17, the Committee met 11 times to discuss and consider key matters and overall policies and directions of HA. Pursuant to the HA Board's leading and managing role on HA, the Committee continued to play a key role in steering the implementation of the various enhancements in the HA Review Action Plan, and overseeing and monitoring its progress. The Committee discussed and provided guidance and support to the finalisation of the HA Strategic Plan 2017-2022 to set out the strategies and directions HA would pursue in the coming five years. It also reviewed the progress of implementation of key enablers to support the enhancements, drive changes and facilitate transformation in models of care and practices. The Committee also examined the final progress review on the implementation of HA Strategic Plan 2012-2017, and other ongoing key service issues requiring further efforts to address, especially against the backdrop of rising service demand. Other strategic matters considered by the Committee included the formulation of HA Budget and Annual Plan for 2017-18, implementation of the Ten-year Hospital Development Plan, upgrading of HA Higher Diploma in Nursing Programme and the proposed framework for implementation, preparatory work for the proposed Chinese Medicine Hospital by the Government, donation management plan of Hong Kong Children's Hospital, etc.

On financial strategies, the Committee had reviewed the financial resource requirement of HA in medium term financial projection from 2017-18 to 2020-21. The Committee was consulted on the findings of the review conducted by HA on the level of fees and charges for public hospital services in HA prior to submission to the Board and the Government. It also discussed the proposed financial arrangement and governance structure for the \$10 billion endowment fund allocated to HA for PPP initiatives.

2016-17 年度工作概況

在2016-17年度，委員會共召開11次會議，討論和考慮醫管局的重要事項和整體政策及方向。因應醫管局大會在醫管局擔任的領導和管理角色，行政委員會繼續領導管方推行醫管局檢討行動計劃的各項改進措施，以及監督和監察其執行進度。委員會就擬備醫管局2017至2022年策略計劃進行討論，並就最終擬稿提供指導，擬定醫管局未來五年的策略和方向。委員會檢討了支援醫療護理的改善措施及服務重整和轉型措施的執行進度。此外，委員會亦審視醫管局2012至2017年策略計劃的最終進度報告以及其他重大的服務相關事宜，特別是因服務需求上升而須著重處理的問題。委員會所考慮的其他策略事宜包括醫管局2017-18年度財政預算及工作計劃、落實十年醫院發展計劃、提升護理學高級文憑課程及其建議執行框架、政府建議發展中醫院的準備工作、香港兒童醫院的捐款管理計劃等。

在財務策略方面，委員會審閱醫管局2017-18至2020-21年度中期財務預測所載的財務資源需要，並就醫管局公立醫院費用及收費檢討結果提供意見，以便呈交醫管局大會及政府審議。此外，委員會亦曾討論撥予醫管局的100億元公私營協作計劃種子基金的擬議財務安排和管治架構。



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The Committee 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, career posting and succession of senior executives and reports on staff complaints against senior executives.

The Committee continued to keep a close eye on succession in the Board's Committees, and other membership matters relating to Hospital Governing Committees (HGCs) and Regional Advisory Committees. It received annual summary report on activities and feedbacks of HGCs. EC also discussed the governance issues and improvement measures relating to the HA Provident Fund Scheme.

Other major items discussed by the Committee during the year included secretariat arrangements for the Board and its committees, enhanced mechanism on recovery of legal costs incurred by HA, HA's emergency preparedness and response programmes, pilot proposal for setting up a school-based education-medical-social collaboration platform to support students with mental health needs, etc. As authorised by the Board, the Committee also held two joint meetings with the Audit and Risk Committee to examine the proposed HA's response to the Director of Audit's report on HA Drug Management.

The Committee regularly advised on agendas of Board meeting as proposed by the management. It also deliberated on the agenda forecast for 2017-18.

As a good corporate governance practice, the Committee conducted self-assessment exercise to review its activities in the past year, having regard to its Terms of Reference, for continuous improvement.

委員會討論和議決了多項有關醫管局人才管理的事宜，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、高級行政人員調任安排及繼任規劃，以及職員投訴高級行政人員的相關報告等。

委員會繼續密切關注醫管局大會轄下委員會繼任以及醫院管治委員會和區域諮詢委員會等其他成員委任的相關事宜，並收閱醫院管治委員會活動及意見的年度簡報。委員會亦審議醫管局公積金計劃的管治事宜和改善措施。

行政委員會年內審議的其他主要事項包括醫管局大會及委員會會務安排、加強醫管局追討法律費用的機制、醫管局的緊急應變準備及行動計劃、因應學生的精神健康需要設立學校為本的醫教社協作平台等。委員會亦在醫管局大會授權下，與審計及風險管理委員會舉行兩次聯合會議，審議醫管局就審計署署長所擬有關醫管局藥物管理報告書的建議回應。

委員會就管理層對醫管局大會議程建議的討論事項提供意見，並討論了2017-18年度預設議程。

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，不斷求進。

Appendix 3

附錄 3

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
陳富強先生

Mr Howard CHAN Wai-kee, JP *(from 11.4.2016)*
(representing the Permanent Secretary for Food and Health (Health))
陳偉基先生 (由2016年4月11日起)
(代表食物及衛生局常任秘書長(衛生))

Mr Ricky FUNG Choi-cheung, SBS, JP *(up to 30.11.2016)*
馮載祥先生 (截至2016年11月30日)

Mr Lester Garson HUANG, JP
黃嘉純先生

Dr KAM Pok-man, BBS
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)

Ms Winnie NG, JP *(up to 30.11.2016)*
伍穎梅女士 (截至2016年11月30日)

Mr Ivan SZE Wing-hang, BBS *(from 1.12.2016)*
施榮恆先生 (由2016年12月1日起)

Miss Janice TSE Siu-wa, JP *(up to 10.4.2016)*
(representing the Permanent Secretary for Food and Health (Health))
謝小華女士 (截至2016年4月10日)
(代表食物及衛生局常任秘書長(衛生))

Mr WONG Kwai-huen, BBS, JP *(from 1.12.2016)*
王桂壘先生 (由2016年12月1日起)

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日由醫院管理局(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。



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Terms of Reference

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

Focus of Work in 2016-17

No meeting was convened in 2016-17.

職權範圍

1. 代表醫管局大會運作，並行使其權力及職能，包括：
 - (a) 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
 - (b) 設立小組委員會或專責小組處理具體事項。
2. 為醫管局面對的緊急情況，鑑辨目標及評估風險；
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。

2016-17 年度工作概況

在2016-17年度，委員會並無召開會議。

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Finance Committee

財務委員會

Membership List

成員名單

Chairman

主席

Dr KAM Pok-man, BBS

甘博文博士

Vice-Chairman

副主席

Mr Andrew FUNG Hau-chung, BBS, JP

馮孝忠先生

Members

成員

Mr Howard CHAN Wai-kee, JP (from 11.4.2016)

(representing the Permanent Secretary for Food and Health (Health))

陳偉基先生 (由2016年4月11日起)

(代表食物及衛生局常任秘書長(衛生))

Mr Stephen LEE Hoi-yin

李開賢先生

Dr LEUNG Pak-yin, JP, Chief Executive

梁栢賢醫生 行政總裁

Dr PANG Yiu-kai, GBS, JP

彭耀佳博士

Mr Ivan SZE Wing-hang, BBS

施榮恆先生

Miss Janice TSE Siu-wa, JP (up to 10.4.2016)

(representing the Permanent Secretary for Food and Health (Health))

謝小華女士 (截至2016年4月10日)

(代表食物及衛生局常任秘書長(衛生))

Mr WONG Kwai-huen, BBS, JP

王桂壘先生

Ms Priscilla WONG Pui-sze, BBS, JP

王沛詩女士

Mr Jason YEUNG Chi-wai

楊志威先生

Ms Esther LEUNG Yuet-yin, JP (up to 22.9.2016) / Ms Carol YUEN Siu-wai, JP (from 7.10.2016) /

Miss Bella MUI Bun-ngar

(representing the Secretary for Financial Services and the Treasury)

梁悅賢女士 (截至2016年9月22日) / 袁小惠女士 (由2016年10月7日起) / 梅品雅女士

(代表財經事務及庫務局局長)

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. 就醫院管理局(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;



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| <ol style="list-style-type: none"> 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 on financial and control related matters and make recommendations to the Hospital Authority where appropriate; 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 the Hospital Authority. | <ol style="list-style-type: none"> 5. 就醫管局的財務報表（經審核及未經審核），向醫管局提供意見及作出建議； 6. 就財務及規管相關事宜與醫管局公積金計劃的信託人保持聯繫，並在適當時候向醫管局作出建議； 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。 |
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Focus of Work in 2016-17

In 2016-17, the Committee met six times 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.

In support of the corporate strategy and policy development of HA, the Committee deliberated on the development of a refined population-based resource allocation model and related communication plan as per the HA Review Action Plan endorsed by the Board. The Committee also examined HA's medium term financial projection for 2017-18 to 2020-21 taking account of the service demand growth and medical advancement under the population-based model and the projection of operating expenditure requirements with due consideration to constraints faced by HA in terms of manpower and facilities, etc. that could limit HA's ability to expand its services. These facilitated liaison with the Government on HA's funding need. Besides, the Committee reviewed the 2016 HA Fees and Charges Review results together with the proposed recommendation for consideration by the HA Board before onward submission to the Government.

Dovetailing with HA's annual service and resource planning process, the Committee examined the proposed 2017-18 HA budget and resource allocation, and considered the financial arrangement for the \$10 billion endowment fund for Public-Private Partnership initiatives. In addition to endorsing HA's insurance procurement approach and direction for 2017-18, the Committee, with the assistance of its Treasury Panel, also advised on HA's investment strategies as well as treasury management and operations. The Committee also examined the consultancy review results and the corresponding proposed measures to enhance the governance and operation arrangement between HA and the HA Provident Fund Scheme (HAPFS). The Terms of Reference of the Committee was refined to reflect its role in HAPFS governance. On financial risk management, the Committee reviewed the risk mitigation measures taken in 2016 and considered the planned actions to address the key financial risks facing HA in 2017. It also reviewed the framework and methodology of service costing and advised on related development strategy.

2016-17 年度工作概況

在2016-17年度，委員會共召開六次會議，協助醫管局大會確保妥善管理和有效運用公帑，並就醫管局的多項財務相關事宜，向大會作出建議。

為支援醫管局制訂整體策略及政策，委員會根據醫管局大會通過有關醫管局檢討的行動計劃，就制訂優化的以人口為基礎資源分配模型及相關的傳訊計劃，進行討論。委員會亦審視醫管局2017-18至2020-21年的中期財政預測，當中考慮了以人口為基礎資源分配模型的服務需求增長及醫療技術發展，以及醫管局在面對的人手及設施等限制下的服務擴展能力及營運開支需求預測。這些均有助與政府磋商醫管局的經費需求。此外，委員會審視醫管局2016年服務收費檢討報告，有關建議上呈醫管局大會審議，然後提交政府考慮。

委員會配合醫管局的服務及資源規劃進程，審議醫管局2017-18年度預算及資源分配建議，以及100億元醫管局公私營協作基金的財政安排。委員會亦通過醫管局2017-18年度保險採購模式及方針，並在庫務小組協助下，就醫管局的投資策略及庫務管理和運作提供意見。委員會亦審議優化醫管局與醫管局公積金計劃之間管治及運作安排的顧問檢討報告及相關建議措施。委員會的職權範圍已予修訂，以反映其於醫管局公積金計劃管治上的角色。就財務風險管理方面，委員會審閱2016年採取的風險緩減措施，並審議應對醫管局2017年主要財務風險的擬訂計劃。委員會亦審議服務成本計算框架及所用方法，並就相關發展策略提供意見。

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On accountability reporting and monitoring of HA's financial position, the Committee reviewed and endorsed HA's draft audited financial statements for 2015-16 in a joint meeting with the Audit and Risk Committee. In addition, it considered the 2015-16 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 2016. The Committee also considered matters relating to key financial performance indicators, waivers of hospital fees and charges, and debt management.

The Committee reviewed the progress of the Finance Organisation Review (Phase 1), Annual Work Plan of the Finance Division and the proposed key strategic areas for 2017-18.

In addition, the Committee assessed the financial risks in 2017 in conjunction with planned mitigation actions, and deliberated on the agenda forecast for 2017-18.

As a good corporate governance practice, the Committee conducted self-assessment exercise to review its activities in the past year, having regard to its Terms of Reference, for continuous improvement.

就醫管局財務狀況的問責報告及監察方面，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2015-16年度經審核的財務報表擬本。此外，委員會亦審議由醫管局推行的若干指定計劃於2015-16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、醫管局慈善基金，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2016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。委員會亦討論有關醫管局主要財務表現指標，豁免醫院收費及債務管理等事宜。

委員會亦審議財務組織檢討(第一階段)的進展報告，以及財務部2017-18年度工作計劃及建議的主要策略範疇。

此外，委員會評估了2017年涉及財務方面的風險及有關緩減計劃，並討論了委員會2017-18年度預設議程。

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，不斷求進。



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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 陳富強先生
Vice-Chairman 副主席	Ms Quince CHONG Wai-yan, JP (<i>up to 30.11.2016</i>) 莊偉茵女士 (截至2016年11月30日)
Members 成員	Prof Francis CHAN Ka-leung, JP 陳家亮教授
	Mr HO Wing-yin 何永賢先生
	Mrs Ann KUNG YEUNG Yun-chi (<i>from 15.12.2016</i>) 龔楊恩慈女士 (由2016年12月15日起)
	Prof Diana LEE Tze-fan, JP 李子芬教授
	Miss Linda LEUNG (<i>representing the Permanent Secretary for Food and Health (Health)</i>) 梁嘉盈女士 (代表食物及衛生局常任秘書長(衛生))
	Dr LEUNG Pak-yin, JP, <i>Chief Executive</i> 梁栢賢醫生 行政總裁
	Mr Ivan SZE Wing-hang, BBS 施榮恆先生
	Ms Priscilla WONG Pui-sze, BBS, JP 王沛詩女士
	Prof Maurice YAP Keng-hung, JP 葉健雄教授
	Mr Charlie YIP Wing-tong 葉永堂先生

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;
7. Consider periodically matters relating to risk, risk management and risk mitigation relevant to human resources management;

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. 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；

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8. Monitor the performance of the Hospital Authority Mandatory Provident Fund Schemes and make recommendations to the Hospital Authority as and when necessary; and
9. Liaise with the Trustees of the Hospital Authority Provident Fund Scheme on member and communication related matters and make recommendations to the Hospital Authority where appropriate.

Focus of Work in 2016-17

In 2016-17, the Committee met six times to discuss and consider various human resources (HR) matters of the Authority.

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. Key matters considered included continuation of the Special Retired and Rehire Scheme which aimed to rehire suitable serving doctors, nurses, allied health staff and supporting grades staff upon their retirement or completion of contract in 2017-18; initiative to attract and retain Operation Assistants IIIB; enhanced contract part-time employment arrangement; consultancy study on full-time employment packages of permanent and contract employees; contract duration for doctors under limited registration; alignment of practices in granting exemption of pregnant staff from night duties and relaxation of the Continuous Night Shift Scheme. It also considered the implication of 2015 Civil Service Starting Salaries Survey to HA, endorsed the job evaluation results for Head Office Finance Division Chief Manager positions according to the progress report on the Finance Organisation Review (Phase 1), and granted endorsement-in-principle for the proposed 2016-17 annual pay adjustment for HA employees. In addition, the Committee was updated on HA's response to public consultation on working hours policy directions.

In response to the recommendations of HA Review, the Committee considered the enhanced central mechanism for creation and deletion of senior positions, discussed the job rotation arrangement for management staff, commented on Cluster Chief Executives' participation in HA overall management, endorsed the regrouping of hospitals and proposed refinement of Managerial Responsibility Allowance arrangement as well as enhancement on central staff deployment mechanism in emergency situations.

With regard to staff welfare and communication / engagement, the Committee noted the results of HA Staff Survey. It also noted the report on proposed implementation plan for the governance and operation arrangement between the HA and the HA Provident Fund Scheme (HAPFS) (in particular the proposed revisions to the HAPFS Trust Board composition and improved governance of Staff Representatives Committee for enhancements in staff communication on matters related to the HAPFS, and endorsed the corresponding revisions to the Terms of Reference of the Committee). It also endorsed the proposed amendment to the Terms and Conditions of Home Loan Interest Subsidy Scheme, and monitored the HA Mandatory Provident Fund Scheme and HAPFS through regular updates.

