## Appendices

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## Appendix 1

### Membership of the Hospital Authority

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<th>Name</th>
<th>No. of plenary meetings attended in 2011-12</th>
<th>Committee participation in 2011-12*</th>
</tr>
</thead>
</table>
| Mr Anthony WU Ting-yuk, GBS, JP  
*Chairman, HA* | 13/13 | Chairman of plenary meetings, EC, EEC, HRC (*from 28.4.2011*), HACF and Taskforce on Legal Matters. |
| Mr CHAN Bing-woon, SBS, JP | 12/13 | Member of HRC, MTB and PCC; Chairman of HKRAC; HGC Member of Pamela Youde Nethersole Eastern Hospital. |
| Ms CHIANG Lai-yuen, JP | 7/13 | Vice-Chairman of SSDC (*from 19.1.2012*); Member of SSDC (*up to 18.1.2012*). |
| Ms Quince CHONG Wai-yan | 7/13 | Member of HRC and MSDC. |
| Dr Margaret CHUNG Wai-ling  
(*up to 30.11.2011*) | 5/7 | Chairman of PCC; Member of EC, EEC, MSDC; Chairman of NRAC. |
<p>| Prof FOK Tai-fai, SBS, JP | 9/13 | Chairman of MSDC; Member of EC, EEC and FC; HGC Member of Prince of Wales Hospital. |</p>
<table>
<thead>
<tr>
<th>Name</th>
<th>No. of plenary meetings attended in 2011-12</th>
<th>Committee participation in 2011-12*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr Ricky FUNG Choi-cheung, SBS, JP</td>
<td>11/13</td>
<td>Chairman of PCC (from 1.12.2011); Member of AC, EC (from 1.12.2011), EEC (from 1.12.2011) and PCC (up to 30.11.2011).</td>
</tr>
<tr>
<td>Mr Benjamin HUNG Pi-cheng, JP</td>
<td>8/13</td>
<td>Vice-Chairman of FC.</td>
</tr>
<tr>
<td>Dr LAM Ping-yan, SBS, JP</td>
<td>13/13</td>
<td>Member of MSDC.</td>
</tr>
<tr>
<td>Ms Alice LAU, JP</td>
<td>13/13</td>
<td>Member of FC and MSDC.</td>
</tr>
<tr>
<td>Ms Ka-shi LAU</td>
<td>12/13</td>
<td>Vice-Chairman of HRC; Member of AC (from 24.2.2012), HAPFS and MSDC; Chairman of NRAC (from 1.12.2011).</td>
</tr>
<tr>
<td>Mr Andy LAU Kwok-fai (from 1.12.2011)</td>
<td>6/6</td>
<td>Member of PCC, MTB (from 22.12.2011) and SSDC (from 22.12.2011).</td>
</tr>
<tr>
<td>Mrs Yvonne LAW SHING Mo-han</td>
<td>12/13</td>
<td>Member of HRC and MTB; Chairman of KRAC; HGC Chairman of Shatin Hospital.</td>
</tr>
<tr>
<td>Mr Lawrence LEE Kam-hung, JP</td>
<td>12/13</td>
<td>Chairman of AC and MTB; Member of EC, EEC, FC, MSDC and Taskforce on Legal Matters; HGC Chairman of Pamela Youde Nethersole Eastern Hospital and HGC Member of Grantham Hospital.</td>
</tr>
<tr>
<td>Dr Hon Joseph LEE Kok-long, SBS, JP</td>
<td>10/13</td>
<td>Member of HRC, MSDC and MTB; HGC Member of Kwai Chung Hospital and Princess Margaret Hospital.</td>
</tr>
<tr>
<td>Name</td>
<td>No. of plenary meetings attended in 2011-12</td>
<td>Committee participation in 2011-12*</td>
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<tr>
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</tr>
<tr>
<td>Mr John LEE Luen-wai, BBS, JP</td>
<td>12/13</td>
<td>Chairman of FC and HAPFS; Member of EC, EEC and Taskforce on Legal Matters; HGC Chairman of Queen Elizabeth Hospital.</td>
</tr>
<tr>
<td>Ms Sandra LEE, GBS, JP <em>Permanent Secretary for Health (up to 8.9.2011)</em></td>
<td>4/4</td>
<td>Member of EEC, FC, HRC, MSDC, SSDC and Taskforce on Legal Matters.</td>
</tr>
<tr>
<td>Mr Richard YUEN Ming-fai, JP <em>Permanent Secretary for Health (from 9.9.2011)</em></td>
<td>9/9</td>
<td>Member of EEC, FC, HRC, MSDC, SSDC and Taskforce on Legal Matters.</td>
</tr>
<tr>
<td>Prof LEE Sum-ping</td>
<td>10/13</td>
<td>Member of PCC; HGC Member of Queen Mary Hospital and Tsan Yuk Hospital.</td>
</tr>
<tr>
<td>Mrs Margaret LEUNG KO May-yee, SBS, JP <em>from 1.12.2011</em></td>
<td>4/6</td>
<td>Member of FC <em>(from 22.12.2011)</em>; HGC Member of Queen Mary Hospital and Tsan Yuk Hospital.</td>
</tr>
<tr>
<td>Dr LEUNG Pak-yin, JP <em>Chief Executive, HA</em></td>
<td>13/13</td>
<td>Chairman of ITGC; Member of EC, EEC, FC, HAPFS, HRC, MTB, MSDC, SSDC, all RACs and HGCs and Taskforce on Legal Matters.</td>
</tr>
<tr>
<td>Ms Queenie LEUNG Pik-man <em>(up to 30.11.2011)</em></td>
<td>4/7</td>
<td>Member of HRC and MSDC.</td>
</tr>
<tr>
<td>Dr Donald LI Kwok-tung, SBS, JP</td>
<td>12/13</td>
<td>Vice-Chairman of AC <em>(from 28.4.2011)</em> and MSDC; Member of AC <em>(up to 27.4.2011).</em></td>
</tr>
<tr>
<td>Name</td>
<td>No. of plenary meetings attended in 2011-12</td>
<td>Committee participation in 2011-12*</td>
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</tr>
<tr>
<td>Mr David LIE Tai-chong, SBS, JP</td>
<td>9/13</td>
<td>Member of AC and MSDC.</td>
</tr>
<tr>
<td>Mr Patrick MA Ching-hang, BBS, JP</td>
<td>13/13</td>
<td>Vice-Chairman of HRC <em>(from 28.4.2011)</em>; Member of AC, FC and HAPFS; HGC Chairman of Tai Po Hospital <em>(from 30.6.2011)</em>; HGC Member of Tung Wah Group of Hospitals.</td>
</tr>
<tr>
<td>Ms Winnie NG</td>
<td>13/13</td>
<td>Member of SSDC <em>(from 10.8.2011)</em>; HGC Member of Queen Elizabeth Hospital.</td>
</tr>
<tr>
<td>Mr PANG Yiu-kai, SBS, JP</td>
<td>8/13</td>
<td>Member of FC and MSDC <em>(from 15.4.2011)</em>.</td>
</tr>
<tr>
<td>Prof Maurice YAP Keng-hung</td>
<td>10/13</td>
<td>Vice-Chairman of MTB <em>(from 19.1.2012)</em>; Member of AC, HRC and MTB <em>(up to 18.1.2012)</em>.</td>
</tr>
<tr>
<td>Mr Stephen YIP Moon-wah, BBS, JP <em>(up to 15.12.2011)</em></td>
<td>3/7</td>
<td>Chairman of SSDC; Vice-Chairman of MTB; Member of EC and EEC.</td>
</tr>
</tbody>
</table>

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

AC - Audit Committee
EC - Executive Committee
EEC - Emergency Executive Committee
FC - Finance Committee
HAPFS - Hospital Authority Provident Fund Scheme
HACF - Hospital Authority Charitable Foundation
HGC - Hospital Governing Committee
HRAC - Regional Advisory Committee of Hong Kong
HRC - Human Resources Committee
ITGC - Information Technology Services Governing Committee
KRAC - Regional Advisory Committee of Kowloon
MSDC - Medical Services Development Committee
MTB - Main Tender Board
NRAC - Regional Advisory Committee of New Territories
PCC - Public Complaints Committee
SAC - Staff Appeals Committee
SSDC - Supporting Services Development Committee

Appendix 1
Hospital Authority Annual Report 2011-2012
Appendix 2(a)

Hospital Authority Committee Structure

Hospital Authority Board

- Regional Advisory Committees
- Hospital Governing Committees
- Audit Committee
- Main Tender Board
- Emergency Executive Committee
- Medical Services Development Committee
- Executive Committee
- Public Complaints Committee
- Finance Committee
- Staff Appeals Committee
- Human Resources Committee
- Supporting Services Development Committee
- Information Technology Services Governing Committee

Note: Membership lists of various committees are listed in Appendices 3, 4 and 5.
Appendix 2(b)

Hospital Authority Executive Structure

**Clusters**

**Hong Kong East Cluster**
- **Dr Loretta YAM Yin-chun, BBS**
  - Cluster Chief Executive
  - (up to 30.4.2011)
- **Dr LAU Chor-chiu**
  - Cluster Chief Executive
  - (from 1.5.2011)