8. 監察醫管局強積金計劃的表現，並按需要向醫管局提出建議；以及
9. 就有關醫管局公積金計劃成員及溝通方面事宜與信託人保持聯繫，並在適當時向醫管局作出建議。

2016-17 年度工作概況

在 2016-17 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。其中已考慮的主要事項包括延續特別退休後重聘計劃，在 2017-18 年度退休或約滿的醫生、護士、專職醫療人員及支援職系員工當中重新聘請合適人選；吸引及挽留三 B 級運作助理的措施；優化合約兼職聘任安排；常額及合約全職僱員待遇顧問研究；有限度註冊醫生的合約期；統一批准豁免懷孕員工夜更當值的安排及放寬連續夜更當值計劃。此外，委員會亦考慮了 2015 年公務員入職薪酬調查對醫管局的影響、因應財務部架構檢討（第一階段）的進度報告通過總辦事處財務部總行政經理職務評估結果，以及原則上同意 2016-17 年度醫管局僱員的年度薪酬調整。此外，委員會亦收閱醫管局就工時政策方向諮詢所作回應的最新資料。

因應醫管局檢討所提出的建議，委員會考慮了有關中央開設及刪除主管級職位的改良機制，審議管理人員的職務輪換安排，就醫院聯網總監參與醫管局中央管理的工作提出意見，通過醫院重組及優化管理責任津貼的行政安排建議，以及改良在緊急情況下的中央調配員工機制。

在員工安康及溝通 / 凝聚方面，委員會審閱了「醫家我有 Say」醫管局職員意見調查結果，並備悉建議落實的醫管局與醫管局公積金計劃的管治及運作安排（特別是醫管局公積金計劃信託委員會成員組成的修訂建議以及提升職員代表委員會的管治以加強就醫管局公積金計劃事宜與職員的溝通，以及通過委員會職權範圍的相應修訂）、通過購屋貸款利息津貼計劃條款及條件修訂建議，和審閱了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，以監察計劃運作。



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For staff safety, training and development matters, the Committee noted the specialty-based centrally-coordinated Resident Trainee recruitment, and progress of occupational safety and health consultancy study and discussed the management of workplace violence in HA. The Committee also reviewed regular progress report from the Central Training and Development Committee which was established under the Committee to strengthen the governance on staff training and enhance HA's role in central planning and provision of training.

The Committee also gave comments on the clinical placement for allied health students of Tung Wah College in 2016-17, and provided feedback on the quarterly Key Performance Indicator reports. In addition, the Committee assessed the HR risks in 2017 in conjunction with planned mitigation actions, and discussed the enhanced arrangements for the handling of whistleblowing cases. It also deliberated on the agenda forecast for 2017-18.

As a good corporate governance practice, the Committee conducted self-assessment exercise to review its activities in the past year, having regard to its Terms of Reference, for continuous improvement.

在員工安全、培訓及發展方面，委員會備悉中央統籌專科駐院醫生招聘安排和職業安全與健康顧問研究進度，並曾商議醫管局的工作間暴力事宜的處理。此外，委員會又收閱了轄下中央培訓及發展委員會的定期報告，該委員會的成立宗旨是加強員工培訓的管治和提升醫管局在中央規劃和提供培訓之職責。

委員會亦就東華學院2016-17年度專職醫療學生的實習安排和主要表現指標季度報告提出意見。此外，委員會評估了2017年涉及人力資源方面的風險及有關緩減計劃，商議了舉報個案處理的改進安排，並討論了2017-18年度的預設議程。

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，不斷求進。

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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, <i>Chief Executive</i> 梁栢賢醫生 行政總裁
Members 成員	Mr Sidney CHAN Shuen-yiu, JP (<i>up to 19.3.2017</i>) <i>Head of Electronic Health Record Office</i> 陳選堯先生 (截至2017年3月19日) 電子健康紀錄統籌處處長
	Ms Anita CHENG Wai-ching 鄭瑋青女士
	Mr Daniel LAI, BBS, JP 賴錫璋先生
	Mr Stephen LAU Ka-men, JP 劉嘉敏先生
	Ms Ida LEE Bik-sai (<i>from 20.3.2017</i>) <i>Head of Electronic Health Record Office</i> 李碧茜女士 (由2017年3月20日起) 電子健康紀錄統籌處處長
	Mr Stephen LEE Hoi-yin 李開賢先生
	Hon Charles Peter MOK, JP 莫乃光議員
	Ms Winnie NG, JP 伍穎梅女士
	Ir Allen YEUNG Tak-bun, JP <i>Government Chief Information Officer</i> 楊德斌先生 政府資訊科技總監
	Mr Charlie YIP Wing-tong 葉永堂先生

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

職權範圍

1. 通過醫院管理局(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



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8. Consider matters relating to risk, risk management and risk mitigation relevant to Information Technology across Hospital Authority.

Focus of Work in 2016-17

In 2016-17, 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 progress update of HA's IT transformation as the basis for the future direction of IT organisational design in HA undertaken by the IT and Health Informatics Division (IT&HID), with an ultimate goal for organisational efficiency to bring in new service model and technology innovation to enhance patient journey. Thorough discussions were made on the multi-facet strategies comprising key components to transform people, process and technology, with a number of transformation initiatives to address the challenges of system reliability, resource constraints to build and transform, and an effective ability to manage future IT challenges. The Committee also received a report on the review findings of end user and desktop support services in HA and considered the way forward for end user computing support services. In the area of risk management, the Committee received a report on IT Operational Risk Assessment and discussed the key risks identified and the actionable mitigating measures particularly against the potential risks associated with cyberattacks.

The Committee deliberated and approved the portfolio-based and holistic approach of IT Strategy 2017-22 which demonstrated the linkage from HA's five-years strategic plan, devised to 20 IT strategies, then enabled by over a hundred of IT programmes in the next five years. It also supported the key mechanisms for executing the IT Strategy. Moreover, to meet the growing demand for IT systems to support the operation of the organisation, the Committee endorsed the IT Block Vote Submission for 2017-18 and the IT&HID Annual Work Plan 2017-18 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 2017-22.

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, Electronic Health Record (eHR) 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 eHR Sharing System and endorsed the draft audited financial statements related to eHR Programme undertaken by HA annually.

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。

2016-17 年度工作概況

在2016-17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，委員會討論資訊科技及醫療信息部負責的醫管局資訊科技轉型的進展報告，就機構資訊科技設計未來的方向，以提升機構效率，引進新服務模式及創新科技，優化病人的醫護歷程。委員會就多方面的策略進行詳細討論，包括人力資源、程序及科技轉型的主要元素，以及應對系統持續性、發展與轉型方面的資源限制，和有效應付未來資訊科技挑戰的各項措施。委員會亦收閱有關醫管局終端用戶及桌面支援服務的檢討報告，並審議終端用戶電腦應用支援服務的未來路向。在風險管理方面，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，特別是應對網絡攻擊的相關潛在風險。

委員會審議及通過2017至2022年資訊科技策略，策略以組合為本及通盤全面方式，體現與醫管局2017至2022年策略計劃的連繫，在未來五年透過20項資訊科技策略，推行逾百個資訊科技項目，並支援實施資訊科技策略的主要機制。此外，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，委員會通過2017-18年度資訊科技整體撥款申請，以及資訊科技及醫療信息部2017-18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，特別是落實醫管局檢討行動計劃和醫管局2017至2022年策略計劃所訂優次。

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，在各次會議上審閱不同資訊科技職能的表現及狀況報告，並將有關意見傳達部門相關組別，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。

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The Committee also reviewed regular progress report from the Information Technology Technical Advisory Subcommittee which was established under the Committee to advise HA and HA executives on major IT initiatives and IT technical matters proposed for use in HA.

In addition, the Committee assessed the IT risks in 2017 in conjunction with planned mitigation actions, and deliberated on the agenda forecast for 2017-18.

As a good corporate governance practice, the Committee conducted self-assessment exercise to review its activities in the past year, having regard to its Terms of Reference, for continuous improvement.

委員會亦定期收閱轄下信息技術諮詢小組委員會的進度報告，該小組委員會就建議於醫管局推行的重大資訊科技項目及有關技術事宜向醫管局及其行政人員提供意見。

此外，委員會評估了2017年涉及資訊科技方面的風險及有關緩減計劃，並討論了2017-18年度預設議程。

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，不斷求進。



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-Chairmen

副主席

Mr William CHAN Fu-keung, BBS (*up to 27.4.2016*)

陳富強先生 (截至2016年4月27日)

Mr Ivan SZE Wing-hang, BBS (*from 28.4.2016*)

施榮恆先生 (由2016年4月28日起)

Mr Lincoln TSO Lai

曹禮先生

Ex-officio members

當然成員

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：

Dr Andrew CHAN Ping-chiu, BBS (*from 28.4.2016*)

陳炳釗博士 (由2016年4月28日起)

Prof Edwin CHAN Hon-wan (*from 28.4.2016*)

陳漢雲教授 (由2016年4月28日起)

Prof Francis CHAN Ka-leung, JP

陳家亮教授

Mr CHAN How-chi, MH (*from 28.4.2016*)

陳孝慈先生 (由2016年4月28日起)

Ms Anita CHENG Wai-ching

鄭瑋青女士

Mr CHENG Yan-kee, BBS, JP (*from 28.4.2016*)

鄭恩基先生 (由2016年4月28日起)

Mr Stanley CHEUNG Tak-kwai (*from 28.4.2016*)

張德貴先生 (由2016年4月28日起)

Ms CHIANG Lai-yuen, JP

蔣麗婉女士

Ms Quince CHONG Wai-yan, JP (*up to 30.11.2016*)

莊偉茵女士 (截至2016年11月30日)

Mr Andrew FUNG Hau-chung, BBS, JP

馮孝忠先生

Mr HO Wing-yin

何永賢先生

Mrs Ann KUNG YEUNG Yun-chi (*from 15.12.2016*)

龔楊恩慈女士 (由2016年12月15日起)

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Prof Joseph KWAN Kai-cho (*from 28.4.2016*)
關繼祖教授 (由 2016 年 4 月 28 日起)

Mr Daniel LAM Chun, SBS, JP (*from 7.12.2016*)
林濬先生 (由 2016 年 12 月 7 日起)

Ms Lisa LAU Man-man, BBS, MH, JP (*from 15.12.2016*)
劉文女士 (由 2016 年 12 月 15 日起)

Mr Stephen LEE Hoi-yin
李開賢先生

Mr Peter LEE Kwok-wah (*from 28.4.2016*)
李國華先生 (由 2016 年 4 月 28 日起)

Prof Diana LEE Tze-fan, JP
李子芬教授

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

Mr Gregory LEUNG Wing-lup, SBS (*from 28.4.2016*)
梁永立先生 (由 2016 年 4 月 28 日起)

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

Mr LO Chung-hing, SBS (*from 28.4.2016*)
盧重興先生 (由 2016 年 4 月 28 日起)

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

Mr Wilson MOK Yu-sang (*from 28.4.2016*)
莫裕生先生 (由 2016 年 4 月 28 日起)

Dr PANG Yiu-kai, GBS, JP
彭耀佳博士

Mr WONG Kwai-huen, BBS, JP (*up to 30.11.2016*)
王桂壘先生 (截至 2016 年 11 月 30 日)

Ms Priscilla WONG Pui-sze, BBS, JP
王沛詩女士

Mr David YAU Po-wing (*from 28.4.2016*)
游寶榮先生 (由 2016 年 4 月 28 日起)

Mr Charlie YIP Wing-tong
葉永堂先生

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.

職權範圍

- (1) 根據醫院管理局(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。



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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 2016-17

The Main Tender Board (MTB) is organised into two Tender Boards each meeting once a month, with MTB(1) focusing on mainly tenders for pharmaceutical products and medical consumables; and MTB(2) on tenders of other subjects (e.g. major equipment, contract services, consultancies etc.). In 2016-17, MTB considered some 600 papers on 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, and information technology systems and maintenance services. Capital works tenders were mainly concerned with hospital redevelopment projects and minor works improvements for maintenance of hospital premises.

In April 2016, the Board approved to co-opt the following two groups as additional Members to MTB to further strengthen the independence and transparency of its work:

- (a) a Cluster Tender Board Member from each cluster who is also a Member of Hospital Governing Committee ; and
- (b) existing co-opted Members of SSDC.

As a good corporate governance practice, the Committee conducted self-assessment exercise to review its activities in the past year, having regard to its Terms of Reference, for continuous improvement.

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。

2016-17年度工作概況

中央投標委員會分成兩個投標委員會，每月各自舉行一次會議。中央投標委員會(1)主要負責藥物和醫療消耗品招標；而中央投標委員會(2)則處理其他項目(例如大型設備、合約服務、顧問服務等)的招標。在2016-17年度，中央投標委員會審議超過600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；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。

在2016年4月，醫管局大會批准從以下兩個組別增選中央投標委員會的額外成員，進一步加強委員會工作的獨立性和透明度：

- (a) 聯網投標委員會成員，而該成員須同時為醫院管治委員會成員；和
- (b) 支援服務發展委員會現任成員。

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，不斷求進。

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Medical Services Development Committee

醫療服務發展委員會

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

Prof Diana LEE Tze-fan, JP
李子芬教授

Members

成員

Dr Constance CHAN Hon-ye, JP
Director of Health

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
何永賢先生

Dr KAM Pok-man, BBS
甘博文博士

Ms Esther LEUNG Yuet-yin, JP (*up to 22.9.2016*) / Ms Carol YUEN Siu-wai, JP (*from 7.10.2016*) /
Miss Bella MUI Bun-ngar
(*representing the Secretary for Financial Services and the Treasury*)
梁悅賢女士 (截至2016年9月22日) / 袁小惠女士 (由2016年10月7日起) / 梅品雅女士
(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, *Chief Executive*
梁栢賢醫生 行政總裁

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

Mr Patrick NIP Tak-kuen, JP (*from 6.7.2016*)
Permanent Secretary for Food and Health (Health)
聶德權先生 (由2016年7月6日起)
食物及衛生局常任秘書長 (衛生)

Dr PANG Yiu-kai, GBS, JP
彭耀佳博士

Mr Charlie YIP Wing-tong
葉永堂先生

Mr Richard YUEN Ming-fai, GBS, JP (*up to 5.7.2016*)
Permanent Secretary for Food and Health (Health)
袁銘輝先生 (截至2016年7月5日)
食物及衛生局常任秘書長 (衛生)



Appendix 3

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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;
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, on the recommendation of the Management Committee of the Samaritan Fund,
 - (b) approve the scope of coverage of the Hospital Authority Public-Private Partnership Fund, on the recommendation of the Management Committee for the Hospital Authority Public-Private Partnership (PPP) Fund and Clinical PPP Programmes; and
 - (c) approve clinical service plans on specialty services and redevelopment projects, except those involving decisions on financial provisions.

Focus of Work in 2016-17

In 2016-17, the Committee met seven times to discuss issues relating to the planning, development and management of clinical services. In support of the corporate strategy and planned future service directions of HA, the Committee discussed and considered the respective clinical services plans for the Kowloon Central Cluster (KCC) and the New Territories West Cluster as well as the strategic framework for rehabilitation services and palliative care. It also considered the re-delineation of cluster boundary for KCC and Kowloon West Cluster and the capacity-demand gap analysis for various clusters. Further, the Committee discussed the development of the Integrated Chinese-Western Medicine pilot programme; mental health service development for adults; service enhancement for students with mental health need; community care for dementia patients; and the development on the refined population-based resources allocation model. The Committee was also briefed on the setting up of a mechanism for introduction of highly specialised services, primary percutaneous coronary intervention service development; planning of cardiac catheterization laboratory service; and the HA Colon Assessment PPP Programme. Besides, the Committee received briefings on progress report on the development of the Hong Kong Children's Hospital and HA's involvement in supporting a large-scale residential care home for elderly being developed in Lam Tei.

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. 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（醫管局）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) 批核醫管局公私營協作基金及臨床公私營協作計劃管理委員會建議的基金涵蓋範圍；及
 - (c) 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。

2016-17年度工作概況

在2016-17年度，醫療服務發展委員會共召開七次會議，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及擬定的未來服務方向，委員會考慮及審議了九龍中及新界西醫院聯網各自的臨床服務計劃；復康服務及舒緩治療的策略框架；九龍中及九龍西聯網界線重組及多個聯網服務承載能力與服務需求差距分析；發展中西醫協作先導計劃；成年精神健康服務發展；加強對有需要學童的精神健康服務；認知障礙症患者的社區護理；以及發展優化的以人口為基礎的資源分配模型。委員會亦備悉高度專門服務引入機制的建議；心臟科冠狀動脈導管介入手術發展；心導管化驗所服務規劃；以及醫管局腸道檢查公私營協作計劃。此外，委員會亦收閱香港兒童醫院發展進度報告以及醫管局對現正興建的藍地大型安老院舍參與支援發展的進度報告。

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The Committee considered and advised on a wide range of clinical management issues. Enhancing clinical risk management and clinical governance as well as implementing continuous quality improvement systems were high on the agendas of the Committee. The Committee considered various matters relating to patient safety and risk management, including credentialing and defining scope of practice in HA; hospital accreditation; patient service and care risks and the proposed risk reduction plans; and enhancement on safety and quality services. In response to the recommendations of HA Review on service provision as well as quality and safety, the Committee considered proposals and regular reports on individual action items, including management of access block problem; waiting time of specialist out-patient clinic and accident and emergency service; and efficiency of operating theatre utilisation. The Committee also discussed on winter surge preparation; and clinical service key performance indicators development and monitoring. It was also briefed on the introduction of new drugs and indications to be covered by the Samaritan Fund from 2016-17; disability allowance review; and service plan on patient experience and satisfaction survey. It also noted the evaluation of Risk Assessment and Management Programme for diabetes mellitus and hypertension patients in general out-patient clinics.

The Committee received progress reports of various clinical programmes, including the Service Management Report of the Chinese Medicine Centres for Training and Research; HA Patient Experience and Satisfaction Survey on Inpatient Service; and the various clinical PPP programmes. The Committee also noted the governance structure for the HA PPP Fund.

In August 2016, the Committee revised its Terms of Reference (TOR) for including matters relating to the approval of the scope of coverage of HA PPP Fund into its scope.

In addition, the Committee assessed the risks relating to clinical services in 2017 in conjunction with planned mitigation actions, and deliberated on the agenda forecast for 2017-18.

As a good corporate governance practice, the Committee conducted self-assessment exercise to review its activities in the past year, having regard to its Terms of Reference, for continuous improvement.

委員會亦審議不同的醫療管理事宜並提供意見。加強臨床風險管理及臨床管治，以及推行持續質素改善制度是委員會的重點關注。委員會就病人安全及風險管理考慮多項相關事宜，包括醫管局資歷認證及確定臨床實務範圍、醫院認證、病人服務及治療風險與風險防範計劃建議，以及服務安全及質素改善措施。因應醫管局檢討報告有關提供服務和質素及安全方面的建議，委員會考慮多個建議的行動計劃及個別行動計劃的定期報告，包括管理滯留等候入院問題、專科門診診所及急症室輪候時間，以及手術室使用效率。委員會亦討論冬季流感服務高峰期的準備工作及臨床服務主要表現指標的制訂和監察，並聽取有關撒瑪利亞基金在2016-17年度起納入的新藥及適應症、傷殘津貼檢討，以及病人經驗及服務滿意度調查服務計劃的匯報。此外，委員會亦備悉為普通科門診糖尿病及高血壓病人而設的健康風險評估及跟進護理計劃的評估結果。

委員會收閱多項臨床服務計劃的進展報告，包括中醫教研中心的服務管理報告；醫管局住院病人經驗及服務滿意度調查；以及多項臨床公私營協作計劃。委員會亦備悉醫管局公私營協作基金的管治架構。

委員會於2016年8月修訂職權範圍，將批核醫管局公私營協作基金涵蓋範圍相關事宜的權力入其中。

此外，委員會評估了2017年涉及臨床服務方面的風險及有關緩減計劃，並討論了2017-18年度預設議程。

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，不斷求進。



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* (*up to 30.11.2016*)

馮載祥先生* (截至 2016 年 11 月 30 日)

Mr Ivan SZE Wing-hang, BBS (*from 1.12.2016*)

施榮恆先生 (由 2016 年 12 月 1 日起)

Vice-Chairman

副主席

Prof Raymond LIANG Hin-suen, SBS, JP*

梁憲孫教授*

Members

成員

Dr Jane CHAN Chun-kwong

陳真光醫生

Mr Raymond CHAN Kwan-tak (*from 1.12.2016*)

陳君德先生 (由 2016 年 12 月 1 日起)

Ms Christine Barbara CHAN So-han, BBS

陳素嫻女士

Mr CHAN Wing-kai

陳永佳先生

Dr Jinghan CHEN (*up to 30.11.2016*)

陳靜涵博士 (截至 2016 年 11 月 30 日)

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

蔡宗灝牧師

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

林志紉先生

Ms Lisa LAU Man-man, BBS, MH, JP (*from 15.12.2016*)

劉文文女士 (由 2016 年 12 月 15 日起)

Dr Robert LAW Chi-lim*

羅致廉醫生*

Dr Agnes LAW Koon-chui, JP

羅觀翠博士

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Mr Peter LEE Shung-tak, BBS, JP
李崇德先生

Ms Maggie LEUNG Yee-mei
梁綺眉女士

Ms Manbo MAN Bo-lin, MH
文保蓮女士

Mr Simon MOK Sai-man, MH
莫世民先生

Mr TSE Man-shing, BBS, JP (from 1.12.2016)
謝萬誠先生 (由 2016 年 12 月 1 日起)

Prof WAN Chin-chin (up to 30.11.2016)
尹葉芊芊教授 (截至 2016 年 11 月 30 日)

Mr Paul WU Wai-keung
胡偉強先生

Ms Lina YAN Hau-yee, MH, JP*
殷巧兒女士*

Ms Agnes Garman YEH
葉嘉雯女士

Ms Lisa YIP Sau-wah, JP*
葉秀華女士*

Mr Charlie YIP Wing-tong
葉永堂先生

* 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。



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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 2 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。

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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.)

Focus of work in 2016-17:

In 2016-17, the Public Complaints Committee held 19 meetings and handled a total of 302 cases relating to medical services, administrative procedure, staff attitude, etc. 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.

As a good corporate governance practice, the Committee conducted self-assessment exercise to review its activities in the past year, having regard to its Terms of Reference, for continuous improvement.

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。)

2016-17 年度工作概況

在2016-17年度，公眾投訴委員會共召開19次會議及處理302宗涉及醫療服務、行政程序、員工態度等的個案。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。

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，不斷求進。



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Staff Appeals Committee

職員上訴委員會

Membership List

成員名單

Chairman 主席	Mr Lawrence LEE Kam-hung, BBS, JP 李金鴻先生
Members 成員	Ms Quince CHONG Wai-yan, JP (up to 31.10.2016) 莊偉茵女士 (截至2016年10月31日)
	Mr Charlie YIP Wing-tong (from 1.11.2016) 葉永堂先生 (由2016年11月1日起)
	Mr Paul YU Shiu-tin, BBS, JP 余嘯天先生

Terms of Reference

- 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.
- The Committee shall:
 - consider whether the appeal cases need further investigation by the management;
 - direct the appeal cases to be investigated;
 - have access to all the relevant information required from the management for making a decision;
 - ensure that appropriate action is taken; and
 - reply to the appellant.
- The Committee's decision shall represent the Hospital Authority's decision and shall be final.
- The Committee shall make annual reports to the Hospital Authority Board.

Focus of Work in 2016-17

The Committee is tasked 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 Committee's decision shall represent HA's decision and shall be final. The membership of the Committee comprises individuals who are not staff members of HA.

In 2016-17, the Committee received three staff appeal cases in total. One of the three cases was referred back to the respective cluster management to follow up as the complainant had not yet exhausted the normal staff complaint channels in HA. For the other two cases, the Committee found that the appellants had fully presented their cases, and the management had followed due process in the course of investigation.

職權範圍

- 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。
- 委員會須
 - 考慮上訴個案是否需由管理人員作進一步調查；
 - 指令對上訴個案進行調查；
 - 向管理人員取得所有有關資料，以便作出決定；
 - 確保已採取恰當的行動；及
 - 回覆上訴人。
- 委員會的決定即為醫院管理局(醫管局)的最終決定。
- 委員會須每年向醫管局大會提交報告。

2016-17年度工作概況

委員會的宗旨是就已透過醫管局既定的內部渠道提出申訴但不滿有關決定的職員上訴個案，進行審議及決定。委員會的決定即為醫管局的最終決定。委員會的成員全部均非醫管局的職員。

在2016-17年度，委員會共收到三宗職員上訴個案，其中一宗個案由於投訴人並未循醫管局既定的職員投訴渠道作出申訴，因此獲發還有關聯網管理層跟進。至於其餘兩宗個案，委員會認為各上訴人已完整闡述其個案，管理層亦已根據適當程序作出調查。

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In considering the appeal cases, the Committee had reviewed all the relevant information and, where appropriate, solicited additional information from the concerned management team on HA's prevailing policies and practices related to the appeal cases. The Committee considered the detailed information and came to the view that the conclusions reached earlier by the management were justified. In the process of the review, the Committee had also identified certain areas which might warrant further consideration by the management. Observations and recommendations of the Committee were conveyed to the management team for follow-up.

As a good corporate governance practice, the Committee conducted self-assessment exercise to review its activities in the past year, having regard to its Terms of Reference, for continuous improvement.

委員會在審議上訴個案時，除檢視所有相關資料外，亦會視乎情況向有關管理團隊索取與個案有關的醫管局現行政策及措施的補充資料。委員會經考慮有關詳細資料後，認為管理人員先前就個案所作的結論均合乎理據。委員會在審視個案的過程中亦留意到一些值得管理人員作進一步探討的事宜，並已向管理人員轉達其觀察所得和建議，以供跟進。

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，不斷求進。



Supporting Services Development Committee

支援服務發展委員會

Membership List

成員名單

Chairman

主席

Ms Winnie NG, JP (*up to 30.11.2016*)

伍穎梅女士 (截至2016年11月30日)

Mr WONG Kwai-huen, BBS JP (*from 1.12.2016*)

王桂壘先生 (由2016年12月1日起)

Vice-Chairman

副主席

Mr WONG Kwai-huen, BBS JP (*up to 30.11.2016*)

王桂壘先生 (截至2016年11月30日)

Members

成員

Dr Andrew CHAN Ping-chiu, BBS

陳炳釗博士

Prof Edwin CHAN Hon-wan

陳漢雲教授

Mr CHENG Yan-kee, BBS, JP

鄭恩基先生

Ms CHIANG Lai-yuen, JP

蔣麗婉女士

Mr Lester Garson HUANG, JP

黃嘉純先生

Dr KAM Pok-man, BBS

甘博文博士

Mr Daniel LAM Chun, SBS, JP (*from 7.12.2016*)

林濬先生 (由2016年12月7日起)

Ms Lisa LAU Man-man, BBS, MH, JP (*from 15.12.2016*)

劉文文女士 (由2016年12月15日起)

Mr Peter LEE Kwok-wah

李國華先生

Miss Linda LEUNG

(*representing the Permanent Secretary for Food and Health (Health)*)

梁嘉盈女士

(*代表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

Mr Gregory LEUNG Wing-lup, SBS

梁永立先生

Ir Dr LO Wai-kwok, SBS, MH, JP

盧偉國博士

Mr Charlie YIP Wing-tong

葉永堂先生

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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;
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.

Focus of Work in 2016-17

In 2016-17, the Committee met four times to advise on directions and policies related to the development of business support services and capital planning to support clinical service delivery in HA. It endorsed the revised procurement policy and contract management of drugs in HA to tie in with the Pharmaceutical Inspection Co-operation Scheme (PIC/S) Good Manufacturing Practice (GMP) requirements for products registration in Hong Kong. It examined the risks on HA's capacity in business supporting services and the proposed contingency plans as a result of the suspension of the construction of Tin Shui Wai Supporting Services Centre. It reviewed reports on hospital security services, the Non-emergency Ambulance Transfer Service (NEATS), the enhanced quality control in hospital laundry service and the progress of the enhancement of Central Coordinated Refill Services in clusters. The Committee received reports on the implementation of HA's Enterprise Asset Management system; and the contracts with price adjustment approved via Authorise and Direct granted by the Main Tender Board. It also discussed the provision of maintenance service for medical equipment; and followed through the replacement of equipment in 2016-17 and the plan for up to 2019-20. The Committee also revisited the key operational risks in relation to business support services, pharmaceutical supplies and capital planning.

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. 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。

2016-17 年度工作概況

在2016-17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，以支援醫管局的醫療服務。委員會通過更新醫管局的藥物採購政策及合約管理，以確保所採購之藥劑製品符合「國際醫藥品稽查協約組織」的生產質量管理規範的註冊要求。由於天水圍支援服務中心暫緩興建，委員會審視了醫管局就相關業務支援服務承載能力所作的風險評估及應急方案建議。委員會亦審閱醫院保安服務及非緊急救護運送服務的檢討報告、加強醫院洗衣服務品質監控的進度報告，以及改善聯網中央統籌補充服務的進度報告。委員會亦收閱推行醫管局企業資產管理系統的進度報告，以及有關經由中央投標委員會授權批核的合約價格調整管理匯報。委員會又討論醫療設備的保養服務，以及跟進2016-17年度更換醫療設備的進度及截至2019-20年度的有關規劃。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主要運作風險。



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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 noted the implementation progress of projects under the Ten-year Hospital Development Plan which involved the earmarked government funding of \$200 billion. The Committee examined the provision of hospital engineering services by the Electrical and Mechanical Services Trading Fund and commented on the approach of future tendering exercise. It reviewed reports on the electric vehicle charging facilities in HA, and the pilot study in reducing impacts of electricity supply voltage dip on hospital engineering equipment. The Committee considered and supported taking legal action against an illegal structure in Castle Peak Hospital boundary. It also reviewed the regular progress reports from the Capital Works Subcommittee which was established under the Committee to oversee and advise on capital works / project related items.

In addition, the Committee assessed the risks relating to business support services and capital planning in 2017 in conjunction with planned mitigation actions, and deliberated on the agenda forecast for 2017-18.

As a good corporate governance practice, the Committee conducted self-assessment exercise to review its activities in the past year, having regard to its Terms of Reference, for continuous improvement.

另一方面，委員會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度報告。委員會備悉政府所預留2,000億元推行醫院十年發展計劃的項目進度。委員會審視機電工程營運基金提供的醫院工程服務，並就未來的招標方式提供意見。委員會亦審閱有關醫管局就電動車提供充電設施，以及為減低電壓驟降對醫院工程設備的影響所作的先導計劃研究報告。委員會審議及支持局方對青山醫院範圍內的僭建物採取法律行動。委員會亦按時審閱轄下基本工程小組委員會的進度報告，該小組委員會負責審議基本工程及項目的相關事項。

此外，委員會評估了2017年涉及業務支援服務及基本工程規劃方面的風險及有關緩減計劃，並討論了2017-18年度預設議程。

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，不斷求進。

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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

Chairman 主席	Dr Pamela LEUNG Ming-kuen, JP 梁明娟醫生
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
Members 成員	Mr Derek CHAN Man-foon 陳文寬先生 Bishop Rev Ben CHANG Chun-wa 張振華監督 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 Mr John LI Kwok-heem, MH 李國謙先生 Dr Hon LO Wai-kwok, SBS, MH, JP 盧偉國博士 Mr Wilson MOK Yu-sang 莫裕生先生 Rev PO Kam-cheong 蒲錦昌牧師 Mr SIU Sau-ching 蕭壽澄先生 Rt Rev Dr Thomas SOO Yee-po, JP 蘇以葆主教 Mr Herman TSOI Hak-chiu 蔡克昭先生 Ms Peggy WONG Pik-kiu, BBS, MH, JP 黃碧嬌女士



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Bradbury Hospice

白普理寧養中心

Chairman

主席

Dr Joseph LEE Man-ho

李文豪醫生

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

Members

成員

Dr Hubert CHAN Chung-yee, JP

陳重義博士

Dr Amy CHOW Yin-man

周燕雯博士

Dr David KAN Kam-fai

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

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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
Members 成員	Dr Wallace CHAN Chi-ho 陳智豪博士 Mr CHAN Wai-ming, MH, JP 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 周奕希先生 Dr Daniel FANG Tak-sang 方德生醫生 Prof Frederick HO Wing-huen, SBS 何永煊教授 Dr Vincent LEUNG Tze-ching 梁子正醫生 Mr Anthony WONG Luen-kin, JP 黃鑾堅先生 Mr Charles YANG Chuen-liang, BBS, JP 楊傳亮先生 The Most Rev Michael YEUNG Ming-cheung 楊鳴章主教 Rev Joseph YIM Tak-lung 閻德龍神父



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Castle Peak Hospital & Siu Lam Hospital

青山醫院及小欖醫院

Chairman 主席	Mr CHAN Bing-woon, SBS, JP 陳炳煥先生
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
Members 成員	Mr CHAN How-chi, MH 陳孝慈先生 Mr Stephen LEE Hoi-yin 李開賢先生 Dr Raymond MA Siu-wing, MH 馬兆榮醫生 Mr Edward PONG Chong, BBS, JP 龐創先生 Prof SHAM Pak-chung, JP 沈伯松教授 Mr TSANG Hin-hong 曾憲康先生 Ms Deborah WAN Lai-yau, BBS, JP 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

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Cheshire Home, Chung Hom Kok

春磡角慈氏護養院

Chairman 主席	Dr Albert WONG Chi-chiu 王志釗醫生
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
Members 成員	Mr Raymond CHAN Kwan-tak 陳君德先生 Mrs Shelley M CHOW 周慧思女士 Ms Betty KO Lan-fun 高蘭芬女士 Dr Bernard KONG Ming-hei 江明熙醫生 Mr Peter LI Lan-yiu 李蘭耀先生 Dr Leonard LI Sheung-wai 李常威醫生 Ms Janice MORTON 莫珍妮女士 Dr Paul YOUNG Tze-kong, JP 楊子剛博士