**Hong Kong West Cluster**
- **Dr LUK Che-chung**
  - Cluster Chief Executive

**Kowloon Central Cluster**
- **Dr HUNG Chi-tim**
  - Cluster Chief Executive

**Kowloon East Cluster**
- **Dr Joseph LUI Cho-ze**
  - Cluster Chief Executive

**Kowloon West Cluster**
- **Dr Nancy TUNG Sau-ying**
  - Cluster Chief Executive

**New Territories East Cluster**
- **Dr FUNG Hong, JP**
  - Cluster Chief Executive

**New Territories West Cluster**
- **Dr Albert LO Chi-yuen**
  - Cluster Chief Executive

**Head Office**

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

- **Dr LIU Hing-wing**
  - Director (Quality & Safety)

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

- **Ms Nancy TSE, JP**
  - Director (Finance)
    - (also overseeing information technology function)

- **Ms Ernestina WONG Yiu-kei**
  - Head of Corporate Services
    - (up to 26.6.2011)

- **Ms Venus CHOY**
  - Deputising Head of Corporate Services
    - (from 27.6.2011 to 16.10.2011)

- **Ms Margaret CHEUNG Sau-ling**
  - Head of Corporate Services
    - (from 17.10.2011)

- **Dr Derrick AU Kit-sing**
  - Deputising Head of Human Resources
    - (from 1.4.2011 to 9.7.2011)
  - Head of Human Resources
    - (from 10.7.2011 to 31.3.2012)
Appendix 3

Membership and Terms of Reference of Functional Committees

Audit Committee

Membership List

Chairman : Mr Lawrence LEE Kam-hung, JP
Vice-Chairman : Dr Donald LI Kwok-tung, SBS, JP (from 28.4.2011)
Members : Mr Ricky FUNG Choi-cheung, SBS, JP
            Ms Ka-shi LAU (from 24.2.2012)
            Dr Donald LI Kwok-tung, SBS, JP (up to 27.4.2011)
            Mr David LIE Tai-chong, SBS, JP
            Mr Patrick MA Ching-hang, BBS, JP
            Ms Estella Y K NG
            Prof Maurice YAP Keng-hung
            Mr Paul YU Shiu-tin, BBS, JP

In attendance : Ms Sandra LEE, GBS, JP, (up to 8.9.2011)
                Mr Richard YUEN Ming-fai, JP, (from 9.9.2011)
                Permanent Secretary for Health
                Dr LEUNG Pak-yin, JP, Chief Executive

Terms of Reference

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

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:
   • nature and scope of the audit;
   • audited financial statements and the audit opinion;
• management letter and management’s response; and
• 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. 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; and

6. Oversee the processes implemented by the Management for monitoring:
• compliance with pertinent statutes and regulations;
• compliance with Hospital Authority’s Code of Conduct; and
• effectiveness of controls against conflicts of interest and fraud.

Note: It should be noted that although the functions of the Audit 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 2011-12

In 2011-12, the Audit Committee held six regular meetings to consider planned agendas to cover the Committee’s Terms of Reference. It also held two joint meetings with the Executive Committee to consider the response to the Report of Director of Audit on Hospital Authority’s (HA) Public-Private Partnership Programmes.

In exercising active oversight of the internal audit function, the Committee approved the Annual Internal Audit Plan for 2011-12 and directly received quarterly progress reports from the Chief Internal Auditor on completed audit results and follow-up actions. The internal audits reviewed during the year included “Clinical Audit”, “Human Capital Management – Report Handling and Control”, “Management of ex-Quarters Space”, “Continuous Audits – Procurement, Supply Chain and Finance”, “Network Availability & Security”, “Management of Linen and Laundry Services”, “Patient Identification – Specimen Handling”, “Debtor Management”, “Long-stay Patients Discharge Management follow-up”, “Public and Patient Feedback Processes”, “Implementation of 5-Day Week” and “Duty Mileage Allowance”. For external audit, the Committee reviewed the external auditor’s Audit Strategy Memorandum, including their audit risk assessment and work plan. Subsequently, the Committee received and discussed their audit opinion on HA’s financial statements in a joint meeting with the Finance Committee.

The Committee considered accountability reports from responsible subject officers to monitor HA’s financial and administrative control processes, such as measures to reduce risks of outdated facilities, measures to mitigate integrity risks, strategic management of service demand risks and strategic workforce management. The Committee received reviews and updates on risk management for the Electronic Health Record Projects, HA’s management and control framework and treasury operations, and the proposed monitoring framework for outsourcing of equity investments. The Committee also considered progress updates on planning and management of medical equipment, Patient Billing development and implementation, as well as HA’s preparedness for disasters and pandemic responses.
Executive Committee

Membership List

Chairman: Mr Anthony WU Ting-yuk, GBS, JP

Members: Mr CHENG Yan-kee, JP (from 19.1.2012)
Dr Margaret CHUNG Wai-ling (up to 30.11.2011)
Prof FOK Tai-fai, SBS, JP
Mr Ricky FUNG Choi-cheung, SBS, JP (from 1.12.2011)
Mr Lawrence LEE Kam-hung, JP
Mr John LEE Luen-wai, BBS, JP
Dr LEUNG Pak-yin JP, Chief Executive
Mr Stephen YIP Moon-wah, BBS, JP (up to 15.12.2011)

Terms of Reference

1. Advise the Board on the organisation structure and functions of the HA Head Office and its Divisions;
2. Advise the Board on the appointment, remuneration changes, contract variation of Directors and Cluster Chief Executives;
3. Approve the appointment, remuneration changes, and contract variation of Hospital Chief Executives, Deputy Directors and Heads of Division;
4. Review the performance of Chief Executive, Directors and Cluster Chief Executives;
5. Convene as the Emergency Executive Committee (EEC) consistent with HA’s Emergency Contingency Plan (supplemented by a senior Food & Health Bureau official when meeting as EEC); and
6. Oversee self-assessment of the Board and advise on changes to Board structure and processes.

Focus of Work in 2011-12

In 2011-12, the Executive Committee (EC) met six times to discuss or approve 23 papers, including eight through circulation. Issues discussed included the Follow-up Review on HA Head Office Structure, Corporate Governance Review, membership of HA committees, succession to HA Board Committees, and appointment and remuneration matters of senior executives as well as chiefs of clusters and hospitals. The EC also held two joint meetings with the Audit Committee in February 2012 to handle the preparation of the HA’s response to the Report of Director of Audit on HA’s Public-private Partnership Programmes.
Emergency Executive Committee

Membership List

Chairman : Mr Anthony WU Ting-yuk, GBS, JP
(In his absence, the Emergency Executive Committee chairmanship should be elected among its standing members)

Mr CHENG Yan-kee, JP (from 19.1.2012)
Dr Margaret CHUNG Wai-ling (up to 30.11.2011)

Members : Prof FOK Tai-fai, SBS, JP
Mr Ricky FUNG Choi-cheung, SBS, JP (from 1.12.2011)
Mr Lawrence LEE Kam-hung, JP
Mr John LEE Luen-wai, BBS, JP
Dr LEUNG Pak-yin, JP, Chief Executive (or the Deputising CE in his absence)
Mrs Susan MAK, JP (up to 3.1.2012)
Miss Janice TSE, JP (from 4.1.2012)
(representing Permanent Secretary for Health)
Mr Stephen YIP Moon-wah, BBS, JP (up to 15.12.2011)

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 (E1 and E2) to influenza pandemic.
Terms of Reference

1. 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) the establishment of sub-committees or task forces to tackle particular matters at hand;

2. Identify the objectives and assess the risks facing Hospital Authority in emergency situations;

3. Approve the strategies and policies for managing the emergency formulated by the Hospital Authority Central Command Committee, and monitor implementation progress in all Hospital Authority hospitals and institutions;

4. Coordinate activities of the other Hospital Authority committees including Hospital Governing Committees;

5. 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 2011-12

No EEC meeting was convened during 2011-12.
Finance Committee

Membership List

**Chairman** : Mr John LEE Luen-wai, BBS, JP

**Vice-Chairman** : Mr Benjamin HUNG Pi-cheng, JP

**Members** : Prof FOK Tai-fai, SBS, JP

Ms Alice LAU, JP *(up to 18.3.2012)*/
Miss Katy FONG *(up to 17.4.2011)*
Mr Keith GIANG *(from 18.4.2011 to 19.7.2011)*
Ms Karyn CHAN *(from 20.7.2011)*
*(representing Secretary for Financial Services and the Treasury)*
Mr Lawrence LEE Kam-hung, JP
Mrs Margaret LEUNG KO May-yee, SBS, JP *(from 22.12.2011)*
Dr LEUNG Pak-yin, JP, *Chief Executive*
Mr Patrick MA Ching-hang, BBS, JP
Mr PANG Yiu-kai, SBS, JP *(from 15.4.2011)*
Mrs Susan MAK, JP *(up to 3.1.2012)*
Miss Janice TSE, JP *(from 4.1.2012)*
*(representing Permanent Secretary for Health)*
Mr Michael N SOMERVILLE

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 aspects 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;

5. Advise and recommend to the Hospital Authority on the financial statements (audited and unaudited) of the Hospital Authority;

6. Liaise with the Trustees of the Hospital Authority Provident Fund Scheme and the Hospital Authority Mandatory Provident Fund Scheme and make recommendations to the Hospital Authority; and