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Cheshire Home, Shatin

沙田慈氏護養院

Chairman

主席

Mrs Linda WONG LEUNG Kit-wah

王梁潔華女士

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

Members

成員

Mrs Shelley M CHOW

周慧思女士

Ms Janet LAI Keng-chok

黎勁竹女士

Prof Diana LEE Tze-fan, JP

李子芬教授

Dr Edward LEUNG Man-fuk

梁萬福醫生

Dr Pamela LEUNG Ming-kuen, JP

梁明娟醫生

Mr Paul MAK Chun-nam

麥鎮南先生

Ms Janice MORTON

莫珍妮女士

Mr NG Hang-sau, MH

伍杏修先生

Mr Alfred POON Sun-biu

潘新標先生

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Grantham Hospital

葛量洪醫院

Chairman 主席	Mr Steve LAN Yee-fong 藍義方先生
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
Members 成員	Dr CHENG Chun-ho 鄭俊豪醫生 Mr Raymond CHOW Wai-kam, JP 周偉淦先生 Mr Edward HO Man-tat 何聞達先生 Prof Peggy LAM, GBS, JP 林貝聿嘉教授 Prof Karen LAM Siu-ling 林小玲教授 Dr Carl LEUNG Ka-kui 梁家駒醫生 Mr William LEUNG Shu-yin 梁樹賢先生 Dr Vitus LEUNG Wing-hang, JP 梁永鏗博士 Prof LO Chung-mau, BBS, JP 盧寵茂教授 Mr MA Ching-nam, JP 馬清楠先生 Mrs Purviz Rusy SHROFF Prof Sydney TANG Chi-wai 鄧智偉教授 Prof Maurice YAP Keng-hung, JP 葉健雄教授 Mr Rocco YIM Sen-kee, BBS, JP 嚴迅奇先生



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Haven of Hope Hospital

靈實醫院

Chairman

主席

Prof Joseph KWAN Kai-cho

關繼祖教授

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

Members

成員

Mr Jonathan CHAN Pok-chi

陳博智先生

Mr CHAU Kwok-woon

鄒國煥先生

Mr Francis CHAU Yin-ming, BBS, MH

周賢明先生

Mr Stuart CHEN Seng-tek

陳升揚先生

Mr Charles CHIU Chung-yee

趙宗義先生

Ms Clara CHONG Ming-wah

臧明華女士

Dr HO Wai-ip

何焯業醫生

Dr LAM Ching-choi, BBS, JP

林正財醫生

Dr Andrew LUK Leung

陸亮博士

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Hong Kong Buddhist Hospital

香港佛教醫院

Chairman 主席	Mr Keith LAM Hon-keung, JP 林漢強居士
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
Members 成員	Mr HO Tak-sum, MH 何德心居士 Mr LAI Sze-nuen, SBS, JP 黎時煖居士 Mr Anthony LAM Chi-tat 林志達居士 Mr Stephen LAM Wai-hung 林韋雄先生 Ms May LAU Mei-mui 劉美梅女士 Mr LEE Ka-cheung 李家祥居士 Dr POON Tak-lun, JP 潘德鄰醫生 Mr SHUM Man-to, SBS 沈文燾先生 Ven SIK Chi-wai, SBS 釋智慧法師 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 Ven SIK Kuan-yun 釋寬運法師 Ven SIK To-ping 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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Hong Kong Eye Hospital & Kowloon Hospital

香港眼科醫院及九龍醫院

Chairman 主席	Mr LO Chung-hing, SBS 盧重興先生
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
Members 成員	Dr Ina CHAN Un-chan, BBS 陳婉珍博士 Dr Connie CHAN CHENG Yuk-ye, MH 陳鄭玉而博士 Mrs Sheilah CHENG CHATJAVAL 陳鄭兆齡女士 Dr Charles CHEUNG Wai-bun, JP 張惠彬博士 Mr Ricky FUNG Choi-cheung, SBS, JP 馮載祥先生 Ms Mavis LEE Ming-pui 李明佩女士 Dr LEUNG Kin-ping 梁健平博士 Prof Julia TAO LAI Po-wah 陶黎寶華教授 Dr WONG Yee-him 黃以謙醫生

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HK Red Cross Blood Transfusion Service

香港紅十字會輸血服務中心

Chairman 主席	Mr Philip TSAI Wing-chung, BBS, JP 蔡永忠先生
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
Members 成員	Dr HO Chung-ping, MH, JP 何仲平醫生 Mr Ambrose HO Pui-him, SBS, JP 何沛謙先生 Ms Ada LAM Wai-ming 林慧明女士 Prof LI Chi-kong, JP 李志光教授 Mrs Patricia LING WOO Sau-ha, MH, JP 林胡秀霞女士 Ms Clara SHEK Ka-lai 石嘉麗女士 Ms Bonnie SO Yuen-han 蘇婉嫻女士 Mrs Irene YAU LEE Che-yun, JP 丘李賜恩女士 Mr Jimmy YUEN Hon-wing 袁漢榮先生



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附錄 4

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

Chairman 主席	Ms Quince CHONG Wai-yan, JP 莊偉茵女士
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
Members 成員	Prof Chetwyn CHAN Che-hin 陳智軒教授 Mr Stanley CHEUNG Tak-kwai 張德貴先生 Ms Janet HUI Lai-wah 許麗華女士 Prof Joseph KWAN Kai-cho 關繼祖教授 Mrs Nina LAM LEE Yuen-bing, MH 林李婉冰女士 Mr Stephen LIU Wing-ting, JP 廖榮定先生 Dr Peter TSOI Ting-kwok, JP 蔡定國醫生 Mr William WONG Kuen-wai, BBS, MH 黃權威先生 Mr WONG Yiu-chung, MH 黃耀聰先生 Mr Jason YEUNG Chi-wai 楊志威先生

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附錄 4

Kwong Wah Hospital & Tung Wah Group of Hospitals Wong Tai Sin Hospital 廣華醫院及東華三院黃大仙醫院

Chairman 主席	Mrs Katherine MA, BBS 馬陳家歡女士
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
Members 成員	Dr Ina CHAN Un-chan, BBS 陳婉珍博士 Mrs Viola CHAN MAN Yee-wai, BBS 陳文綺慧女士 Mr Charles CHANG Juo-hwa, BBS 張佐華先生 Mr CHOW Chun-fai, BBS, JP 仇振輝先生 Dr CHU Chor-lup 朱初立醫生 Ms Maisy HO, BBS 何超瀟女士 Dr LEE Yuk-lun, JP 李鏊麟博士 Ms Imma LING Kit-sum 凌潔心女士 Miss Ginny MAN Wing-yee 文穎怡小姐 Mr Albert SU Yau-on 蘇祐安先生 Mr Ivan SZE Wing-hang, BBS 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, MH 袁國強先生



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MacLehose Medical Rehabilitation Centre

麥理浩復康院

Chairman

主席

Dr Eric CHIEN Ping

錢平醫生

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

Members

成員

Prof Chetwyn CHAN Che-hin

陳智軒教授

Mr Calvin CHAN Man-yin

陳文彥先生

Mr Vincent CHENG Wing-ming

鄭榮銘先生

Prof Kenneth CHEUNG Man-chee

張文智教授

Mr Benny CHEUNG Wai-leung, BBS

張偉良先生

Dr Edith MOK KWAN Ngan-hing, MH

莫關雁卿博士

Mr Sammy NG Wai-tong

吳偉堂先生

Mr Peter POON King-kong

潘經光先生

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

Appendix 4

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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	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
Members 成員	Mr DENG Kai-rong, MH, JP 鄧開榮先生 Ms Stella FUNG Siu-wan 馮少雲女士 Dr Raymond HO Shu-kwong 何樹光博士 Mr HO Wing-yin 何永賢先生 Mr HUNG Siu-ling 洪少陵先生 Mr LIU Sui-biu 廖瑞彪先生 Mr Charlie YIP Wing-tong 葉永堂先生 Mr Thomas YIU Kei-chung 姚紀中先生



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North Lantau Hospital

北大嶼山醫院

Chairman

主席

Ms Sandra LEE Suk-yee, GBS, JP

李淑儀女士

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

Members

成員

Mr CHAN How-chi, MH

陳孝慈先生

Ms CHAU Chuen-heung, SBS, MH, JP

周轉香女士

Dr Robert LAW Chi-lim

羅致廉醫生

Ms Elizabeth LAW Kar-shui, MH

羅嘉穗小姐

Prof Raymond LIANG Hin-suen, SBS, JP

梁憲孫教授

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Our Lady of Maryknoll Hospital

聖母醫院

Chairman 主席	Mr Lester Garson HUANG, JP 黃嘉純先生
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
Members 成員	Mr CHAN Wing-kai 陳永佳先生 Dr Gabriel CHOI Kin 蔡堅醫生 Ms CHOW Lai-hing 周麗卿女士 Mr John J CLANCEY Dr Nancy FOK Lai-ling 霍麗玲醫生 Dr Lawrence LAI Fook-ming, BBS, JP 賴福明醫生 Mrs Marigold LAU, SBS, JP 劉賴筱韞女士 Sister Marilu LIMGENCO 林敏妮修女 Ms June LO Hing-yu 羅慶好女士 Ms Brenda LO Yin-cheung 羅燕翔女士 Mr Rex MOK Chung-fai, MH, JP 莫仲輝先生 Rev Edward PHILLIPS Dr Louis SHIH Tai-cho, JP 史泰祖醫生 Mrs Elizabeth WONG YEUNG Po-wo 黃楊寶和女士 Sister Marya ZABOROWSKI 章慈雲修女



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Pamela Youde Nethersole Eastern Hospital

東區尤德夫人那打素醫院

Chairman 主席	Mr Lawrence LEE Kam-hung, BBS, JP 李金鴻先生
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
Members 成員	Ms Ophelia CHAN Chiu-ling, BBS 陳肖齡女士 Mr Roland CHOW Kun-chee 周近智先生 Mr Andrew FUNG Hau-chung, BBS, JP 馮孝忠先生 Mr Alex KONG Chack-ho, MH 江澤濠先生 Ms Ka-shi LAU, BBS 劉嘉時女士 Mr Peter LEE Kwok-wah 李國華先生 Mr John LI Kwok-heem, MH 李國謙先生 Dr Yvonne LUI Lai-kwan 呂麗君博士 Mr Wilson MOK Yu-sang 莫裕生先生 Rt Rev Dr Thomas SOO Yee-po, JP 蘇以葆主教 Prof TAM Sheung-wai, GBS, JP 譚尚渭教授 Mr YEUNG Po-kwan, JP 楊寶坤先生 Dr Dominic YOUNG Ying-nam 楊應南醫生

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Pok Oi Hospital

博愛醫院

Chairman 主席	Mrs CHAN LI Lei, MH 陳李妮女士
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
Members 成員	Mr Michael CHAN Kee-huen 陳記煊先生 Dr CHONG Man-yuk 莊文煜醫生 Mr LAM Kwok-hing, MH, JP 藍國慶先生 Mr LEE Yuk-fat 李添發先生 Mr NG Kam-ching 吳錦青先生 Mr PANG Siu-hin 彭少衍先生 Mrs Winnie TAM KEUNG May-chu, MH 譚姜美珠女士 Mr Alan WONG Wai-kai, MH 王惠琪先生 Ms WONG Wai-ling 黃煒鈴女士 Mr Chris YIP Yiu-shing, MH 葉曜丞先生 Mr YUEN Siu-lam 袁少林先生



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Prince of Wales Hospital

威爾斯親王醫院

Chairman

主席

Ms Winnie NG, JP

伍穎梅女士

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

Members

成員

Prof Francis CHAN Ka-leung, JP

陳家亮教授

Mr Larry KWOK Lam-kwong, SBS, JP

郭琳廣先生

Mr Peter LEE Kwok-wah

李國華先生

Ir Prof Peter MOK Kwok-woo

莫國和教授

Ms Maggie NG Miu-man

伍妙敏女士

Mr SIU Hin-hong

蕭顯航先生

Dr WONG Kwai-lam

黃桂林博士

Prof Richard YU Yue-hong, SBS

余宇康教授

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Queen Elizabeth Hospital

伊利沙伯醫院

Chairman 主席	Dr KAM Pok-man, BBS 甘博文博士
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
Members 成員	Prof Gladys CHEING Lai-ying 鄭荔英教授 Ms Yvonne CHUA 蔡映媚女士 Ms Maisy HO, BBS 何超蓮女士 Dr James HWANG Shu-tak, BBS 黃樹德醫生 Mr Chris IP Ngo-tung, JP 葉傲冬先生 Mr Emmanuel KAO Chu-chee 高主賜先生 Mr KU Moon-lun 古滿麟先生 Mr David MUI Ying-yuen, MH, JP 梅應源先生 Mr James YIP Shiu-kwong 葉兆光先生 Dr YU Yuk-ling 余毓靈醫生



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Queen Mary Hospital & Tsan Yuk Hospital

瑪麗醫院及贊育醫院

Chairman

主席

Dr PANG Yiu-kai, GBS, JP

彭耀佳博士

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

Members

成員

Dr Steven J CANNON

康諾恩博士

Mr Stephen CHAN Chit-kwai, BBS, JP

陳捷貴先生

Mr Wilson KWONG Wing-tsun

鄭永銓先生

Prof John LEE Chi-kin, JP

李子建教授

Prof Gabriel Matthew LEUNG, GBS, JP

梁卓偉教授

Mr Joseph LO Kin-ching

勞健青先生

Ms Catherine YEN Kai-shun

嚴嘉洵女士

Mr Paul YU Shiu-tin, BBS, JP

余嘯天先生

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Rehabaid Centre

復康專科及資源中心

Chairman 主席	Ms Kelly CHAN Yuen-sau 陳遠秀女士
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
Members 成員	Dr Eddie CHOW Siu-lun 鄒兆麟醫生 Mr Ricky FUNG Choi-cheung, SBS, JP 馮載祥先生 Mrs Kimberley LAM KWONG Lan-heung 林鄭蘭香女士 Dr Leonard LI Sheung-wai 李常威醫生 Ms Imma LING Kit-sum 凌潔心女士

(The Committee was dissolved on 8 April 2016 upon cessation of HA's management and operation of Rehabaid Centre.)
(醫管局由2016年4月8日起，已終止管理及營運「復康專科及資源中心」，有關之醫院管治委員會亦隨之解散。)



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Ruttonjee & Tang Shiu Kin Hospitals

律敦治及鄧肇堅醫院

Chairman 主席	Dr Vitus LEUNG Wing-hang, JP 梁永鏗博士
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
Members 成員	Mr Anson LAM Wai-man 林偉文先生 Mr Steve LAN Yee-fong 藍義方先生 Prof Hon Joseph LEE Kok-long, SBS, JP 李國麟教授 Mr Edwin LEUNG Chung-ching 梁仲清先生 Dr Carl LEUNG Ka-kui 梁家駒醫生 Dr LIU Ka-ling 廖嘉齡醫生 Mr Norman LO Kam-wah, MH, JP 盧錦華先生 Mr Terry NG Sze-yuen (<i>from 13.10.2016</i>) 吳士元先生 (由2016年10月13日起) Mrs Gloria NG WONG Yee-man, BBS, JP 吳王依雯女士 Mr Burji S SHROFF Mr Neville S SHROFF, JP 尼維爾先生 Mr Noshir N SHROFF Mrs Purviz Rusy SHROFF Mr SHUM Choi-sang, SBS, JP (<i>passed away on 27.4.2016</i>) 岑才生先生 (於2016年4月27日辭世) Mr Richard TANG Yat-sun, SBS, JP 鄧日樂先生 Ms Alice WOO Wai-see 吳慧思女士

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Shatin Hospital

沙田醫院

Chairman
主席

Mrs Yvonne LAW SHING Mo-han, BBS, JP
羅盛慕嫻女士

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

Members
成員

Ms Anita CHENG Wai-ching
鄭瑋青女士

Mr Jeckle CHIU
招仲濠先生

Mr CHIU Man-leong
招文亮先生

Dr Andy CHIU Tin-yan
招天欣醫生

Mr Francis CHU Chan-pui, BBS
朱燦培先生

Prof Joanne CHUNG Wai-yee
鍾慧儀教授

Mr FONG Cheung-fat, JP
方長發先生

Prof LAM Tai-hing, BBS, JP
林大慶教授

Mr LAU Kim-hung
劉劍雄先生



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Tai Po Hospital

大埔醫院

Chairman

主席

Mr Patrick MA Ching-hang, BBS, JP

馬清鏗先生

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

Members

成員

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關港子女士

Dr Benny KWONG Kai-sing

鄭啟成博士

Mr Gregory LEUNG Wing-lup, SBS

梁永立先生

Mr LEUNG Wo-ping, JP

梁和平先生

Mr Arthur LI Ka-tat

李家達先生

Mr MAN Chen-fai, BBS, MH

文春輝先生

Ms Gigi PANG Che-kwan

彭芷君女士

Dr YIP Ka-chee

葉嘉池醫生

Appendix 4

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The Duchess of Kent Children's Hospital at Sandy Bay

大口環根德公爵夫人兒童醫院

Chairman 主席	Mr Vivian LEE Wai-man 李偉文先生
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
Members 成員	Prof Godfrey CHAN Chi-fung 陳志峰教授 Prof Kenneth CHEUNG Man-chee 張文智教授 Mr CHEUNG Tat-tong, JP 張達棠先生 Mr Renny LIE Ken-jie 李國良先生 Mr Gordon Gilbert LOCH Han-van 陸漢峰先生 Ms Helen LUI Wai-hing 雷慧卿女士 Dr POON Tak-lun, JP 潘德鄰醫生 Mr Douglas SO Cheung-tak 蘇彰德先生 Dr Barbara TAM Sau-man 譚秀雯醫生

Tin Shui Wai Hospital

天水圍醫院

Chairman 主席	Mr WONG Kwai-huen, BBS, JP 王桂壠先生
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
Members 成員	Mr CHOW Wing-kan 周永勤先生 Dr HO Wing-tim, MH 何榮添博士 Dr LAU Chau-ming 劉秋銘博士 Mr Philip MA Ching-yeung 馬清揚先生 Mr Anthony TSANG Hin-fun 曾憲芬先生 Mr Thomas WAN Yiu-ming 尹耀銘先生

(The Committee was established on 10 June 2016.)
(天水圍醫院醫院管治委員會於2016年6月10日成立。)

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Tseung Kwan O Hospital

將軍澳醫院

Chairman 主席	Dr Eliza C H CHAN, SBS, JP 陳清霞博士
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
Members 成員	Mr Tony CHOW Kar-ming 周家明先生 Mr KAN Shun-ming 簡迅鳴先生 Prof Diana LEE Tze-fan, JP 李子芬教授 Mr Stephen LIU Wing-ting, JP 廖榮定先生 Dr Hayles WAI Heung-wah 衛向華醫生 Mr WAN Yuet-cheung, BBS, MH, JP 溫悅昌先生 Mr Alan WONG Chi-kong, SBS 黃志光先生 Mr WONG Kwai-huen, BBS, JP 王桂壘先生 Dr WONG Kwing-keung 黃焯強博士



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Tuen Mun Hospital

屯門醫院

Chairman

主席

Mr William CHAN Fu-keung, BBS

陳富強先生

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

Members

成員

Dr Charles CHAN Kam-kwong

陳鑑光博士

Dr Shirley IP Pui-seung

葉珮嫦醫生

Mr Lothar LEE Hung-sham, BBS, MH

李洪森先生

Dr Sam WONG Chun-sing, MH

王振聲博士

Ms Lina YAN Hau-yee, MH, JP

殷巧兒女士

Mr Boris YEUNG Sau-ming

楊秀明先生

Mr Charlie YIP Wing-tong

葉永堂先生

Prof Richard YUEN Man-fung

袁孟峰教授

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Tung Wah Hospital & Tung Wah Eastern Hospital & Tung Wah Group of Hospitals Fung Yiu King Hospital 東華醫院及東華東院及東華三院馮堯敬醫院

Chairman 主席	Mrs Katherine MA, BBS 馬陳家歡女士
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
Members 成員	Dr Ina CHAN Un-chan, BBS 陳婉珍博士 Mrs Viola CHAN MAN Yee-wai, BBS 陳文綺慧女士 Mr Charles CHANG Juo-hwa, BBS 張佐華先生 Mr Raymond CHOW Wai-kam, JP 周偉淦先生 Ms Maisy HO, BBS 何超蓮女士 Mr KWOK Leung-ming, SBS 郭亮明先生 Mr Henry LAI Hin-wing 賴顯榮先生 Dr LEE Yuk-lun, JP 李鏗麟博士 Miss Ginny MAN Wing-yee 文穎怡小姐 Ms SIU Ka-yi 蕭嘉怡女士 Mr Albert SU Yau-on 蘇祐安先生 Mr Ivan SZE Wing-hang, BBS 施榮恆先生 Mr Sunny TAN 陳祖恒先生 Mr TONG Chun-wan 唐振寰先生 Mr Lincoln TSO Lai 曹禮先生 Dr Ken TSOI Wing-sing 蔡榮星博士 Mr Vinci WONG 王賢誌先生



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United Christian Hospital

基督教聯合醫院

Chairman 主席	Mr John LI Kwok-heem, MH 李國謙先生
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
Members 成員	Mr Derek CHAN Man-foon 陳文寬先生 Ms Margot CHOW Yan-tse 周恩慈女士 Ms Constance CHOY Hok-man 蔡學雯女士 Mr Paul FAN Chor-ho, SBS, JP 范佐浩先生 Rev FONG Sing-fong 方承方牧師 Rev Paul KAN Kei-piu 簡祺標牧師 Rt Rev Dr Timothy KWOK Chi-pei 郭志丕主教 Dr LAM Kin-wah, BBS, MH 林建華博士 Mr LAU Chun-chuen 劉俊泉先生 Mr Marthy LI Chak-kwan 李澤昆先生 Mr Michael LI Man-toa 李民滔先生 Rev Prof LO Lung-kwong 盧龍光牧師 Dr Danny MA Ping-kwan 馬炳坤醫生 Hon Wilson OR Chong-shing, MH 柯創盛先生 Rev PO Kam-cheong 蒲錦昌牧師 Mr Thomas TSANG Fuk-chuen 曾福全先生 Ms Nancy TSANG Lan-see, JP 曾蘭斯女士 Mr Herbert TSOI Hak-kong, BBS, JP 蔡克剛先生 Mr David WONG Tat-kee 黃達琪先生 Ms Grace WONG Yuen-ling 黃婉玲女士 Rev YUNG Chuen-hung 翁傳鏗牧師

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Yan Chai Hospital

仁濟醫院

Chairman 主席	Dr Baldwin CHENG Shing-fung, MH 鄭承峰博士
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
Members 成員	Mr Sam CHAU Chung-tung 周松東先生 Mr CHENG Yan-kee, BBS, JP 鄭恩基先生 Mr Clement FUNG Cheuk-nang 馮卓能先生 Dr Paul IP Kung-ching 葉恭正博士 Mr Jason LEUNG Wai-kwong (<i>from 1.9.2016</i>) 梁偉光先生 (由2016年9月1日起) Mr Peter LO Siu-kit, MH 羅少傑先生 Miss Macy WONG 黃美斯小姐 Mr Alfred WONG Wai-kin (<i>resigned on 31.8.2016</i>) 黃偉健先生 (於2016年8月31日辭任) Mr Vincent WONG Yin-shun 王賢訊先生 Mr YAU Kam-ping, BBS, MH 邱錦平先生 Dr Anthony YEUNG Chun-wai 楊俊偉博士 Mrs YIM TSUI Yuk-shan 嚴徐玉珊女士



Membership of Regional Advisory Committees 區域諮詢委員會成員

Hong Kong Regional Advisory Committee 港島區域諮詢委員會

Chairman 主席	Ms Anita CHENG Wai-ching 鄭瑋青女士
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 Director of Health or his / her representative 衛生署署長或其代表
Members 成員	Mr AU Lap-sing, MH 歐立成先生 Mr Stephen CHAN Chit-kwai, BBS, JP 陳捷貴先生 Dr Peter CHEE Pay-yun (from 23.2.2017) 池丕恩醫生 (由 2017 年 2 月 23 日起) Dr Eric CHIEN Ping 錢平醫生 Mr Alan CHOW Ping-kay 鄒秉基先生 Ms Jacqueline CHUNG Ka-man 鍾嘉敏女士 Mr JONG Koon-sang 莊冠生先生 Mr Steve LAN Yee-fong 藍義方先生 Dr LAU Chor-chiu, MH, JP 劉楚釗醫生 Mr Peter LEE Kwok-wah 李國華先生 Dr Vitus LEUNG Wing-hang, JP 梁永鏗博士 Ms LI Chun-chau 李進秋女士 Ms Helen LUI Wai-hing 雷慧卿女士 Mr Lincoln TSO Lai 曹禮先生 Mr Vinci WONG 王賢誌先生 Dr Paul YOUNG Tze-kong, JP 楊子剛博士 Mr Paul YU Shiu-tin, BBS, JP 余嘯天先生 Prof Richard YUEN Man-fung 袁孟峰教授 Mr YUNG Chi-ming, BBS, MH 翁志明先生

Appendix 5

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Kowloon Regional Advisory Committee

九龍區域諮詢委員會

Chairman 主席	Prof Diana LEE Tze-fan, JP 李子芬教授
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 Director of Health or his / her representative 衛生署署長或其代表
Members 成員	Mr CHAU Kwok-woon 鄒國煥先生 Prof David CHEUNG Lik-ching 張力正教授 Dr Charles CHEUNG Wai-bun, JP 張惠彬博士 Ms Margot CHOW Yan-tse 周恩慈女士 Mr CHOY Chak-hung 蔡澤鴻先生 Mr Clement FUNG Cheuk-nang 馮卓能先生 Mr HO Tak-sum, MH 何德心居士 Mr Chris IP Ngo-tung, JP 葉傲冬先生 Ms Nixie LAM Lam 林琳女士 Mrs Nina LAM LEE Yuen-bing, MH 林李婉冰女士 Dr Robert LAW Chi-lim 羅致廉醫生 Mr LEE Wing-man 李詠民先生 Dr LEE Yuk-lun, JP 李逵麟博士 Mr LO Chiu-kit 勞超傑先生 Mr Rex MOK Chung-fai, MH, JP 莫仲輝先生 Mr PAU Ming-hong 鮑銘康先生 Mr Stanley TAM Lanny, MH 譚領律先生 Dr Hayles WAI Heung-wah 衛向華醫生 Mr Benny YEUNG Tsz-hei, MH 楊子熙先生 Mr Jimmy YUEN Hon-wing 袁漢榮先生 Mr Stephen YUEN Kwok-keung, MH 袁國強先生



Appendix 5

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New Territories Regional Advisory Committee

新界區域諮詢委員會

Chairman 主席	Mr Charlie YIP Wing-tong 葉永堂先生
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 Director of Health or his / her representative 衛生署署長或其代表
Members 成員	Mr Daniel CHAM Ka-hung, BBS, MH, JP 湛家雄先生 Mr CHAN Bing-woon, SBS, JP 陳炳煥先生 Dr Charles CHAN Kam-kwong 陳鑑光博士 Mrs CHAN LI Lei, MH 陳李妮女士 Mr FONG Cheung-fat, JP 方長發先生 Dr LAU Chee-sing 劉志成博士 Mr LEUNG Wo-ping, JP 梁和平先生 Mr MO Shing-fung 巫成鋒先生 Ir Prof Peter MOK Kwok-woo 莫國和教授 Ms Jenny NG Ming-chun, MH 吳明珍女士 Prof Simon NG Siu-man 吳兆文教授 Mr Alfred POON Sun-biu 潘新標先生 Mr SIU Hin-hong 蕭顯航先生 Dr Joey TANG Chung-yee 鄧仲儀博士 Ms Peggy WONG Pik-kiu, BBS, MH, JP 黃碧嬌女士 Mr Thomas YIU Kei-chung 姚紀中先生 Mr YIU Ming 姚銘先生

Appendix 6

附錄 6

Membership of the Board of Trustees of the Hospital Authority Provident Fund Scheme 2016-2017 2016-17 年度醫院管理局公積金計劃信託委員會成員

Chairman 主席	Dr KAM Pok-man, BBS 甘博文博士
Trustees 信託委員	Mr William CHAN Fu-keung, BBS 陳富強先生
	Mr Howard CHAN Wai-kee, JP (<i>from 13.6.2016</i>) 陳偉基先生 (由 2016 年 6 月 13 日起)
	Ms Clara CHIN Sheung-chi 錢湘芷女士
	Mr William KWOK Chi-on 郭子安先生
	Mr LAI Wai-sang 黎慧生先生
	Mr John LEE Luen-wai, BBS, JP 李聯偉先生
	Mr Raymond LEE Wing-hung (<i>up to 6.4.2016</i>) 李永鴻先生 (截至 2016 年 4 月 6 日)
	Dr Stanley LO Hok-king (<i>from 16.9.2016</i>) 羅學敬醫生 (由 2016 年 9 月 16 日起)
	Dr Ernest MA Hon-ming (<i>up to 15.9.2016</i>) 馬漢明醫生 (截至 2016 年 9 月 15 日)
	Mr Barry NG Kwok-hing (<i>up to 15.9.2016</i>) 吳國慶先生 (截至 2016 年 9 月 15 日)
	Mr Dave NGAN Man-kit (<i>from 7.4.2016</i>) 顏文傑先生 (由 2016 年 4 月 7 日起)
	Mr WONG Kwai-huen, BBS, JP 王桂壠先生
	Mr WONG Yiu-lun (<i>from 16.9.2016</i>) 黃耀麟先生 (由 2016 年 9 月 16 日起)
	Mr Jason YEUNG Chi-wai 楊志威先生



Appendix 7

附錄 7

Public Feedback Statistics

公眾意見統計

Complaint / Appreciation Received (1.4.2016 – 31.3.2017)

投訴 / 讚揚數字 (2016年4月1日 – 2017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	205
Staff attitude 職員態度	39
Administrative procedure 行政程序	53
Others 其他	5
Total number of appeal cases handled 處理上訴個案總數	302

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	1,787	3,939	25,122
Staff attitude 職員態度	610	2,525	12,068
Administrative procedure 行政程序	482	2,711	1,442
Overall performance 整體表現	185	1,794	1,080
Others 其他	42	570	6,806
Total number of hospital complaint / feedback / appreciation 醫院投訴 / 意見 / 讚揚總數	3,106	11,539	46,518

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	85	304	2,453
Staff attitude 職員態度	49	248	1,558
Administrative procedure 行政程序	43	280	231
Overall performance 整體表現	9	82	284
Others 其他	1	6	512
Total number of complaint / feedback / appreciation received by GOPC 普通科門診診所投訴 / 意見 / 讚揚總數	187	920	5,038

*General outpatient clinics

Appendix 8

附錄 8

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 2016-17. The volume of patient care activities across the full range of services in 2016-17 is comparable to the level in 2015-16.

醫院管理局大致上達到二零一六至一七年度的服務表現目標。二零一六至一七年度各類病人醫護服務的整體服務量與二零一五至一六年度的水平相若。

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：

	2015-16	2016-17
(I) Access to services 可取用的服務		
inpatient services 住院服務		
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)	21,587	21,798
infirmary 療養科	2,041	2,041
mentally ill 精神科	3,607	3,607
mentally handicapped 智障科	660	680
overall 總計	27,895	28,126
ambulatory and outreach services 日間及外展服務		
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) (%)	78	79
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	477	482
no. of geriatric day places 老人科日間醫院名額	659	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	130	137
no. of psychiatric day places 精神科日間醫院名額	889	889



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	2015-16	2016-17
(II) Delivery of services 所提供的服務		
inpatient services 住院服務		
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)	1,055,887	1,105,033
infirmatory 療養科	3,511	3,687
mentally ill 精神科	17,440	17,640
mentally handicapped 智障科	487	552
overall 總計	1,077,325	1,126,912
no. of patient days 病人住院日次		
general (acute and convalescent) 普通科(急症及康復)	6,112,117	6,347,786
infirmatory 療養科	509,730	516,661
mentally ill 精神科	936,376	940,323
mentally handicapped 智障科	198,958	194,336
overall 總計	7,757,181	7,999,106
bed occupancy rate (%) 病床住用率(%)		
general (acute and convalescent) 普通科(急症及康復)	89	90
infirmatory 療養科	88	88
mentally ill 精神科	71	72
mentally handicapped 智障科	82	80
overall 總計	86	87
average length of stay (days)* 平均住院時間(日)*		
general (acute and convalescent) 普通科(急症及康復)	5.8	5.8
infirmatory 療養科	129	131
mentally ill 精神科	54	49
mentally handicapped 智障科	334	391
overall 總計	7.2	7.1
ambulatory and outreach services 日間及外展服務		
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	589,623	633,508
A&E services 急症室服務		
no. of attendances 就診人次	2,236,456	2,231,951
no. of attendances per 1,000 population 每千人口的就診人次	306	304
no. of first attendances for 首次就診人次分流		
triage I 第 I 類別	19,830	20,210
triage II 第 II 類別	43,840	47,491
triage III 第 III 類別	694,114	722,731
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	724,585	764,438
no. of specialist outpatient (clinical) follow-up attendances 專科門診(臨床)舊症覆診人次	6,585,747	6,836,705
total no. of specialist outpatient (clinical) attendances 專科門診(臨床)就診總人次	7,310,332	7,601,143