7. Monitor the financial position of the Hospital Authority.

**Focus of Work in 2011-12**

In 2011-12, the Finance Committee met six times to advise and make recommendations to the Board on the financial planning, control, performance, monitoring and reporting aspects of the Hospital Authority. The Committee considered a review of Government funding arrangement for the years beyond 2011-12, progress updates on treasury operations and management, development of the Next Generation Patient Billing System, development of the “Pay-for-Performance” internal resource allocation system and HA financial management and control framework. It reviewed monthly financial reports, the draft audited financial statements for 2010-11, mid-year financial review and outlook, and the unaudited financial statements for the six months ended 30 September 2011. It also received the draft audited financial statements for the electronic Health Record Programme development undertaken by Hospital Authority Information Technology Services for 2010-11 and an overview on HA fees and charges. It considered a report on the 2010-11 financial position of the Samaritan Fund, the proposed HA budget and resources allocation, insurance approach and direction, financial risk assessment and the Annual Work Plan of the Finance Division for 2012-13.
Human Resources Committee

Membership List

Chairman : Mr Anthony WU Ting-yuk, GBS, JP (from 28.4.2011)

Vice-Chairman : Ms Ka-shi LAU
               Mr Patrick MA Ching-hang, BBS, JP (from 28.4.2011)

Members : Mr CHAN Bing-woon, SBS, JP
          Ms Quince CHONG Wai-yan
          Mr Billy KONG Churk-hoi, BBS, JP
          Mrs Yvonne LAW SHING Mo-han
          Dr Hon Joseph LEE Kok-long, SBS, JP
          Dr LEUNG Pak-yin, JP, Chief Executive
          Ms Queenie LEUNG Pik-man (up to 30.11.2011)
          Miss Gloria LO Kit-wai (up to 25.7.2011)
          Ms Angela LEE Chung-yan (from 26.7.2011)
          (representing Permanent Secretary for Health)
          Dr Kim MAK
          Prof Thomas WONG Kwok-shing, JP
          Prof Maurice YAP Keng-hung

Terms of Reference

1. Advise on staff training and development matters;

2. Advise on manpower planning;

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; and

6. Advise, review and make recommendations to the Hospital Authority on any other staff related matters.

Focus of Work in 2011-12

The Human Resources Committee met six times in 2011-12 to discuss various human resources matters. In 2011-12, the Committee considered and endorsed various human resource measures that were initiated to improve the manpower situation, including short-term and interim measures to address doctors’ manpower strain; enhancement in Fixed Rate Honorarium for doctors and part-time doctors’ pay package; continuation of the enhanced overseas package for Diagnostic Radiographer, Radiation Therapist and Podiatrist grades; call payment offer for eligible staff (other than clinical doctors) attending off-site call duties; as well as the follow-up refinements of new supporting staff structure.

In addition, the Committee discussed staff training and development matters. It deliberated on the three core training and development initiatives in 2011-12 and gave direction to the training and development strategic plan for 2012-2017; endorsed the Training Sponsorship Scheme for Enrolled Nurses; formalised the Graduate Prosthetist-Orthotist Programme; and supported the Pilot Training Programme for Student Dispensers.

In respect of staff benefits, the Committee received a progress report on the HA Mandatory Provident Fund Scheme and endorsed the introduction of one additional service provider. It aligned the leave taking requirements for employees serving on five-day week and non five-day week work patterns. The to-and-from work extension clause of Employees’ Compensation was also discussed.

During the year, the Committee noted the progress of e-HR (electronic human resource) Services and implementation of the HA Head Office human resource projects under the Resource Allocation Exercise in 2011-12. It also considered the report on staff complaints received in 2010 and 2011, as well as the agenda forecast for 2012-13.
Information Technology Services Governing Committee

Membership List

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

**Vice-Chairman** : Mr CHENG Yan-kee, JP (*from 30.6.2011*)

**Members** :
- Mr Thomas CHAN, JP
  *Deputy Secretary for Food and Health (Health)*
- Mr CHENG Yan-kee, JP (*up to 29.6.2011*)
- Mr Stephen LAU Ka-men, JP
- Mr Stephen MAK, BBS, JP (*up to 31.12.2011*)
- Mr Daniel LAI, BBS, JP (*from 19.1.2012*)
  *Government Chief Information Officer*

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 Sub-Committee;

6. Receive performance and status reports; and

7. Provide periodic progress report to the Hospital Authority Board.
Focus of Work in 2011-12

The Information Technology (IT) Services Governing Committee met four times in 2011-12 to discuss various issues relating to the strategic development of information technology / information systems in HA. During this period, the Committee considered and deliberated on the IT operational risk model, key risks identified in the IT Operational Risk Assessment and the corresponding action plans; technology refreshment programme to replace the aging Corporate IT equipment and software for maintaining the delivery of healthcare services; ongoing efforts on information security and privacy upon completion of the action targets in response to the recommendations by Privacy Commissioner for Personal Data; development of the Government’s electronic Health Record (eHR) with HA as the technical agent; and setting up of the IT Technical Advisory Sub-Committee to advise the Committee on technical aspects of HA’s IT services from the perspective of external IT experts.

To meet the growing demand for IT systems to support the operation of the organisation, the Committee also considered and deliberated on the HA Clinical Systems Strategy 2012-17, the Business Support IT Systems Programme 2012-17 and the HA IT Services (HAITS) Annual Work Plan 2012-13 for responding to challenges in continuing existing service delivery and delivering the major strategic IT-enabled projects.

To support HA’s business needs and accountability reporting, the Committee also endorsed the IT Block Vote Submission for 2012-13; draft audited financial statements for eHR programme development undertaken by HAITS for 2010-11; IT Services Performance Reports; and Clinical Management System Phase III Progress Reports.
Main Tender Board

Membership List

Chairman : Mr Lawrence LEE Kam-hung, JP

Vice-Chairman : Prof Maurice YAP Keng-hung (from 19.1.2012)
Mr Stephen YIP Moon-wah, BBS, JP (up to 15.12.2011)

Ex-officio members : Dr LEUNG Pak-yin, JP, Chief Executive
(or his nominated representative)
Ms Nancy TSE, JP, Director (Finance)
(or her nominated representative)

Members : Two of the following rotating members:
Mr CHAN Bing-woon, SBS, JP
Mr CHENG Yan-kee, JP
Mr Andy LAU Kwok-fai (from 22.12.2011)
Mrs Yvonne LAW SHING Mo-han
Dr Hon Joseph LEE Kok-long, SBS, JP
Prof Maurice YAP Keng-hung (up to 18.1.2012)

Terms of Reference

1. Review and assess the recommendations made by the assessment panel;

2. Review the procedures and criteria adopted by the assessment panel in the course of its selection; and

3. Approve the selection made by the assessment panel after satisfying itself that (1) and (2) are in order and such approval should be final.

Focus of Work in 2011-12

In 2011-12, the Main Tender Board met 24 times to consider a total of 557 tender papers for procurement of supplies and services with value of over $1 million for HA Head Office, and above $4 million for clusters and hospitals. Tenders for procurement of supplies mainly covered purchases of pharmaceutical products, medical and laboratory equipment and their consumables whereas service tenders were mainly related to hospital domestic and supporting services, maintenance of medical and laboratory equipment, information technology systems and maintenance services and data hosting facilities. Capital works tenders were mainly concerned with hospital redevelopment projects and minor works improvements for maintenance of hospital premises.
Medical Services Development Committee

Membership List

Chairman : Prof FOK Tai-fai, SBS, JP

Vice-Chairman : Dr Donald LI Kwok-tung, SBS, JP

Members : Mr CHENG Yan-kee, JP
          Ms Quince CHONG Wai-yan
          Dr Margaret CHUNG Wai-ling (up to 30.11.2011)
          Dr LAM Ping-yan, SBS, JP
          Director of Health
          Ms Alice LAU, JP (up to 18.3.2012) / Miss Katy FONG (up to 17.4.2011)
          Mr Keith GIANG (from 18.4.2011 to 19.7.2011)
          Ms Karyn CHAN (from 20.7.2011)
          (representing the Secretary for Financial Services and the Treasury)
          Ms Ka-shi LAU
          Mr Lawrence LEE Kam-hung, JP
          Dr Hon Joseph LEE Kok-long, SBS, JP
          Ms Sandra LEE, GBS, JP (up to 8.9.2011)
          Mr Richard YUEN Ming-fai, JP (from 9.9.2011)
          Permanent Secretary for Health
          Dr LEUNG Pak-yin, JP, Chief Executive
          Ms Queenie LEUNG Pik-man (up to 30.11.2011)
          Mr David LIE Tai-chong, SBS, JP
          Mr PANG Yiu-kai, SBS, JP (from 15.4.2011)
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; and

4. Consider, review and make recommendations on any other matters related to the planning and development of the public hospitals and related services.

Focus of Work in 2011-12

The Medical Services Development Committee met five times in 2011-12 to discuss issues relating to the planning, development and management of clinical services. On clinical services planning and development, the Committee considered and deliberated on measures to address reducing number of Medical Graduates, Disaster Psychological Services Plan for HA, redevelopment of Cancer Research Laboratory in Queen Elizabeth Hospital, development of Elderly People Service Plan, service planning works of the North Lantau Hospital Phase I, and development of Phase I Clinical Trial Centres in the two teaching hospitals.

The Committee considered and gave advice on clinical management issues relating to the inclusion of new drugs and indications under the Samaritan Fund from 2011-12, the impact of the increase in demand for Obstetric services by non-local pregnant women on the Obstetrics and Neonatal Intensive Care services in HA, Sponsored Drug Programme for Wet Age-related Macular Degeneration, potential collaboration with Innovation and Technology Commission, HA’s contribution to the Controlling Officer’s Report 2011-12, and Review for Key Performance Indicators 2011.