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	2015-16	2016-17
primary care services 基層醫療服務		
no. of general outpatient attendances 普通科門診就診人次	5,984,576	6,120,999
no. of family medicine specialist clinic attendances 家庭醫學專科門診就診人次	289,124	302,497
total no. of primary care attendances 基層醫療就診總人次	6,273,700	6,423,496
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	91,189	92,642
no. of home visits by community nurses 社康護士家訪次數	855,449	867,226
no. of allied health (community) attendances 專職醫療(社區)就診人次	35,373	36,072
no. of allied health (outpatient) attendances 專職醫療(門診)就診人次	2,531,869	2,704,572
geriatric services 老人科服務		
no. of outreach attendances 接受外展服務人次	637,777	661,988
no. of geriatric elderly persons assessed for infirmary care service 接受療養服務評核的長者人數	1,560	1,754
no. of geriatric day attendances 老人科日間醫院就診人次	149,601	153,150
no. of Visiting Medical Officer attendances 接受到診醫生治療人次	109,544	109,906
psychiatric services 精神科服務		
no. of psychiatric outreach attendances 接受精神科外展服務人次	282,735	290,185
no. of psychiatric day attendances 精神科日間醫院就診人次	223,781	224,857
no. of psychogeriatric outreach attendances 接受老人精神科外展服務人次	97,503	99,674
(III) Quality of services 服務質素		
no. of hospital deaths per 1,000 population [^] 每千人口中病人在醫院死亡人數 [^]	3.1	3.0
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(%)	10.6	10.5
(IV) Cost of services 服務成本		
cost distribution 成本分布		
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	54.4	54.1
ambulatory and outreach 日間及外展服務	45.6	45.9
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	4.1	4.3
ambulatory and outreach 日間及外展服務	3.5	3.7
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(%)	46.9	47.1
cost of services per 1,000 population (HK\$Mn) 每千人口的服務成本(港幣百萬元)	23.3	23.7



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	2015-16	2016-17
unit costs 單位成本		
inpatient services 住院服務		
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)	25,270	25,570
infirmary 療養科	223,210	225,420
mentally ill 精神科	138,840	141,710
mentally handicapped 智障科	622,120	588,060
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)	4,830	4,950
infirmary 療養科	1,540	1,610
mentally ill 精神科	2,590	2,660
mentally handicapped 智障科	1,520	1,670
ambulatory and outreach services 日間及外展服務		
cost per A&E attendance (HK\$) 急症室每次診症的成本 (港元)	1,230	1,300
cost per specialist outpatient attendance (HK\$) 專科門診每次診症的成本 (港元)	1,190	1,210
cost per general outpatient attendance (HK\$) 普通科門診每次診症的成本 (港元)	445	450
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)	1,130	1,140
cost per outreach visit by community nurse (HK\$) 社康護士每次外展服務的成本 (港元)	535	570
cost per psychiatric outreach attendance (HK\$) 精神科外展服務每次的成本 (港元)	1,550	1,640
cost per geriatric day attendance (HK\$) 老人科日間醫院每次服務的成本 (港元)	1,960	2,070
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 (%)	18.5	17.7
percentage of non-CSSA fee waiver (%) 非綜援收費減免百分率 (%)	6.2	7.2

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。

Appendix 9

附錄 9

Statistics on Number of Beds, Inpatient, Accident & Emergency and Outpatient Services in 2016-17

2016-17 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 ¹ 機構 ¹	No. of hospital beds (as at 31 March 2017) ² 醫院病床數目 (截至2017年3月31日) ²	Total IP & DP discharges and deaths 住院及日間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 ^{3,4} 專科門診 (臨床) 就診總人次 ^{3,4}	Family Medicine Specialist Clinic attendances ³ 家庭醫學專科門診就診人次 ³	Total Allied Health (Outpatient) attendances ^{3,5} 專職醫療 (門診) 就診總人次 ^{3,5}	General Outpatient attendances ^{3,6} 普通科門診就診人次 ^{3,6}
Hong Kong East Cluster 港島東醫院聯網									
Cheshire Home, Chung Hom Kok 春磡角慈氏護養院	240	356	79.4	259.2	-	-	-	141	-
Pamela Youde Nethersole Eastern Hospital 東區尤德夫人那打素醫院	1,739	149,178	85.0	5.7	140,520	591,066	62,197	157,655	414,388
Ruttonjee & Tang Shiu Kin Hospitals 律敦治及鄧肇堅醫院	621	29,005	89.4	7.1	77,666	135,555	9,947	95,307	134,444
St John Hospital 長洲醫院	87	3,965	63.6	6.0	9,279	23	-	7,429	34,336
Tung Wah Eastern Hospital 東華東院	265	8,032	87.1	14.7	-	100,856	-	30,684	24,631
Wong Chuk Hang Hospital 黃竹坑醫院	160	165	92.4	351.2	-	-	-	-	-
Sub-total 小計	3,112	190,701	85.9	7.6	227,465	827,500	72,144	291,216	607,799
Hong Kong West Cluster 港島西醫院聯網									
The Duchess of Kent Children's Hospital at Sandy Bay 大口環根德公爵夫人兒童醫院	133	4,176	62.8	9.0	-	20,779	-	33,340	-
Tung Wah Group of Hospitals Fung Yiu King Hospital 東華三院馮堯敬醫院	272	3,025	68.2	20.9	-	571	-	548	-
Grantham Hospital 葛量洪醫院	388	16,432	70.3	11.2	-	120,229	-	19,595	-
MacLehose Medical Rehabilitation Centre 麥理浩復康院	110	980	56.5	23.4	-	272	-	2,478	-
Queen Mary Hospital 瑪麗醫院	1,706	160,656	81.0	4.5	129,674	674,787	21,134	146,294	363,248
Tung Wah Hospital 東華醫院	532	27,301	83.7	11.5	-	51,105	-	6,415	32,100
Tsan Yuk Hospital 贊育醫院	1	163	-	-	-	23,518	-	5,151	-
Sub-total 小計	3,142	212,733	77.0	6.2	129,674	891,261	21,134	213,821	395,348
Kowloon Central Cluster 九龍中醫院聯網									
Hong Kong Buddhist Hospital 香港佛教醫院	324	8,353	91.1	16.3	-	12,740	-	16,047	44,593
Hong Kong Eye Hospital 香港眼科醫院	45	8,052	35.3	3.5	-	229,444	-	21,833	-
Kowloon Hospital 九龍醫院	1,321	17,712	81.2	23.6	-	85,868	-	142,160	-
Queen Elizabeth Hospital 伊利沙伯醫院	1,906	190,551	92.9	5.1	194,648	707,456	9,196	262,562	535,052
Sub-total 小計	3,596	224,668	87.8	7.8	194,648	1,035,508	9,196	442,602	579,645



Appendix 9

附錄 9

Institution ¹ 機構 ¹	No. of hospital beds (as at 31 March 2017) ² 醫院病床數目 (截至2017年3月31日) ²	Total IP & DP discharges and deaths 住院及日間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 ^{3,4} 專科門診(臨床)就診總人次 ^{3,4}	Family Medicine Specialist Clinic attendances ³ 家庭醫學專科門診就診人次 ³	Total Allied Health (Outpatient) attendances ^{3,5} 專職醫療(門診)就診總人次 ^{3,5}	General Outpatient attendances ^{3,6} 普通科門診就診人次 ^{3,6}
Kowloon East Cluster 九龍東醫院聯網									
Haven of Hope Hospital 靈實醫院	461	7,210	91.9	24.7	-	8,943	-	5,933	-
Tseung Kwan O Hospital 將軍澳醫院	667	66,168	95.6	4.9	133,867	311,420	281	143,348	334,717
United Christian Hospital 基督教聯合醫院	1,415	123,709	92.7	4.9	182,962	549,347	59,873	230,453	663,016
Sub-total 小計	2,543	197,087	93.3	5.9	316,829	869,710	60,154	379,734	997,733
Kowloon West Cluster 九龍西醫院聯網									
Caritas Medical Centre 明愛醫院	1,206	63,409	84.7	6.2	135,290	397,043	1,385	92,073	306,561
Kwai Chung Hospital 葵涌醫院	920	4,575	76.1	56.3	-	235,507	-	38,613	-
Kwong Wah Hospital 廣華醫院	1,186	97,351	80.3	4.1	133,290	362,402	4,533	165,010	211,640
North Lantau Hospital 北大嶼山醫院	40	4,307	87.0	4.9	95,022	12,281	131	33,718	97,413
Our Lady of Maryknoll Hospital 聖母醫院	236	12,468	73.3	8.2	-	68,720	708	35,196	436,102
Princess Margaret Hospital 瑪嘉烈醫院	1,733	153,370	98.4	5.3	134,704	464,903	16,783	124,582	366,163
Tung Wah Group of Hospitals Wong Tai Sin Hospital 東華三院黃大仙醫院	531	9,028	88.5	23.4	-	-	-	873	-
Yan Chai Hospital 仁濟醫院	800	57,924	87.9	4.6	132,929	220,174	4,723	90,800	298,198
Sub-total 小計	6,652	402,432	86.3	6.5	631,235	1,761,030	28,263	580,865	1,716,077
New Territories East Cluster 新界東醫院聯網									
Alice Ho Miu Ling Nethersole Hospital 雅麗氏何妙齡那打素醫院	533	62,308	85.0	4.4	134,477	263,136	5,482	121,966	238,107
Bradbury Hospice 白普理寧養中心	26	574	92.2	15.5	-	50	-	1,097	-
Cheshire Home, Shatin 沙田慈氏護養院	304	233	74.3	350.6	-	-	-	68	-
North District Hospital 北區醫院	603	47,102	92.7	5.0	106,606	178,095	5,731	74,415	258,758
Prince of Wales Hospital 威爾斯親王醫院	1,682	173,114	92.3	5.2	144,349	755,465	46,384	208,739	475,589
Shatin Hospital 沙田醫院	572	8,654	90.7	20.7	-	512	-	941	-
Tai Po Hospital 大埔醫院	993	10,442	89.3	24.4	-	583	-	424	-
Sub-total 小計	4,713	302,427	89.4	7.3	385,432	1,197,841	57,597	407,650	972,454
New Territories West Cluster 新界西醫院聯網									
Castle Peak Hospital 青山醫院	1,156	2,772	65.1	105.4	-	139,885	-	25,892	-
Pok Oi Hospital 博愛醫院	757	52,314	95.5	6.2	123,898	124,182	29,019	86,862	-
Siu Lam Hospital 小欖醫院	520	552	92.6	402.7	-	-	-	-	-
Tuen Mun Hospital 屯門醫院	1,935	174,586	102.2	5.8	219,838	753,887	22,826	275,624	851,943
Tin Shui Wai Hospital ⁷ 天水圍醫院 ⁷	-	148	-	-	2,932	339	2,164	306	-
Sub-total 小計	4,368	230,372	89.4	9.2	346,668	1,018,293	54,009	388,684	851,943
GRAND TOTAL 總計	28,126	1,760,420	87.1	7.1	2,231,951	7,601,143	302,497	2,704,572	6,120,999

Appendix 9

附錄 9

Notes:

1. Wong Tai Sin District and Mong Kok area have been re-delineated from Kowloon West Cluster (KWC) to Kowloon Central Cluster (KCC) since 1 December 2016. The service units in the concerned communities have therefore been re-delineated from KWC to KCC to support the new KCC catchment districts with effect from the same date. As a transitional arrangement, reports on services / manpower statistics and financial information continued to be based on the previous clustering arrangement (i.e. concerned service units still under KWC) until 31 March 2017. Reports in accordance with the new clustering arrangement (i.e. concerned service units grouped under KCC) start from 1 April 2017.
2. Number of hospital beds as at 31 March 2017 is based on the Annual Survey on Hospital Beds in Public Hospitals 2016-17.
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.
7. Tin Shui Wai Hospital commenced service by phases in January 2017.

Abbreviations:

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

註：

1. 原屬於九龍西醫院聯網的黃大仙及旺角區，已於2016年12月1日正式劃入九龍中醫院聯網。相關地區的服務單位亦已於同日起納入九龍中醫院聯網，以支援該聯網於界線重組後的服務覆蓋範圍。作為過渡性安排，有關服務 / 人手統計數字及財務資料的匯報會繼續按照原先的聯網界線（即相關服務單位仍屬九龍西醫院聯網）為依據，直至2017年3月31日為止。相關數字由2017年4月1日起按照新的聯網界線（即相關服務單位納入九龍中醫院聯網）匯報。
2. 2017年3月31日的醫院病床數目來自2016-17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。
7. 天水圍醫院於2017年1月起分階段投入服務。



Appendix 10

附錄 10

Statistics on Community and Rehabilitation Services in 2016-17

2016-17 年度社康及康復服務統計數字

Institution ¹ 機構 ¹	Home visits by community nurses 社康護士 家訪次數	Psychiatric outreach attendances ² 接受精神科 外展服務 人次 ²	Psycho- geriatric outreach attendances ³ 接受老人 精神科外展 服務人次 ³	Community Geriatric Assessment Service ⁴ 社區老人 評核服務量 ⁴	Visiting Medical Officer attendances ⁵ 接受到診醫生 治療人次 ⁵	Allied Health (Community) attendances ⁶ 專職醫療 (社區)就診 人次 ⁶	Rehabilitation day & palliative care day attendances 康復及舒緩 護理日間服務 就診人次	Geriatric day attendances ⁷ 老人科 日間醫院 就診人次 ⁷	Psychiatric day attendances 精神科 日間醫院 就診人次
Hong Kong East Cluster 港島東醫院聯網									
Cheshire Home, Chung Hom Kok 春磡角慈氏護養院	-	-	-	-	-	56	-	-	-
Pamela Youde Nethersole Eastern Hospital 東區尤德夫人那打素醫院	94,479	23,248	10,947	-	-	837	281	16,362	29,058
Ruttonjee & Tang Shiu Kin Hospitals 律敦治及鄧肇堅醫院	-	-	-	108,377	22,707	2,315	6,134	18,254	-
St John Hospital 長洲醫院	4,864	-	-	-	-	2	-	-	-
Tung Wah Eastern Hospital 東華東院	-	-	-	-	-	84	32,485	-	-
Wong Chuk Hang Hospital 黃竹坑醫院	-	-	-	-	-	5	-	2,321	-
Sub-total 小計	99,343	23,248	10,947	108,377	22,707	3,299	38,900	36,937	29,058
Hong Kong West Cluster 港島西醫院聯網									
The Duchess of Kent Children's Hospital at Sandy Bay 大口環根德公爵夫人兒童醫院	-	-	-	-	-	4	-	-	-
Tung Wah Group of Hospitals Fung Yiu King Hospital 東華三院馮堯敬醫院	-	-	-	50,010	13,069	2,676	-	5,701	-
Grantham Hospital 葛量洪醫院	-	-	-	-	-	39	4,696	-	-
MacLehose Medical Rehabilitation Centre 麥理浩復康院	-	-	-	-	-	100	14,795	-	-
Queen Mary Hospital 瑪麗醫院	56,685	19,756	13,389	-	-	694	-	-	20,065
Tung Wah Hospital 東華醫院	-	-	-	-	-	223	7,883	6,282	-
Sub-total 小計	56,685	19,756	13,389	50,010	13,069	3,736	27,374	11,983	20,065
Kowloon Central Cluster 九龍中醫院聯網									
Hong Kong Buddhist Hospital 香港佛教醫院	-	-	-	-	-	142	2,785	-	-
Kowloon Hospital 九龍醫院	80,927	19,166	8,828	35,627	4,794	1,203	903	3,168	10,544
Queen Elizabeth Hospital 伊利沙伯醫院	-	-	-	34,353	6,947	2,706	-	10,947	-
Sub-total 小計	80,927	19,166	8,828	69,980	11,741	4,051	3,688	14,115	10,544