The Committee also received progress reports of various clinical programmes, including the enhancement of Post-incident Support Services to HA staff, Pilot Scheme of Accreditation in public hospitals, Public-private-partnership Pilot Scheme on Radiological Imaging Services, initiatives for enhancement of Mental Health Services in 2011-12, implementation of the Chronic Disease Management Programmes, and the Filmless HA Project.
Public Complaints Committee

Membership List

**Chairman**
- Dr Margaret CHUNG Wai-ling *(up to 30.11.2011)*
- Mr Ricky FUNG Choi-cheung, SBS, JP *(from 1.12.2011)*

**Vice-Chairman**
- Dr LAM Ching-choi, BBS, JP* *(up to 30.11.2011)*

**Members**
- Mr CHAN Bing-woon, SBS, JP
- Rev Canon Dr Alan CHAN Chor-choi
- Mr CHAN Shu-ying, SBS, JP
- Mrs Jennifer CHEUNG NG Chui-yiu
- Sister Nancy CHEUNG Chu-kin
- Mr CHOI Chi-sum
- Dr Eric CHONG Chee-min *(up to 30.11.2011)*
- Mr Antonio CHU Lok-sang
- Prof Joanne CHUNG Wai-yee
- Mr Ricky FUNG Choi-cheung, SBS, JP *(up to 30.11.2011)*
- Mr HO Sau-him *(from 1.12.2011)*
- Mr Samuel HUI Kwok-ting *(from 1.12.2011)*
- Mr Alex LAM Chi-yau *(from 1.12.2011)*
- Mr Andy LAU Kwok-fai
- Dr Robert LAW Chi-lim*
- Prof LEE Sum-ping
- Mr Carlos LEUNG Sze-hung*
- Dr Pamela LEUNG Ming-kuen, JP* *(up to 30.11.2011)*
- Mr Lawrence LI Shu-fai, SBS, JP *(up to 30.11.2011)*
- Prof Raymond LIANG Hin-suen* *(from 1.12.2011)*
- Dr MAK Sin-ping, BBS* *(from 1.12.2011)*
- Prof WAN Chin-chin
- Dr WONG Kwok-chun
- Mr Anthony WONG Luen-kin, JP *(up to 30.11.2011)*
- Mrs Elizabeth WONG YEUNG Po-wo, MBE
- Ms Virginia WU Wei-kin *(up to 30.11.2011)*
- Ms Lina YAN Hau-yee, MH, JP
- Dr Agnes YEUNG LAW Koon-chui, JP *(from 1.12.2011)*
- Ms Lisa YIP Sau-wah, JP

* Panel Chairman
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.

Annex

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

1. The PCC is an appeal body within the Hospital Authority (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.

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 2011-12

In 2011-12, the Public Complaints Committee held 19 meetings and handled a total of 237 cases, of which 147 were related to medical services, 31 related to administrative procedure, 28 related to staff attitude and 31 others. In addition to the handling of appeal cases, the Committee also formulated 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.
Staff Appeals Committee

Membership List

Chairman : Mr Peter LO Chi-lik (from 28.4.2011)

Members : Mr Billy KONG Churk-hoi, BBS, JP
          Dr Kim MAK
          Prof Thomas WONG Kwok-shing, JP

Terms of Reference

1. Consider and decide upon appeals from staff members who have raised a grievance through the normal internal complaint channels and who wish to appeal against the decision made;

2. The Committee shall:
   • 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;

3. The Committee's decision shall represent the Hospital Authority's decision and shall be final; and

4. The Committee shall make annual reports to the Hospital Authority Board.

Focus of Work in 2011-12

The Staff Appeals Committee was set up on 19 December 2002 as an independent authority for handling staff appeals which have already exhausted the normal staff complaint channels within the HA's operation. The Committee received three staff appeal cases in 2011-12, one of which was subsequently withdrawn by the appellant. The Committee considered the two remaining cases and handed down its decision on one case during the year. The decision on the other case was handed down in April 2012.
Supporting Services Development Committee

Membership List

**Chairman** : Mr CHENG Yan-kee, JP (*from 19.1.2012*)
Mr Stephen YIP Moon-wah, BBS, JP (*up to 15.12.2011*)

**Vice-Chairman** : Mr CHENG Yan-kee, JP (*from 28.4.2011 to 18.1.2012*)
Ms CHIANG Lai-yuen, JP (*from 19.1.2012*)

**Members** : Prof Edwin CHAN Hon-wan (*from 30.6.2011*)
Dr Andrew CHAN Ping-chiu (*from 30.6.2011*)
Mr CHENG Yan-kee, JP (*up to 27.4.2011*)
Ms CHIANG Lai-yuen, JP (*up to 18.1.2012*)
Mr Andy LAU Kwok-fai (*from 22.12.2011*)
Mr Peter LEE Kwok-wah (*from 30.6.2011*)
Dr LEUNG Pak-yin, JP, *Chief Executive*
Ms Winnie NG (*from 10.8.2011*)
Miss Gloria LO Kit-wai (*up to 25.7.2011*)
Ms Angela LEE Chung-yan (*from 26.7.2011*)
*(representing Permanent Secretary for Health)*

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 advise on the implementation and monitoring of Capital Works Projects in the Hospital Authority;

3. 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; and

4. 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.
Focus of Work in 2011-12

In 2011-12, the Supporting Services Development Committee met four times to fulfil its Terms of Reference, mainly to advise on the directions and policies related to the development of business support services and environmental protection to best support clinical service delivery in the HA. It also considered review reports on improvement of Non-Emergency Ambulance Transfer Service, product recall and safety alert for non-drug items and advertising services. The Committee also received progress update on replacement of medical and engineering equipment for 2011-12 and planning for 2012-13, implementation of Enterprise Resource Planning System for pharmaceutical hospital supplies, hospital security services and standards and implementation of the Clinical Waste Control Scheme. It also reviewed reports on performance management of pharmaceutical manufacturers and suppliers, implementation of cook-chill cum cold-plating, and upgrading of catering facilities in Hong Kong West Cluster, Hong Kong East Cluster and Kowloon East Cluster.

The Committee considered reports on the progress of major capital works projects, update on barrier free access to HA facilities, condition survey of HA hospitals and energy conservation initiatives in HA hospitals. It also considered reports on minor works projects in HA hospitals, statutory compliance checklists for hospitals, review of safety performance of HA Term Contract for Minor Works, and regular progress reports from the Capital Works Sub-Committee which was established under the Committee to consider capital works and project related items.
Appendix 4

Membership of Hospital Governing Committees

Alice Ho Miu Ling Nethersole Hospital

Chairman : Mr Roland CHOW Kun-chee

Ex-officio members : Hospital Authority Chief Executive or his representative
                     Hospital Chief Executive

Members : Dr Bonba CHIU Sik-ho
          Ms Michelle CHOW Yan-wai
          Mr FUNG Sau-chung
          Ms KO Sui-fun
          Mr Roger LEE Chee-wah
          Dr Pamela LEUNG, JP
          Mr John LI Kwok-heem
          Rev Dr LI Ping-kwong, SBS
          Mr Wilson MOK Yu-sang
          Rev Eric SO Shing-yit
          Rt Rev Dr Thomas SOO Yee-po, JP
          Bishop Nicholas TAI Ho-fai
          Ms Wendy TSANG Wan-man
          Rev Josephine TSO Shiu-wan
          Dr WONG Fook-yee
          Ms Peggy WONG Pik-kiu, MH
Bradbury Hospice

Chairman : Dr Geoffrey LIEU Sek-yiu

Ex-officio members : Hospital Authority Chief Executive or his representative
                    Hospital Chief Executive

Members : Dr Hubert CHAN Chung-yee, JP
          Dr Amy CHOW Yin-man
          Dr David KAN
          Sister Helen KENNY
          Dr KWAN Wing-hong
          Prof Samantha PANG Mei-che
          Father John RUSSELL, S.J.
          Mr SHUM Si-ki
          Prof Dr Dominic WONG Shing-wah, GBS, JP

Caritas Medical Centre

Chairman : Prof David CHEUNG Lik-ching

Ex-officio members : Hospital Authority Chief Executive or his representative
                    Hospital Chief Executive

Members : Dr Wallace CHAN Chi-ho
          Mr Denis CHANG, JP
          Dr Benedict CHUNG Yat-ki
          Dr Daniel FANG Tak-sang
          Dr Conrad LAM Kui-shing, JP
          Mr LEUNG Kam-tao
          Mr William WONG Kuen-wai, BBS
          Mr Anthony WONG Luen-kin, JP
          Rev Michael M C YEUNG, VG
          Rev Joseph YIM Tak-lung
### Castle Peak Hospital & Siu Lam Hospital

**Chairman**: Prof John LEONG Chi-yan, SBS, OBE, JP  
**Ex-officio members**: Hospital Authority Chief Executive or his representative  
**Hospital Chief Executive**  
**Members**:  
- Dr CHOW Chun-bong, BBS, JP  
- Dr IP Yan-ming, JP  
- Mr Lothar LEE Hung-sham, MH  
- Mrs Rita LIU, SBS  
- Prof SHAM Pak-chung  
- Prof Thomas WONG Kwok-shing, JP  
- Ms Nora YAU Ho-chun, MH, JP