Appendix 10

附錄 10

Institution ¹ 機構 ¹	Home visits by community nurses 社康護士 家訪次數	Psychiatric outreach attendances ² 接受精神科 外展服務 人次 ²	Psycho- geriatric outreach attendances ³ 接受老人 精神科外展 服務人次 ³	Community Geriatric Service ⁴ 社區老人 評核服務量 ⁴	Visiting Medical Officer attendances ⁵ 接受到診醫生 治療人次 ⁵	Allied Health (Community) attendances ⁶ 專職醫療 (社區)就診 人次 ⁶	Rehabilitation day & palliative care day attendances 康復及舒緩 護理日間服務 就診人次	Geriatric day attendances ⁷ 老人科 日間醫院 就診人次 ⁷	Psychiatric day attendances 精神科 日間醫院 就診人次
Kowloon East Cluster 九龍東醫院聯網									
Haven of Hope Hospital 靈實醫院	30,916	-	-	6,724	1,040	629	1,895	5,059	-
Tseung Kwan O Hospital 將軍澳醫院	-	-	-	-	-	58	-	-	-
United Christian Hospital 基督教聯合醫院	137,669	31,749	10,352	38,214	7,841	1,242	2,052	18,754	32,347
Sub-total 小計	168,585	31,749	10,352	44,938	8,881	1,929	3,947	23,813	32,347
Kowloon West Cluster 九龍西醫院聯網									
Caritas Medical Centre 明愛醫院	66,415	-	-	42,960	4,553	172	1,465	13,454	-
Kwai Chung Hospital 葵涌醫院	-	85,236	28,408	-	-	2,455	-	-	67,004
Kwong Wah Hospital 廣華醫院	40,843	-	-	53,409	9,772	958	-	9,120	-
North Lantau Hospital 北大嶼山醫院	6,355	2,889	-	3,979	-	157	4,651	-	-
Our Lady of Maryknoll Hospital 聖母醫院	54,231	-	-	16,821	-	110	590	-	-
Princess Margaret Hospital 瑪嘉烈醫院	58,840	-	-	41,426	5,288	1,171	1,750	14,648	-
Tung Wah Group of Hospitals Wong Tai Sin Hospital 東華三院黃大仙醫院	-	-	-	-	-	68	-	11,040	-
Yan Chai Hospital 仁濟醫院	26,594	-	-	41,875	5,914	225	-	7,953	-
Sub-total 小計	253,278	88,125	28,408	200,470	25,527	5,316	8,456	56,215	67,004
New Territories East Cluster 新界東醫院聯網									
Alice Ho Miu Ling Nethersole Hospital 雅麗氏何妙齡那打素醫院	37,079	-	952	27,452	6,462	2,779	389	11,764	10,791
Bradbury Hospice 白普理寧養中心	-	-	-	-	-	56	335	-	-
Cheshire Home, Shatin 沙田慈氏護養院	-	-	-	-	-	8	-	-	-
North District Hospital 北區醫院	37,642	11,905	7,509	30,006	6,542	3,287	308	10,218	11,456
Prince of Wales Hospital 威爾斯親王醫院	51,762	-	-	22,686	7,333	4,490	-	-	-
Shatin Hospital 沙田醫院	-	21,516	6,125	-	-	344	6,012	14,150	15,971
Tai Po Hospital 大埔醫院	-	10,597	234	-	-	21	-	-	8,072
Sub-total 小計	126,483	44,018	14,820	80,144	20,337	10,985	7,044	36,132	46,290
New Territories West Cluster 新界西醫院聯網									
Castle Peak Hospital 青山醫院	-	64,123	12,930	-	-	2,524	-	-	13,655
Pok Oi Hospital 博愛醫院	25,695	-	-	41,903	-	520	-	6,516	-
Siu Lam Hospital 小欖醫院	-	-	-	-	-	1	-	-	-
Tuen Mun Hospital 屯門醫院	56,230	-	-	67,920	7,644	3,711	3,233	14,239	5,894
Sub-total 小計	81,925	64,123	12,930	109,823	7,644	6,756	3,233	20,755	19,549
GRAND TOTAL 總計	867,226	290,185	99,674	663,742	109,906	36,072	92,642	199,950	224,857



Appendix 10

附錄 10

Notes:

1. Wong Tai Sin District and Mong Kok area have been re-delineated from Kowloon West Cluster (KWC) to Kowloon Central Cluster (KCC) since 1 December 2016. The service units in the concerned communities have therefore been re-delineated from KWC to KCC to support the new KCC catchment districts with effect from the same date. As a transitional arrangement, reports on services / manpower statistics and financial information continued to be based on the previous clustering arrangement (i.e. concerned service units still under KWC) until 31 March 2017. Reports in accordance with the new clustering arrangement (i.e. concerned service units grouped under KCC) start from 1 April 2017.
2. Figures also include home visits and crisis intervention.
3. Figures also include home visits and consultation-liaison attendances.
4. For Community Geriatric Assessment Service, the activity refers to total number of outreach attendances and geriatric elderly persons assessed for infirmary care service.
5. 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.
6. Allied Health (Community) attendances exclude follow-up consultations provided by the Medical Social Services Units.
7. Geriatric day attendances also include attendances in Integrated Discharge Support Programme (IDSP) for elderly patients.

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

註：

1. 原屬於九龍西醫院聯網的黃大仙及旺角區，已於2016年12月1日正式劃入九龍中醫院聯網。相關地區的服務單位亦已於同日起納入九龍中醫院聯網，以支援該聯網於界線重組後的服務覆蓋範圍。作為過渡性安排，有關服務 / 人手統計數字及財務資料的匯報會繼續按照原先的聯網界線（即相關服務單位仍屬九龍西醫院聯網）為依據，直至2017年3月31日為止。相關數字由2017年4月1日起按照新的聯網界線（即相關服務單位納入九龍中醫院聯網）匯報。
2. 數字也包括家訪及危機處理服務。
3. 數字也包括家訪及諮詢會診。
4. 指接受相關外展服務的人次及接受療養服務評核的長者人數的總和。
5. 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。
6. 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。
7. 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。

Appendix 11(a)

附錄 11(a)

Manpower Position – by Cluster and Institution

人手狀況 — 按聯網及機構分類

Institution ¹ 機構 ¹	No. of Full-time Equivalent (FTE) Staff (as at 31.3.2017) ^{2,3,4,5} 等同全職人員數目 (2017年3月31日數字) ^{2,3,4,5}				
	Medical 醫療	Nursing 護理	Allied Health 專職醫療	Others 其他	Total 總計
Hong Kong East Cluster 港島東醫院聯網	630	2,679	799	3,969	8,078
Cheshire Home, Chung Hom Kok 春磡角慈氏護養院	3	60	8	116	186
Pamela Youde Nethersole Eastern Hospital 東區尤德夫人那打素醫院	489	1,790	541	2,540	5,360
Ruttonjee & Tang Shiu Kin Hospitals 律敦治及鄧肇堅醫院	93	549	166	756	1,563
St John Hospital 長洲醫院	6	35	8	83	132
Tung Wah Eastern Hospital 東華東院	38	193	72	336	638
Wong Chuk Hang Hospital 黃竹坑醫院	2	53	4	140	198
Hong Kong West Cluster 港島西醫院聯網	705	2,821	960	3,652	8,137
The Duchess of Kent Children's Hospital at Sandy Bay 大口環根德公爵夫人兒童醫院	16	83	55	146	299
Grantham Hospital 葛量洪醫院	30	254	64	319	667
MacLehose Medical Rehabilitation Centre 麥理浩復康院	1	35	33	87	156
Queen Mary Hospital ⁶ 瑪麗醫院 ⁶	597	2,063	698	2,562	5,919
TWGHs Fung Yiu King Hospital 東華三院馮堯敬醫院	17	83	30	143	274
Tung Wah Hospital 東華醫院	43	304	79	395	821
Kowloon Central Cluster 九龍中醫院聯網	781	3,333	1,065	4,819	9,998
HK Red Cross Blood Transfusion Service 香港紅十字會輸血服務中心	5	96	72	273	446
Hong Kong Buddhist Hospital 香港佛教醫院	15	152	41	195	403
Hong Kong Eye Hospital 香港眼科醫院	37	77	22	167	302
Kowloon Hospital 九龍醫院	64	762	193	978	1,997
Queen Elizabeth Hospital ⁷ 伊利沙伯醫院 ⁷	660	2,246	738	3,206	6,850
Kowloon East Cluster 九龍東醫院聯網	727	2,750	782	3,577	7,835
Haven of Hope Hospital 靈實醫院	24	269	68	424	787
Tseung Kwan O Hospital 將軍澳醫院	191	737	207	925	2,060
United Christian Hospital 基督教聯合醫院	511	1,744	506	2,227	4,988
Kowloon West Cluster 九龍西醫院聯網	1,463	5,746	1,696	7,427	16,332
Caritas Medical Centre 明愛醫院	269	907	268	1,206	2,650
Kwai Chung Hospital 葵涌醫院	73	660	129	606	1,467
Kwong Wah Hospital 廣華醫院	338	1,175	342	1,490	3,345
North Lantau Hospital 北大嶼山醫院	34	103	69	205	411
Our Lady of Maryknoll Hospital 聖母醫院	89	300	91	414	894
Princess Margaret Hospital 瑪嘉烈醫院	450	1,644	546	2,223	4,863
TWGHs Wong Tai Sin Hospital 東華三院黃大仙醫院	27	257	51	330	665
Yan Chai Hospital 仁濟醫院	183	701	202	952	2,038



Appendix 11(a)

附錄 11(a)

Institution ¹ 機構 ¹	No. of Full-time Equivalent (FTE) Staff (as at 31.3.2017) ^{2, 3, 4, 5} 等同全職人員數目 (2017年3月31日數字) ^{2, 3, 4, 5}				
	Medical 醫療	Nursing 護理	Allied Health 專職醫療	Others 其他	Total 總計
New Territories East Cluster 新界東醫院聯網	1,022	4,090	1,231	5,479	11,822
Alice Ho Miu Ling Nethersole Hospital 雅麗氏何妙齡那打素醫院	173	656	247	1,005	2,081
Bradbury Hospice 白普理寧養中心	3	28	5	30	65
Cheshire Home, Shatin 沙田慈氏護養院	1	83	9	135	228
North District Hospital 北區醫院	178	705	202	878	1,962
Prince of Wales Hospital 威爾斯親王醫院	581	1,916	615	2,467	5,580
Shatin Hospital 沙田醫院	43	339	79	450	910
Tai Po Hospital 大埔醫院	43	363	75	513	995
New Territories West Cluster 新界西醫院聯網	824	3,514	964	5,178	10,480
Castle Peak Hospital 青山醫院	77	570	103	671	1,420
Pok Oi Hospital 博愛醫院	136	627	169	843	1,774
Siu Lam Hospital 小欖醫院	6	153	11	324	494
Tuen Mun Hospital 屯門醫院	591	2,108	636	3,153	6,487
Tin Shui Wai Hospital 天水圍醫院	14	57	45	187	303
Total 總計	6,151	24,933	7,497	34,100	72,682

Notes:

1. Wong Tai Sin District and Mong Kok area have been re-delineated from KWC to KCC since 1 December 2016. The service units in the concerned communities have therefore been re-delineated from KWC to KCC to support the new KCC catchment districts with effect from the same date. As a transitional arrangement, reports on services / manpower statistics and financial information continued to be based on the previous clustering arrangement (i.e. concerned service units still under KWC) until 31 March 2017. Reports in accordance with the new clustering arrangement (i.e. concerned service units grouped under KCC) start from 1 April 2017.
2. This figure excludes 2,192 staff in the Hospital Authority Head Office.
3. Manpower on full-time equivalent (FTE) basis includes all full-time & part-time staff in HA's workforce i.e. permanent, contract and temporary.
4. Individual figures may not add up to the total due to rounding.
5. Manpower figures of individual hospitals / institutions include management staff providing hospital and cluster-wide services.
6. Manpower providing services for Tsan Yuk Hospital is included in Queen Mary Hospital.
7. Manpower providing services for Rehabaid Centre is included in Queen Elizabeth Hospital.

註:

1. 原屬於九龍西醫院聯網的黃大仙及旺角區，已於2016年12月1日正式劃入九龍中醫院聯網。相關地區的服務單位亦已於同日起納入九龍中醫院聯網，以支援該聯網於界線重組後的服務覆蓋範圍。作為過渡性安排，有關服務 / 人手統計數字及財務資料的匯報會繼續按照原先的聯網界線（即相關服務單位仍屬九龍西醫院聯網）為依據，直至2017年3月31日為止。相關數字由2017年4月1日起按照新的聯網界線（即相關服務單位納入九龍中醫院聯網）匯報。
2. 這數字不包括醫管局總辦事處的2,192名職員。
3. 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。
4. 由於四捨五入的關係，各項數字相加後可能不等於總數。
5. 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。
6. 贊育醫院的服務人手已歸入瑪麗醫院內。
7. 復康專科及資源中心的服務人手已歸入伊利沙伯醫院內。

Appendix 11(b)

附錄 11(b)

Manpower Position – by Staff Group

人手狀況 — 按職員組別分類

	No. of Full-time Equivalent (FTE) Staff 2012-13 - 2016-17 ¹				
	2012/13	2013/14	2014/15	2015/16	2016/17
等同全職人員數目 ¹					
Medical 醫療					
Consultant 顧問醫生	729	761	799	840	885
Senior Medical Officer / Associate Consultant 高級醫生 / 副顧問醫生	1,639	1,733	1,785	1,872	1,922
Medical Officer / Resident(excluding Visiting Medical Officer) 醫生 / 駐院醫生 (不包括到訪醫生)	2,875	2,866	2,872	2,936	2,959
Visiting Medical Officer 到訪醫生	16	16	18	17	18
Intern 駐院實習醫生	280	311	401	368	373
Senior Dental Officer / Dental Officer 高級牙科醫生 / 牙科醫生	6	8	8	8	8
Medical Total: 醫療人員總計 :	5,546	5,695	5,884	6,040	6,164
Nursing 護理					
Senior Nursing Officer and above 高級護士長或以上	156	174	181	193	196
Department Operations Manager 部門運作經理	176	181	182	184	191
<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	3,760	3,978	4,114	4,286	4,428
Registered Nurse 註冊護士	12,722	13,258	13,848	14,474	14,697
Enrolled Nurse 登記護士	2,373	2,425	2,447	2,436	2,421
Midwife/Others 助產士 / 其他	19	9	4	3	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	437	434	653	611	625
<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	510	532	545	552	571
Registered Nurse 註冊護士	1,085	1,153	1,205	1,272	1,298
Enrolled Nurse 登記護士	578	614	613	576	550
Student Nurse / Pupil Nurse 註冊護士學生 / 登記護士學生	0	0	0	0	0
Nursing Total: 護理人員總計 :	21,816	22,759	23,791	24,587	24,980



Appendix 11(b)

附錄 11 (b)

	No. of Full-time Equivalent (FTE) Staff 2012-13 - 2016-17 ¹				
	等同全職人員數目 ¹				
	2012/13	2013/14	2014/15	2015/16	2016/17
Allied Health 專職醫療					
Audiology Technician 聽力學技術員	7	6	6	6	6
Clinical Psychologist 臨床心理學家	134	139	155	163	171
Dietitian 營養師	118	128	141	148	160
Dispenser 配藥員	1,055	1,129	1,186	1,249	1,289
Medical Technologist / Medical Laboratory Technician 醫務化驗師 / 醫務化驗員	1,270	1,310	1,347	1,406	1,457
Mould Technologist / Mould Laboratory Technician 製模實驗室技術師 / 製模實驗室技術員	27	26	26	26	26
Optometrist 視光師	61	67	67	67	70
Orthoptist 視覺矯正師	14	14	15	14	14
Occupational Therapist 職業治療師	673	698	731	772	815
Pharmacist 藥劑師	488	522	574	609	635
Physicist 物理學家	68	71	73	75	76
Physiotherapist 物理治療師	846	869	886	969	1,028
Podiatrist 足病治療師	35	35	39	41	47
Prosthetist-Orthotist 義肢矯形師	123	126	135	141	144
Diagnostic Radiographer / Radiation Therapist 放射師 / 放射治療師	947	1,002	1,017	1,054	1,102
Scientific Officer (Medical) 科學主任 (醫務)	76	82	82	87	89
Speech Therapist 言語治療師	77	82	91	105	110
Medical Social Worker 醫務社工	282	301	315	333	330
Dental Technician 牙科技術員	2	3	3	3	3
Allied Health Total: 專職醫療人員總計：	6,302	6,609	6,888	7,268	7,572
Care-related Support Staff 護理支援					
Health Care Assistant 健康服務助理	2,630	2,395	2,179	1,932	1,676
Ward Attendant 病房服務員	342	295	247	222	191
Patient Care Assistant & Other Care-related Support Staff 病人服務助理及其他護理支援人員	8,076	9,447	11,290	12,116	12,831
Care-related Support Staff Total: 護理支援人員總計：	11,048	12,137	13,716	14,270	14,698
Direct Patient Care Total: 直接病人護理人手總計：	44,713	47,200	50,278	52,165	53,415

Appendix 11(b)

附錄 11(b)

	No. of Full-time Equivalent (FTE) Staff 2012-13 - 2016-17 ¹ 等同全職人員數目 ¹				
	2012/13	2013/14	2014/15	2015/16	2016/17
Others 其他					
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	26	26	26	24	24
Chief Manager / Senior Manager / Cluster General Manager / General Manager 總行政經理 / 高級行政經理 / 聯網總經理 / 總經理	92	95	94	100	102
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	1,984	2,099	2,297	2,405	2,555
Other Supporting Staff – Clerical, Secretarial, Workman, Operation Assistant, Executive Assistant etc 其他支援人員 — 文員、秘書、工人、運作助理、行政助理等	17,392	18,180	17,591	18,184	18,771
Non-direct Patient Care Total: 非直接病人護理人手總計：	19,501	20,407	20,015	20,720	21,459
HA Total: 醫管局人手總計：	64,213	67,607	70,293	72,885	74,874

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。



Appendix 12(a)

附錄 12(a)

Operating Expenditure¹ in 2016-17

2016-17 年度營運開支¹

Cluster 聯網	2016-17 (HK\$Mn) 2016-17 年度 (港幣百萬元)
Hong Kong East Cluster 港島東醫院聯網	5,956
Hong Kong West Cluster 港島西醫院聯網	6,491
Kowloon Central Cluster ² 九龍中醫院聯網 ²	7,449
Kowloon East Cluster 九龍東醫院聯網	5,929
Kowloon West Cluster ² 九龍西醫院聯網 ²	12,587
New Territories East Cluster 新界東醫院聯網	9,114
New Territories West Cluster 新界西醫院聯網	7,544
Hospital Authority Head Office, and Others ³ 醫院管理局總辦事處，及其他 ³	2,544
Total 總計	57,614

Notes:

1. Operating expenditure refers to the expenditure to run HA's day-to-day services. It covers manpower, drug, consumables and daily maintenance of equipment and facilities, etc. but is separated from expenditure for capital works projects, major equipment acquisition, corporate-wide Information Technology development and transaction of self-financed items paid by patients.