### Cheshire Home, Chung Hom Kok

**Chairman**: Dr Albert WONG Chi-chiu  
**Ex-officio members**: Hospital Authority Chief Executive or his representative  
**Hospital Chief Executive**  
**Members**:  
- Mrs Shelley M. CHOW  
- Mr Hilbert KA Ping-wah  
- Ms Betty KO Lan-fun *(from 31.10.2011)*  
- Dr Bernard KONG Ming-hei  
- Mr Peter LI Lan-yiu  
- Dr Leonard LI Sheung-wai  
- Ms Janice MORTON  
- Dr Paul YOUNG Tze-kong, JP
Cheshire Home, Shatin

Chairman  :  Mrs Linda WONG LEUNG Kit-wah  

Ex-officio members  :  Hospital Authority Chief Executive or his representative 
                      Hospital Chief Executive

Members  :  Mrs Shelley M. CHOW  
            Ms Janet LAI Keng-chok  
            Prof Diana LEE Tze-fan  
            Dr Edward LEUNG Man-fuk  
            Dr Pamela LEUNG, JP  
            Prof Mark MACALPINE  
            Mr Paul MAK Chun-nam  
            Ms Janice MORTON  
            Mr Alfred POON Sun-biu

Duchess of Kent Children’s Hospital at Sandy Bay

Chairman  :  Mr Vivian LEE Wai-man  

Ex-officio members  :  Hospital Authority Chief Executive or his representative 
                      Hospital Chief Executive

Members  :  Mr CHEUNG Tat-tong  
            Dr Daniel FANG Tak-sang  
            Mrs FOK Mei-ling  
            Prof LAU Yu-lung  
            Mr Renny LIE Ken-jie  
            Mr Gordon Gilbert LOCH Han-van  
            Ms Helen LUI Wai-hing  
            Prof Keith LUK Dip-kei  
            Mrs Elizabeth WONG YEUNG Po-wo
Grantham Hospital

Chairman : Mr PANG Yuk-ling, SBS, JP

Ex-officio members : Hospital Authority Chief Executive or his representative
                   Hospital Chief Executive

Members : Dr CHENG Chun-ho
          Prof FAN Sheung-tat, SBS *(up to 30.6.2011)*
          Prof Karen LAM Siu-ling
          Mr Steve Y F LAN
          Mr Sebastian LAU Ki-chit
          Mr Lawrence LEE Kam-hung, JP
          Mr Edwin LEUNG Chung-ching
          Dr Vitus LEUNG Wing-hang
          Mrs Elizabeth LI
          Prof LO Chung-mau, JP *(from 31.10.2011)*
          Mrs Purviz Rusy SHROFF
          Mr Rocco YIM Sen-kee, BBS, JP

Haven of Hope Hospital

Chairman : Mr Charles C Y CHIU

Ex-officio members : Hospital Authority Chief Executive or his representative
                   Hospital Chief Executive

Members : Mrs Doreen CHAN HUI Dor-lam
          Dr HO Wai-ip
          Dr Joseph KWAN Kai-cho
          Dr LAM Ching-choi, BBS, JP
          Mr Eddie NG Ping-yiu
          Dr George NG Sze-fuk, SBS, JP
          Ms Elsa TSANG Sou-wah
          Mr Peter WONG Chun-kow
          Mr WONG Kai-man, BBS, JP
Hong Kong Buddhist Hospital

Chairman : Mr Keith LAM Hon-keung, JP

Ex-officio members : Hospital Authority Chief Executive or his representative
Hospital Chief Executive

Members : Ms Kelly CHAN Yuen-sau
Ms Elaine CHUNG Lai-kwok, BBS, JP
Ms Pearl HO Chun-yee
Mr HO Tak-sum, MH
Dr KAO Park-ming
Ven KOK Kwong, GBS
Mr LAI Sze-nuen, BBS, JP
Mr Anthony LAM Chi-tat
Mr LEE Ka-cheung
Ms Mavis LEE Ming-pui
Ven SIK Hin-hung
Ven SIK Hong-ming
Ven SIK Ku-tay
Ven SIK Kuan-yun
Ven SIK To-ping
Ven SIK Yin-chi
Dr WONG Kam-chiu, MH

Hong Kong Eye Hospital & Kowloon Hospital

Chairman : Dr Eliza C H CHAN, BBS, JP

Ex-officio members : Hospital Authority Chief Executive or his representative
Hospital Chief Executive

Members : Dr Charles CHEUNG Wai-bun, JP
Hon Starry LEE Wai-king, JP
Mr Louis LOONG Hon-biu
Dr Delia PEI CHEN Chi-kuen, BBS, JP
Prof Julia TAO LAI Po-wah
Dr Victor WOO Chi-pang
Mr James YIP Shiu-kwong
Hong Kong Red Cross Blood Transfusion Service

Chairman : Mr Philip TSAI Wing-chung, JP
Ex-officio members : Hospital Authority Chief Executive or his representative
                    Hospital Chief Executive
Members : Mr CHAN Kai-ming
          Mr Ambrose HO, JP
          Dr HO Chung-ping, MH, JP
          Ms Ada LAM Wai-ming
          Dr LI Chi-kong
          Mr Vincent LO Wing-sang, BBS, JP
          Ms Clara SHEK
          Mr Luke WONG Sui-kwong
          Mrs Irene YAU, JP

Kwai Chung Hospital & Princess Margaret Hospital

Chairman : Hon Vincent FANG Kang, SBS, JP
Ex-officio members : Hospital Authority Chief Executive or his representative
                    Hospital Chief Executive
Members : Mr CHAN How-chi
          Mr CHAU How-chen, GBS, JP
          Dr Alice CHIU TSANG Hok-wan, BBS, JP
          Mr CHOW Yick-hay, BBS, JP
          Mr Larry KWOK Lam-kwong, BBS, JP
          Mr Alan LEE Chi-keung, MH
          Dr Hon Joseph LEE Kok-long, SBS, JP
          Dr John LEUNG Yat-wai
          Mr Henry TONG Sau-chai, MH
          Dr TSAO Yen-chow
          Prof WONG Chack-kie, MH
Kwong Wah Hospital & TWGHs Wong Tai Sin Hospital

Chairman : Mr Charles CHANG Juo-hwa, BBS

Ex-officio members : Hospital Authority Chief Executive or his representative
Hospital Chief Executive

Members : Mrs Viola CHAN MAN Yee-wai
Dr Ina CHAN Un-chan
Mr CHOW Chun-fai, BBS, JP
Mr Frederick FUNG King-wai
Ms Maisy HO Chiu-ha
Dr John LEE Sam-yuen, BBS
Mr Billy LEUNG Ting-yu, BBS
Mr Patrick MA Ching-hang, BBS, JP
Mr MOK Ying-fan
Mr Stephen NG Chi-wing
Mr Peter ONG Ka-lueng, BBS
Mr Ivan SZE Wing-hang
Mr Eddie WANG, BBS
Mr Paul YU Shiu-tin, BBS, JP
Dr YU Yuk-ling
MacLehose Medical Rehabilitation Centre

**Chairman** : Dr Eric CHIEN Ping

**Ex-officio members** : Hospital Authority Chief Executive or his representative
                           Hospital Chief Executive

**Members** : Prof Chetwyn CHAN Che-hin
               Mr Calvin CHAN Man-yin
               Mr Vincent CHENG Wing-ming
               Dr Daniel FANG Tak-sang
               Mr Martin HE
               Ms Candice LAM Hou-heung *(up to 31.8.2011)*
               Prof Keith LUK Dip-kei
               Mr NG Hang-sau *(from 31.10.2011)*
               Dr POON Tak-lun
               Mr Adrian WONG Koon-man, JP
               Mr David YAU Po-wing
               Mr YU See-ho

North District Hospital

**Chairman** : Mrs Gloria NG WONG Yee-man, BBS, JP

**Ex-officio members** : Hospital Authority Chief Executive or his representative
                           Hospital Chief Executive

**Members** : Mr HAU Kam-lam, MH, JP
               Mr HUNG Siu-ling
               Mr LIU Sui-biu
               Mr MA Ching-nam, JP
               Mr George PANG Chun-sing
               Dr Annie YEUNG Shou-fong
               Mr Charlie YIP Wing-tong
Our Lady of Maryknoll Hospital

Chairman : Mr Lester Garson HUANG, JP

Ex-officio members : Hospital Authority Chief Executive or his representative
Hospital Chief Executive

Members : Father Brian R BARRONS
Mr Vincent CHANG
Mr Michael CHENG Tak-kin, JP
Dr Gabriel CHOY Kin
Ms Carlye CHU Fun-ling
Dr Nancy FOK
Dr LAM Siu-keung (from 31.5.2011)
Mrs Marigold LAU, SBS, JP
Sister Marilu LIMGENCO
Mr Rex MOK Chung-fai, MH
Mrs Pauline NG CHOW May-lin, JP
Father Edward PHILLIPS (from 28.4.2011)
Dr Gene TSOI Wai-wang
Sister Marya ZABOROWSKI

Pamela Youde Nethersole Eastern Hospital

Chairman : Mr Lawrence LEE Kam-hung, JP

Ex-officio members : Hospital Authority Chief Executive or his representative
Hospital Chief Executive

Members : Mr CHAN Bing-woon, SBS, JP
Ms Ophelia CHAN
Mr Roland CHOW Kun-chee
Rev CHU Yiu-ming
Ms KO Siu-wah, SBS, JP
Mr Peter LEE Kwok-wah
Mr John LI Kwok-heem
Dr Yvonne LUI Lai-kwan
Rt Rev Dr Thomas SOO Yee-po, JP
Prof TAM Sheung-wai, GBS, JP
Mr YEUNG Po-kwan, JP
Dr Dominic YOUNG Ying-nam
Pok Oi Hospital

Chairman : Mr Henry TONG Sau-chai, MH

Ex-officio members : Hospital Authority Chief Executive or his representative
Hospital Chief Executive

Members : Prof Chetwyn CHAN Che-hin
Dr CHONG Man-yuk
Ms Yvonne CHUA
Mr LEUNG Che-cheung, BBS, MH, JP
Mr POON Tak-ming
Mr TSANG Yiu-cheung
Dr Sam WONG Chun-sing, MH
Mr WONG Fan-foung, MH
Mr Victor WONG Kai-tai, MH
Mr Charlie YIP Wing-tong
Mr Chris YIP Yiu-shing, MH

Prince of Wales Hospital

Chairman : Mr Edward HO Sing-tin, SBS, JP

Ex-officio members : Hospital Authority Chief Executive or his representative
Hospital Chief Executive

Members : Dr Edgar CHENG Wai-kin, GBS, JP
Prof FOK Tai-fai, SBS, JP
Ms Nancy KIT, JP
Mr Peter LEE Kwok-wah
Mr Stephen LIU Wing-ting, JP
Prof Peter K W MOK
Mr Philip WONG Chak-piu
Queen Elizabeth Hospital

Chairman : Mr John LEE Luen-wai, BBS, JP

Ex-officio members : Hospital Authority Chief Executive or his representative
                     Hospital Chief Executive

Members : Dr Eliza C H CHAN, BBS, JP
          Mrs Sheilah CHENG CHATJAVAL
          Dr James HWANG Shu-tak, BBS
          Mr Emmanuel KAO Chu-chee
          Dr LEE Kin-hung
          Mr David MUI Ying-yuen, MH, JP
          Ms Winnie NG
          Dr Victor WOO Chi-pang
          Mr John WU Man-keung, BBS, MH

Queen Mary Hospital & Tsan Yuk Hospital

Chairman : Dr Anthony HO Yiu-wah, BBS, JP

Ex-officio members : Hospital Authority Chief Executive or his representative
                     Hospital Chief Executive

Members : Prof LEE Sum-ping
          Mrs Margaret LEUNG KO May-yee, SBS, JP
          Mr Lincoln TSO
          Prof Amy TSUI Bik-may
          Prof Judy TSUI LAM Sin-lai
          Ms Catherine YEN
          Prof Richard YU Yue-hong, SBS
### Rehabaid Centre

**Chairman** : Hon Judge Kevin Anthony BROWNE  
**Ex-officio members** : Hospital Authority Chief Executive or his representative  
Hospital Chief Executive  
**Members** : Dr Joseph BOSCO  
Ms Kelly CHAN Yuen-sau  
Mrs Shelley M. CHOW  
Mr Robin GILL  
Mrs Kimberley LAM KWONG Lan-heung  
Dr Leonard LI Sheung-wai  
Mr TSANG Chiu-kwan, JP

### Ruttonjee & Tang Shiu Kin Hospitals

**Chairman** : Mr Edwin LEUNG Chung-ching  
**Ex-officio members** : Hospital Authority Chief Executive or his representative  
Hospital Chief Executive  
**Members** : Ms Lillian CHAN Lit-yee  
Mr Raymond CHOW Wai-kam, JP  
Prof Peggy LAM, GBS, JP  
Mr Steve Y F LAN  
Mr Sebastian LAU Ki-chit  
Mrs Alice LAU WOO Wai-see  
Prof John LEONG Chi-yan, SBS, OBE, JP  
Dr Vitus LEUNG Wing-hang  
Dr LIU Ka-ling  
Mr PANG Yuk-ling, SBS, JP  
Mrs Purviz Rusy SHROFF  
Mr SHUM Choi-sang, SBS, JP  
Ms Anna TANG King-yung, BBS, MH  
Mr Richard TANG Yat-sun, BBS, JP
**Shatin Hospital**

**Chairman** : Mrs Yvonne LAW SHING Mo-han  
**Ex-officio members** : Hospital Authority Chief Executive or his representative  
Hospital Chief Executive  
**Members** : Mr CHEUNG Tak-hai  
Prof Joanne CHUNG Wai-yee  
Mr FONG Cheung-fat  
Mr Joseph KEUNG Shu-hoi  
Prof LAM Tai-hing, BBS, JP  
Mr Thomas PANG Cheung-wai, BBS, JP

**Tai Po Hospital**

**Chairman** : Dr Lily CHIANG (up to 29.6.2011)  
Mr Patrick MA Ching-hang, BBS, JP (from 30.6.2011)  
**Ex-officio members** : Hospital Authority Chief Executive or his representative  
Hospital Chief Executive  
**Members** : Mr CHEUNG Wing-fai  
Mr Richard FUNG Lap-chung  
Mr LEUNG Wo-ping, JP  
Mr Arthur LI Ka-tat  
Mr MAN Chen-fai, MH  
Dr YIP Ka-chee

**Tseung Kwan O Hospital**

**Chairman** : Mr LO Chung-hing, SBS  
**Ex-officio members** : Hospital Authority Chief Executive or his representative  
Hospital Chief Executive  
**Members** : Mr Raymond CHAN Wai-man  
Dr Joseph KWAN Kai-cho  
Mr Henry LAI Hin-wing  
Dr Danny MA Ping-kwan  
Ms Nancy TSANG Lan-see  
Mr WAN Yuet-cheung, MH, JP
**Tuen Mun Hospital**

**Chairman** : Mr Paul YU Shiu-tin, BBS, JP

**Ex-officio members** : Hospital Authority Chief Executive or his representative  
Hospital Chief Executive

**Members** :
- Prof Alfred CHAN Cheung-ming, BBS, JP
- Mr CHAN How-chi
- Mr Michael CHAN Kee-huen
- Prof Sophia CHAN Siu-chee
- Dr Eddie CHAN Tat
- Mr KU Moon-lun
- Mr Edward PONG Chong, BBS, JP
- Mr Boris YEUNG Sau-ming

**Tung Wah Hospital/Tung Wah Eastern Hospital/TWGHs Fung Yiu King Hospital**

**Chairman** : Mr Charles CHANG Juo-hwa, BBS

**Ex-officio members** : Hospital Authority Chief Executive or his representative  
Hospital Chief Executive

**Members** :
- Mrs Viola CHAN MAN Yee-wai
- Dr Ina CHAN Un-chan
- Ms CHENG Lai-king
- Dr CHU Chor-lup
- Mr Frederick FUNG King-wai
- Ms Maisy HO Chiu-ha
- Dr John LEE Sam-yuen, BBS
- Mr Billy LEUNG Ting-yu, BBS
- Mr Stephen LIU Wing-ting, JP
- Mr Patrick MA Ching-hang, BBS, JP
- Mr Stephen NG Chi-wing
- Mr Peter ONG Ka-lueng, BBS
- Mr Ivan SZE Wing-hang
- Mr TONG Chun-wan
- Mr Eddie WANG, BBS
United Christian Hospital

Chairman : Prof TAM Sheung-wai, GBS, JP

Ex-officio members : Hospital Authority Chief Executive or his representative
Hospital Chief Executive

Members : Mr Bunny CHAN Chung-bun, SBS, JP
Mr Derek CHAN Man-foon
Mr Clifford King CHIU
Mr Roland CHOW Kun-chee
Mr FUNG Sau-chung
Rev Paul KAN Kei-piu
Ms Sophia KAO, SBS, JP
Dr LAM Kin-wah, MH
Rev Lincoln LEUNG Lam-hoi (Passed away in January 2012)
Mr Marthy LI Chak-kwan
Mr John LI Kwok-heem
Rev PO Kam-cheong
Rev Eric SO Shing-yit
Mr Thomas TSANG Fuk-chuen
Mr Herbert TSOI Hak-kong, BBS, JP
Rt Rev Louis TSUI Tsan-sang
Dr Hayles WAI Heung-wah
Mr David WONG Tat-kee
Ms Grace WONG Yuen-ling
Mr WU Kwok-cheung, MH
Dr Alice YUK Tak-fun, JP
Yan Chai Hospital

Chairman : Mr Edmond LEE Man-bun, MH

Ex-officio members : Hospital Authority Chief Executive or his representative
Hospital Chief Executive

Members : Mr Baldwin CHENG Shing-fung
Mr Edwin CHENG Shing-lung
Mr CHENG Yan-kee, JP
Ms Vanessa LAM Wai-shan
Mr Alex LAN Khong-poh
Mr Raymond LEUNG Cheong-ming
Mr Peter LO Siu-kit
Mrs Susan SO CHAN Wai-hang
Mr Alfred WONG Wai-kin
Mr YAU Kam-ping, MH
Appendix 5

Membership of Regional Advisory Committees

Hong Kong Regional Advisory Committee

Chairman : Mr CHAN Bing-woon, SBS, JP

Ex-officio members : Hospital Authority Chief Executive or his representative
                    Director of Health or his / her representative