HA's day-to-day services can be grouped under:

- (i) "core hospital services" that are generally available in all Clusters
- (ii) specialised services that are only available in designated hospitals to serve the entire population of Hong Kong, i.e. "designated services" (e.g. liver transplantation, allogeneic bone marrow transplantation, heart transplantation and lung transplantation services in Hong Kong West Cluster), where the scale of designated services varies across Clusters and its contribution to a Cluster's operating expenditure can range from a few percent to up to 10-20%
- (iii) to a lesser extent "private services" that are mostly confined to the two teaching hospitals

Data also shows that a Cluster's provision of core services is not restricted to population residing in its vicinity but may also serve patients residing in other localities who for various reasons choose to attend hospitals further from their residence. The impact of such "cross-cluster patient movement" varies considerably from Cluster to Cluster.

In view of the wide variation in the contribution of "designated services", "private services" and "cross-cluster patient movement" to a Cluster's operating expenditure, the overall Cluster operating expenditure cannot be used to compare Cluster resources without first delineating and dissecting out the impact of the above confounding factors.

2. Wong Tai Sin District and Mong Kok area have been re-delineated from Kowloon West Cluster (KWC) to Kowloon Central Cluster (KCC) since 1 December 2016. The service units in the concerned communities have therefore been re-delineated from KWC to KCC to support the new KCC catchment districts with effect from the same date. As a transitional arrangement, reports on services / manpower statistics and financial information continued to be based on the previous clustering arrangement (i.e. concerned service units still under KWC) until 31 March 2017. Reports in accordance with the new clustering arrangement (i.e. concerned service units grouped under KCC) start from 1 April 2017.
3. 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:

1. 營運開支是指醫管局為提供日常服務所需開支，當中包括人手、藥物、消耗品和日常醫療設備及設施的維修保養等，但基本工程計劃、購置大型醫療設備及企業資訊科技發展的開支除外，亦不包括病人自費醫療項目的交易賬目。

醫管局的日常服務可分為：

- (i) 所有聯網一般常設的「核心醫院服務」
- (ii) 個別醫院特設的「指定服務」(例如港島西醫院聯網向全港市民提供的肝臟移植、異體骨髓移植、心臟移植和肺移植服務)；而聯網的指定服務規模各有不同，佔其聯網營運開支的比例由數個百分點至一、兩成不等
- (iii) 主要由兩間教學醫院提供的小量「私家服務」

數據亦顯示，各聯網的核心服務使用不限於居住在鄰近地區的人口，居於其他地區的病人也可因種種考慮選擇到離居所較遠的醫院求診。此等「跨網求診」情況於不同聯網的差距甚大。

鑑於各聯網就「指定服務」、「私家服務」及「跨網求診」的開支佔其聯網營運開支比例有所不同，因此在未劃分及撇除以上所述的要素影響前，不應用聯網的總營運開支來比較聯網的資源狀況。

2. 原屬於九龍西醫院聯網的黃大仙及旺角區，已於2016年12月1日正式劃入九龍中醫院聯網。相關地區的服務單位亦已於同日起納入九龍中醫院聯網，以支援該聯網於界線重組後的服務覆蓋範圍。作為過渡性安排，有關服務 / 人手統計數字及財務資料的匯報會繼續按照原先的聯網界線(即相關服務單位仍屬九龍西醫院聯網)為依據，直至2017年3月31日為止。相關數字由2017年4月1日起按照新的聯網界線(即相關服務單位納入九龍中醫院聯網)匯報。
3. 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。

Appendix 12(b)

附錄 12(b)

Training and Development Expenditure¹ in 2016-17

2016-17 年度職員培訓及發展開支¹

Cluster 聯網	2016-17 (HK\$Mn) 2016-17 年度 (港幣百萬元)
Hong Kong East Cluster 港島東醫院聯網	13.4
Hong Kong West Cluster 港島西醫院聯網	7.1
Kowloon Central Cluster ² 九龍中醫院聯網 ²	13.1
Kowloon East Cluster 九龍東醫院聯網	5.1
Kowloon West Cluster ² 九龍西醫院聯網 ²	9.2
New Territories East Cluster 新界東醫院聯網	14.7
New Territories West Cluster 新界西醫院聯網	8.5
Hospital Authority Head Office ³ 醫院管理局總辦事處 ³	72.9
Total 總計	144.0

Notes:

- 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.
- Wong Tai Sin District and Mong Kok area have been re-delineated from Kowloon West Cluster (KWC) to Kowloon Central Cluster (KCC) since 1 December 2016. The service units in the concerned communities have therefore been re-delineated from KWC to KCC to support the new KCC catchment districts with effect from the same date. As a transitional arrangement, reports on services / manpower statistics and financial information continued to be based on the previous clustering arrangement (i.e. concerned service units still under KWC) until 31 March 2017. Reports in accordance with the new clustering arrangement (i.e. concerned service units grouped under KCC) start from 1 April 2017.
- Expenditure includes a number of corporate-wide training programmes and initiatives centrally coordinated by Hospital Authority Head Office.

註：

- 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。
- 原屬於九龍西醫院聯網的黃大仙及旺角區，已於2016年12月1日正式劃入九龍中醫院聯網。相關地區的服務單位亦已於同日起納入九龍中醫院聯網，以支援該聯網於界線重組後的服務覆蓋範圍。作為過渡性安排，有關服務 / 人手統計數字及財務資料的匯報會繼續按照原先的聯網界線（即相關服務單位仍屬九龍西醫院聯網）為依據，直至2017年3月31日為止。相關數字由2017年4月1日起按照新的聯網界線（即相關服務單位納入九龍中醫院聯網）匯報。
- 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。



Appendix 13

附錄 13

Five-Year Financial Highlights

過去五年的財政摘要

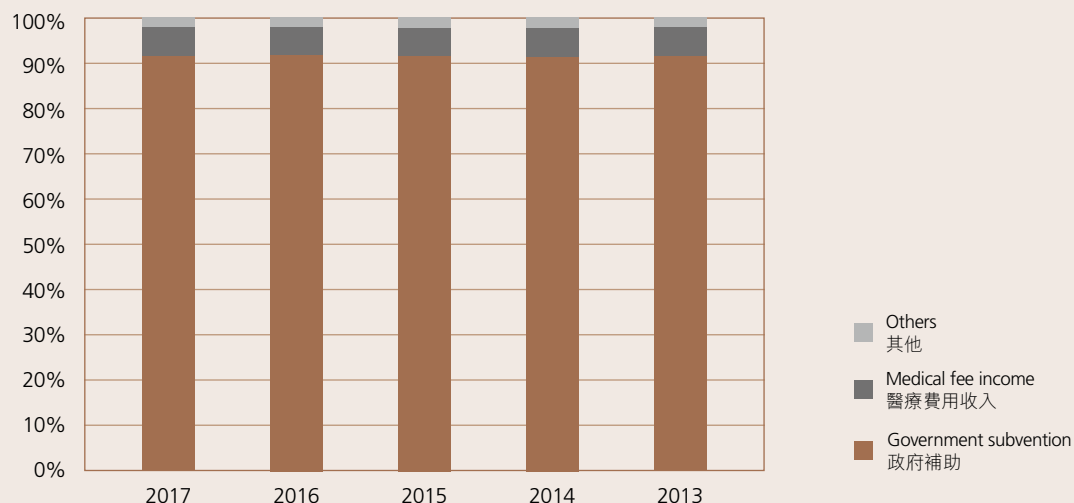
Financial Results (for the Year ended 31 March)

財政情況 (截至每年 3 月 31 日)

	2017 HK\$Mn 港幣百萬元	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
Income 收入					
Government subvention (recurrent and capital) 政府補助 (經常性及資本性)	55,728	53,772	50,531	45,869	43,159
Medical fee income (net of waivers) 醫療費用收入 (扣除豁免)	3,818	3,598	3,423	3,182	2,951
Non-medical fee income 非醫療費用收入	935	1,014	936	892	775
Designated donations 指定捐贈	171	146	230	183	149
Capital donations 資本捐贈	162	114	110	128	120
	60,814	58,644	55,230	50,254	47,154
Expenditure 支出					
Staff costs 員工成本	(43,084)	(40,299)	(37,235)	(34,459)	(32,290)
Drugs 藥物	(6,156)	(5,710)	(5,328)	(4,941)	(4,479)
Medical supplies and equipment 醫療物品及設備	(2,691)	(2,558)	(2,326)	(2,118)	(1,999)
Other operating expenses (include depreciation and amortisation) 其他營運開支 (包括折舊及攤銷)	(10,402)	(9,927)	(8,964)	(8,071)	(7,288)
	(62,333)	(58,494)	(53,853)	(49,589)	(46,056)
(Deficit) / surplus for the year 年度 (虧損) / 盈餘	(1,519)	150	1,377	665	1,098

Income by Source (in % of Total Income)

各類收入來源 (佔總收入百分比)



Appendix 13

附錄 13

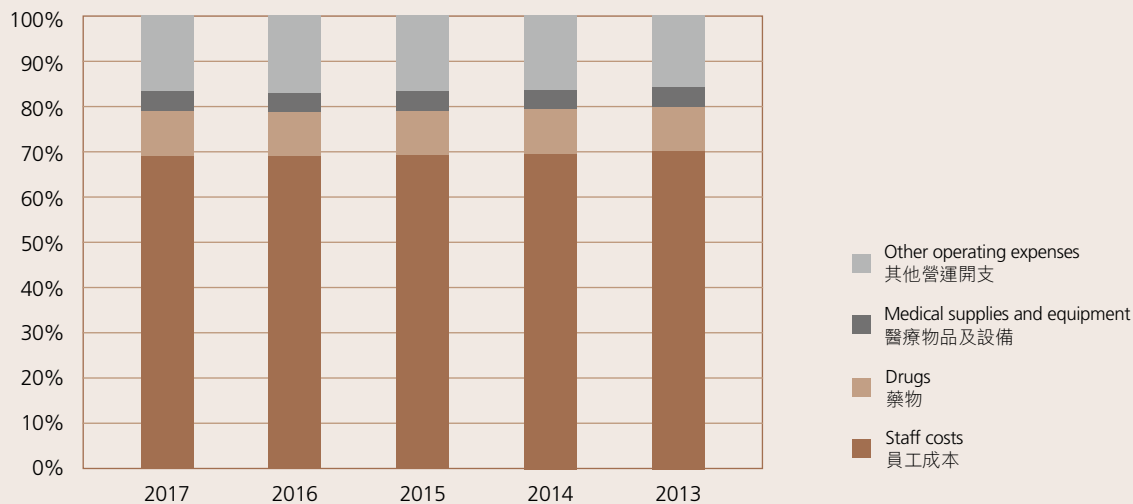
Key Financial Indicators (for the Year ended 31 March)

主要財政指標 (截至每年 3 月 31 日)

	2017 HK\$Mn 港幣百萬元	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
Medical fee income (Note 1) 醫療費用收入 (註 1)					
Inpatient fees 住院收費	1,048	998	993	943	939
Outpatient fees 門診收費	1,354	1,312	1,285	1,258	1,218
Itemised charges 分項收費	1,890	1,742	1,595	1,420	1,231
Other medical fees 其他醫療收費	99	94	88	88	81
	4,391	4,146	3,961	3,709	3,469
Less: Waivers (Note 2) 扣除：豁免 (註 2)	(573)	(548)	(538)	(527)	(518)
Medical fee income (net of waivers) 醫療費用收入 (扣除豁免)	3,818	3,598	3,423	3,182	2,951
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)	61	58	52	45	45

Expenditure by Category (in % of Total Expenditure)

各類支出 (佔總支出百分比)





Appendix 13

附錄 13

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) or Level 0 Voucher Holders of the Pilot Scheme on Residential Care Service Voucher for the Elderly (with effect from March 2017) 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 2017 are HK\$459,000,000 and HK\$114,000,000 respectively (for the year ended 31 March 2016 are HK\$458,000,000 and HK\$90,000,000 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

醫管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，可瀏覽醫管局網頁。詳細收費可參閱憲報及醫管局網頁。

2. 豁免

在政府的政策下，領取「綜合社會保障援助」(綜援)的人士或長者院舍住宿照顧服務券試驗計劃級別0院舍券持有人(於2017年3月起)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2017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459,000,000及港幣114,000,000(截至2016年3月31日為止之費用豁免分別為港幣458,000,000及港幣90,000,000)。

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。

Appendix 13

附錄 13

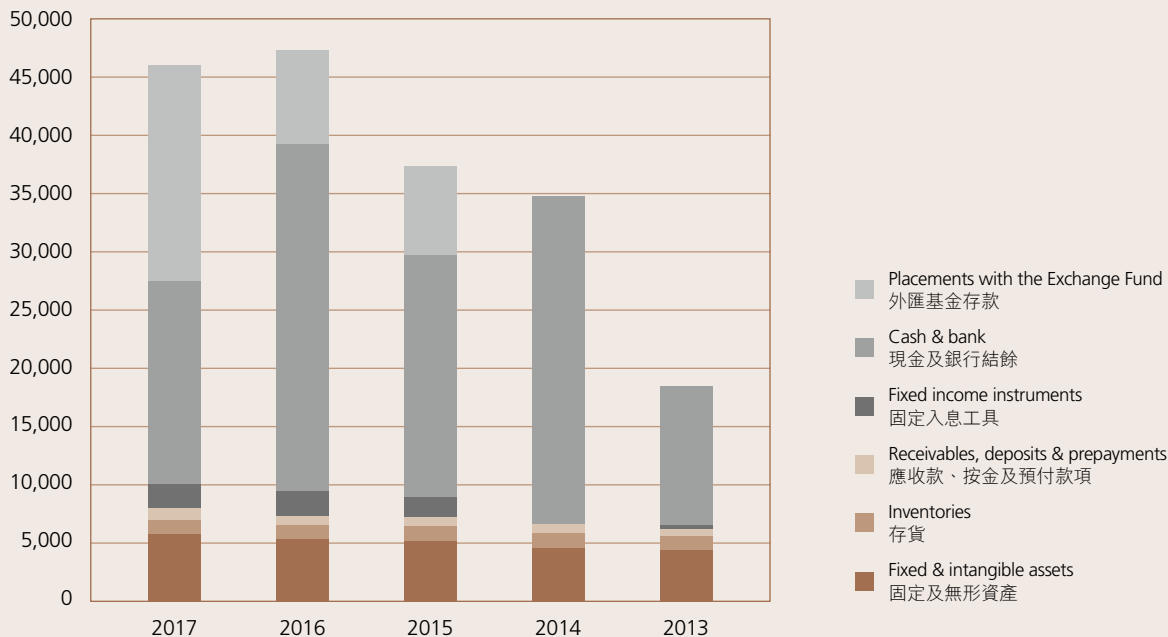
Financial Position (at 31 March)

財政狀況（於每年3月31日）

	2017 HK\$Mn 港幣百萬元	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
Non-current assets 非流動資產	29,369	20,460	20,107	10,615	10,391
Current assets 流動資產	23,828	33,783	23,930	30,508	14,206
Current liabilities 流動負債	(12,008)	(11,349)	(11,227)	(9,607)	(6,918)
Net current assets 流動資產淨值	11,820	22,434	12,703	20,901	7,288
Non-current liabilities 非流動負債	(28,036)	(28,742)	(18,994)	(19,609)	(6,686)
Net assets 資產淨值	13,153	14,152	13,816	11,907	10,993
Capital subventions and capital donations 資本補助及資本捐贈	5,817	5,317	5,153	4,610	4,383
Designated fund 指定基金	5,077	5,077	5,077	5,077	5,077
Revenue reserve 收入儲備	2,259	3,758	3,586	2,220	1,533
	13,153	14,152	13,816	11,907	10,993

Total Assets¹ (in HK\$ millions)

總資產¹ (港幣百萬元)



Note: 1. Exclude the placement with the Exchange Fund of HK\$7,221,000,000 (2016: HK\$7,000,000,000) 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7,221,000,000元的款項（2016：港幣7,000,000,000元）



Appendix 13

附錄 13

Key Financial Indicators (at 31 March)

主要財政指標 (於每年 3 月 31 日)

	2017 HK\$Mn 港幣百萬元	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
Inventories 存貨					
Drugs 藥物	1,073	1,054	1,087	1,151	1,043
Other medical and general consumables 其他醫療及一般消耗品	223	213	227	218	209
	1,296	1,267	1,314	1,369	1,252
Average stock holding period (weeks)					
平均存貨儲備時間 (星期)					
Drugs 藥物	9.0	9.6	10.5	12.0	12.0
Other medical and general consumables 其他醫療及一般消耗品	8.2	8.6	8.1	8.6	8.7