Members : Mr AU Lap-sing
           Ms Ophelia CHAN, BBS
           Dr Ina CHAN Un-chan
           Dr Eric CHIEN Ping
           Dr Daniel FANG Tak-sang
           Mr JONG Koon-sang
           Mr KONG Chack-ho, MH
           Dr LAU Chor Chiu, MH (from 1.5.2011)
           Ms Kenny LEE Kwun-ying
           Mr Edwin LEUNG Chung-ching
           Mr Tommy LI Ying-sang, BBS, MH, JP
           Mr PANG Yuk-ling, SBS, JP
           Mr TSANG Wing-wah
           Mr Lincoln TSO
           Dr Loretta YAM Yin-chun, BBS (up to 30.4.2011)
           Dr Paul YOUNG Tze-kong, JP
           Prof Richard YUEN Man-fung
           Mr YUNG Chi-ming, MH
Kowloon Regional Advisory Committee

Chairman : Mrs Yvonne LAW SHING Mo-han

Ex-officio members : Hospital Authority Chief Executive or his representative
                      Director of Health or his / her representative

Members : Dr Eliza C H CHAN, BBS, JP
          Mr CHAN Kai-wai
          Mrs Viola CHAN MAN Yee-wai
          Ms CHAIJ Chuen-heung, BBS, MH, JP
          Mr Michael CHENG Tak-kin, JP
          Mr CHEUNG Yan-hong
          Mr Charles C Y CHIU
          Mr CHOW Chun-fai, BBS, JP
          Mr CHOW Ping-tim
          Mr CHOW Yick-hay, BBS, JP
          Mr HO Tak-sum, MH
          Ms Nancy LAM Chui-ling, MH
          Mr LAM Ka-keung
          Mr Raymond LEUNG Cheong-ming
          Mr John LI Kwok-heem
          Mr TSANG Chiu-kwan, JP
          Ms Nancy TSANG Lan-see
          Mr WONG Kam-kuen, MH, JP
          Mr WONG Kwok-yan
          Mr Anthony WONG Luen-kin, JP
          Mr Luke WONG Sui-kwong
          Dr Victor WOO Chi-pang
# New Territories Regional Advisory Committee

**Chairman**: Dr Margaret CHUNG Wai-ling (*up to 30.11.2011*)  
Ms Ka-shi LAU (*from 1.12.2011*)

**Ex-officio members**: Hospital Authority Chief Executive or his representative  
Director of Health or his / her representative

**Members**:  
- Mr Daniel CHAM Ka-hung, BBS, MH, JP  
- Mr CHAN How-chi  
- Mr Richard FUNG Lap-chung  
- Ms Nancy KIT, JP  
- Mr LAM Tak-leung, MH, JP  
- Mr LAU Kwok-fan  
- Mr Lothar LEE Hung-sham, MH  
- Mr LI Kwok-ying, BBS, MH, JP  
- Prof Simon NG Siu-man  
- Mr Thomas PANG Cheung-wai, BBS, JP  
- Mr George PANG Chun-sing  
- Mr Alfred POON Sun-biu  
- Mr SHUM Si-ki  
- Mr Philip WONG Chak-piu  
- Ms Peggy WONG Pik-kiu, MH  
- Mr Charlie YIP Wing-tong
Appendix 6

Membership of the Board of Trustees of the Hospital Authority Provident Fund Scheme

**Chairman**: Mr John LEE Luen-wai, BBS, JP

**Trustees**: Ms Nancy TSE Sau-ling, JP

- Mr Peter LO Chi-lik
- Ms LAU Ka-shi
- Mr Patrick MA Ching-hang, BBS, JP
- Mr LO Kam-shing (*up to 28.11.2011*)
- Dr WONG Tak-cheung (*from 29.11.2011*)
- Mr Raymond LEUNG Ho-kwan
- Dr Gordon JAN Siu-kei
- Dr WONG Chi-keung
- Mrs Susan MAK LOK Suet-ling, JP (*up to 3.1.2012*)
- Miss Janice TSE Siu-wa, JP (*from 31.3.2012*)
- Mr Raymond LEE Wing-hung
- Mr Alan Howard SMITH, JP
### Appendix 7

**Public Feedback Statistics**

**Complaint / Appreciation Received (1.4.2011 – 31.3.2012)**

<table>
<thead>
<tr>
<th>Nature of cases</th>
<th>Number of appeal cases</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medical services</td>
<td>147</td>
</tr>
<tr>
<td>Staff attitude</td>
<td>28</td>
</tr>
<tr>
<td>Administrative procedure</td>
<td>31</td>
</tr>
<tr>
<td>Others</td>
<td>31</td>
</tr>
<tr>
<td><strong>Total number of appeal cases handled</strong></td>
<td><strong>237</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Nature of complaint / feedback / appreciation cases</th>
<th>Complaint received</th>
<th>Feedback received</th>
<th>Appreciation received</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medical services</td>
<td>1,256</td>
<td>3,604</td>
<td>16,056</td>
</tr>
<tr>
<td>Staff attitude</td>
<td>500</td>
<td>2,399</td>
<td>8,493</td>
</tr>
<tr>
<td>Administrative procedure</td>
<td>378</td>
<td>2,586</td>
<td>1,384</td>
</tr>
<tr>
<td>Overall performance</td>
<td>127</td>
<td>1,810</td>
<td>633</td>
</tr>
<tr>
<td>Others</td>
<td>110</td>
<td>559</td>
<td>10,156</td>
</tr>
<tr>
<td><strong>Total number of hospital complaint / feedback / appreciation</strong></td>
<td><strong>2,371</strong></td>
<td><strong>10,958</strong></td>
<td><strong>36,722</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Nature of complaint / feedback / appreciation cases</th>
<th>Complaint received</th>
<th>Feedback received</th>
<th>Appreciation received</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medical services</td>
<td>67</td>
<td>282</td>
<td>1,237</td>
</tr>
<tr>
<td>Staff attitude</td>
<td>60</td>
<td>264</td>
<td>1,191</td>
</tr>
<tr>
<td>Administrative procedure</td>
<td>33</td>
<td>500</td>
<td>48</td>
</tr>
<tr>
<td>Overall performance</td>
<td>5</td>
<td>117</td>
<td>59</td>
</tr>
<tr>
<td>Others</td>
<td>8</td>
<td>29</td>
<td>446</td>
</tr>
<tr>
<td><strong>Total number of complaint / feedback / appreciation received by GOPC</strong></td>
<td><strong>173</strong></td>
<td><strong>1,192</strong></td>
<td><strong>2,981</strong></td>
</tr>
</tbody>
</table>

* General out-patient clinics
Appendix 8

Statistics of the Controlling Officer’s Report

The Hospital Authority generally achieved its performance targets in 2011-12. The volume of patient care activities across the full range of services in 2011-12 is comparable to the level in 2010-11.

The key statistics of the Controlling Officer’s Report used by the Government to measure the Authority’s performance in 2010-11 and 2011-12 were:

<table>
<thead>
<tr>
<th>(I) No. of hospital beds (as of end March)</th>
<th>2010-11</th>
<th>2011-12</th>
</tr>
</thead>
<tbody>
<tr>
<td>General (acute and convalescence)</td>
<td>20,733</td>
<td>20,754</td>
</tr>
<tr>
<td>Infirmary</td>
<td>2,041</td>
<td>2,041</td>
</tr>
<tr>
<td>Mentally ill</td>
<td>3,607</td>
<td>3,607</td>
</tr>
<tr>
<td>Mentally Handicapped</td>
<td>660</td>
<td>660</td>
</tr>
<tr>
<td>Total</td>
<td>27,041</td>
<td>27,062</td>
</tr>
</tbody>
</table>

| (II) Delivery of services                  |         |         |
| In-patient services                        |         |         |
| No. of discharges & deaths                 |         |         |
| General (acute and convalescence)          | 961,714 | 984,495 |
| Infirmary                                 | 3,651   | 3,435   |
| Mentally ill                              | 15,921  | 16,011  |
| Mentally handicapped                      | 353     | 385     |
| Overall                                   | 981,639 | 1,004,326 |

| No. of patient days                        |         |         |
| General (acute and convalescence)          | 5,442,356 | 5,492,158 |
| Infirmary                                 | 520,394  | 506,365  |
| Mentally ill                              | 1,025,260 | 1,007,619 |
| Mentally handicapped                      | 215,346  | 211,613  |
| Overall                                   | 7,203,356 | 7,217,755 |

| Bed occupancy rate                         |         |         |
| General (acute and convalescence)          | 84%     | 84%     |
| Infirmary                                 | 89%     | 88%     |
| Mentally ill                              | 79%     | 77%     |
| Mentally handicapped                      | 89%     | 88%     |
| Overall                                   | 84%     | 83%     |

| Average length of stay (days) *            |         |         |
| General (acute and convalescence)          | 5.7     | 5.6     |
| Infirmary                                 | 123     | 121     |
| Mentally ill                              | 73      | 65      |
| Mentally handicapped                      | 616     | 654     |
| Overall                                   | 7.5     | 7.2     |
### Ambulatory diagnostic & therapeutic services

**Day patient**
- No. of discharges & deaths: 459,548, 496,640
- No. of day patients as % of total in-patient & day patient discharges and deaths: 32%, 33%

**Accident & emergency services**
- No. of attendance: 2,237,249, 2,241,176

**Out-patient services**
- No. of specialist outpatient (clinical) attendances**: 6,630,190, 6,731,155
- No. of general outpatient attendances: 4,979,754, 5,316,486
- No. of family medicine specialist clinic attendances**: 281,858, 282,705
- No. of primary care attendances***: 5,261,612, 5,599,191

### Rehabilitation & outreach services

- No. of home visits by community nurses: 833,934, 838,896

**Psychiatric services**
- No. of psychiatric outreach attendances: 167,086, 220,550
- No. of psychiatric day hospital attendances: 211,993, 220,532
- No. of psychogeriatric outreach attendances: 82,716, 95,446

**Geriatric services**
- No. of outreach attendances: 619,844, 626,381
- No. of older persons assessed for infirmary care service: 1,450, 1,518
- No. of geriatric day hospital attendances****: 137,088, 142,615
- No. of Visiting Medical Officer attendances: 114,540, 109,850
- No. of allied health out-patient attendances: 2,109,534, 2,150,405

### (III) Quality of services

**No. of hospital deaths per 1,000 population ^**
- 2010-11: 3.5
- 2011-12: 3.3

**Unplanned readmission rate within 28 days for general in-patients**
- 2010-11: 10.4%
- 2011-12: 10.4%

**Accident and Emergency (A&E) services**

<table>
<thead>
<tr>
<th>Triage Level</th>
<th>2010-11</th>
<th>2011-12</th>
</tr>
</thead>
<tbody>
<tr>
<td>I (critical cases – 0 minutes)</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>II (emergency cases – 15 minutes)</td>
<td>98</td>
<td>98</td>
</tr>
<tr>
<td>III (urgent cases – 30 minutes)</td>
<td>90</td>
<td>91</td>
</tr>
</tbody>
</table>

**Specialist outpatient services**

<table>
<thead>
<tr>
<th>Priority Level</th>
<th>2010-11</th>
<th>2011-12</th>
</tr>
</thead>
<tbody>
<tr>
<td>First priority patients</td>
<td>&lt;1 week</td>
<td>&lt;1 week</td>
</tr>
<tr>
<td>Second priority patients</td>
<td>5 weeks</td>
<td>5 weeks</td>
</tr>
</tbody>
</table>
### (IV) Cost of Services

#### Cost distribution

Cost distribution by service types (%)
- Inpatient: 56.1% / 55.3%
- Ambulatory and outreach: 43.9% / 44.7%

Cost by service types per 1000 population ($m)
- Inpatient: 2.9 / 3.2
- Ambulatory and outreach: 2.3 / 2.6

Cost of services for persons aged 65 or above
- Share of cost of services (%): 45.8% / 45.4%
- Cost of services per 1000 population ($m): 18.4 / 19.7

#### Unit costs

- Cost per inpatient discharged ($):
  - General (acute and convalescence): 18,630 / 20,010
  - Infirmary: 161,460 / 186,360
  - Mentally ill: 112,660 / 121,100
  - Mentally handicapped: 655,390 / 652,830
- Cost per patient day ($):
  - General (acute and convalescence): 3,600 / 3,950
  - Infirmary: 1,130 / 1,270
  - Mentally ill: 1,750 / 1,930
  - Mentally handicapped: 1,070 / 1,190
- Cost per accident & emergency attendance ($): 800 / 875
- Cost per specialist outpatient attendance ($): 910 / 985
- Cost per general outpatient attendance ($): 290 / 335
- Cost per family medicine specialist clinic attendance ($): 860 / 950
- Cost per outreach visit by community nurse ($): 330 / 385
- Cost per psychiatric outreach attendance ($): 1,160 / 1,210
- Cost per geriatric day hospital attendance ($): 1,490 / 1,620

#### Waivers

- % of Comprehensive Social Security Assistance (CSSA) waiver (%): 18.8 / 19.1
- % of non-CSSA waiver (%): 3.9 / 3.9
Notes:

* Derived by dividing the sum of length of stay of inpatient by the corresponding number of inpatient discharged / treated.

** Number of specialist outpatient (SOP) attendances include attendances from nurse clinic in SOP setting.

*** Number of primary care attendances comprises of the number of general outpatient (GOP) attendances and family medicine specialist clinic attendances. GOP attendances include nurse clinic attendances. Eight GOP clinics were designated as Designated Flu Clinics for human swine influenza (H1N1 Influenza A) between 13 June 2009 and 23 May 2010. The attendances of the Designated Flu Clinics are not included in the figure. As part of the healthcare reform initiatives, the Hospital Authority has been implementing a number of pilot projects, such as chronic disease management programmes, to enhance primary care services. Starting from 2011/12, these programmes have been implemented on an on-going basis. The throughput and cost of such services are reflected in the relevant indicators.

**** No. of geriatric day hospital attendances under Integrated Discharge Support Program are excluded.

^ Refers to the standardised mortality rate covering all deaths in HA hospitals. This is derived by applying the age-specific mortality rate in HA in a particular year to a ‘standard’ population which is the 2001 Hong Kong mid-year population.

† Refers to median waiting time of major clinical specialties which include Ear, Nose and Throat, Gynaecology, Medicine, Ophthalmology, Orthopaedics & Traumatology, Paediatrics and Adolescent Medicine, Psychiatry and Surgery.

~ Refers to the amount waived as percentage to total charge.
### Appendix 9

**Statistics on Number of Beds, Inpatient, Accident & Emergency and Outpatient Services in 2011-12**

<table>
<thead>
<tr>
<th>Institution</th>
<th>No. of beds (as at end March 2012)</th>
<th>Total IP &amp; DP Discharges and Deaths</th>
<th>Inpatient Occupancy Rate (%)</th>
<th>Inpatient Average Length of Stay (days)</th>
<th>Total A&amp;E Attendances</th>
<th>Total SOP Attendances (clinical)</th>
<th>Family Medicine Specialist Clinic Attendances</th>
<th>Total Allied Health Outpatient Attendances</th>
<th>Total Outpatient Attendances</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Hong Kong East Cluster</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cheshire Home, Chung Hom Kok</td>
<td>240</td>
<td>370</td>
<td>80.8</td>
<td>174.2</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>142</td>
<td>-</td>
</tr>
<tr>
<td>Pamela Youde Nethersole Eastern Hospital</td>
<td>1,597</td>
<td>132,967</td>
<td>79.7</td>
<td>5.0</td>
<td>153,816</td>
<td>536,852</td>
<td>58,219</td>
<td>101,406</td>
<td>347,943</td>
</tr>
<tr>
<td>Ruttonjee &amp; Tang Shiu Kin Hospitals</td>
<td>663</td>
<td>25,178</td>
<td>80.2</td>
<td>6.5</td>
<td>84,594</td>
<td>120,443</td>
<td>11,430</td>
<td>96,764</td>
<td>112,945</td>
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<tr>
<td>St John Hospital</td>
<td>87</td>
<td>3,238</td>
<td>61.4</td>
<td>5.1</td>
<td>10,820</td>
<td>97</td>
<td>-</td>
<td>6,966</td>
<td>35,574</td>
</tr>
<tr>
<td>Tung Wah Eastern Hospital</td>
<td>282</td>
<td>8,633</td>
<td>83.9</td>
<td>12.6</td>
<td>-</td>
<td>106,312</td>
<td>-</td>
<td>24,970</td>
<td>27,794</td>
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<tr>
<td>Wong Chuk Hang Hospital</td>
<td>160</td>
<td>204</td>
<td>89.8</td>
<td>273.0</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Sub-total</strong></td>
<td>3,029</td>
<td>170,590</td>
<td>80.8</td>
<td>6.8</td>
<td>249,230</td>
<td>763,704</td>
<td>69,649</td>
<td>230,248</td>
<td>524,256</td>
</tr>
<tr>
<td><strong>Hong Kong West Cluster</strong></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Duchess of Kent Children’s Hospital</td>
<td>130</td>
<td>3,173</td>
<td>51.6</td>
<td>9.0</td>
<td>-</td>
<td>19,973</td>
<td>-</td>
<td>27,756</td>
<td>-</td>
</tr>
<tr>
<td>TWGHs Fung Yiu King Hospital</td>
<td>272</td>
<td>3,127</td>
<td>67.7</td>
<td>17.7</td>
<td>-</td>
<td>619</td>
<td>-</td>
<td>328</td>
<td>-</td>
</tr>
<tr>
<td>Grantham Hospital</td>
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<td>13,690</td>
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<td>-</td>
<td>2,404</td>
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<tr>
<td>MacLehose Medical Rehabilitation Centre</td>
<td>110</td>
<td>1,051</td>
<td>60.7</td>
<td>23.3</td>
<td>-</td>
<td>324</td>
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<td>3,754</td>
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<tr>
<td>Queen Mary Hospital</td>
<td>1,698</td>
<td>132,103</td>
<td>76.0</td>
<td>4.4</td>
<td>131,129</td>
<td>666,788</td>
<td>20,336</td>
<td>132,882</td>
<td>308,330</td>
</tr>
<tr>
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**Notes:**
1. Rehabaid Centre and Hong Kong Red Cross Blood Transfusion Service are Hospital Authority institutions with specific functions but no hospital beds.
2. The number of beds as at end March 2012 is based on the Annual Survey on Hospital Beds in Public Hospitals, 2011-12.
3. The outpatient attendances for different clinics are grouped under respective hospital management.
4. Specialist outpatient (SOP) attendances (clinical) include attendances from nurse clinic in SOP setting.
5. General outpatient (GOP) attendances include attendances from nurse clinic in GOP setting and attendances in related healthcare reform initiative programmes in primary care.
6. Total Allied Health Outpatient attendances exclude follow-up consultations provided by the Medical Social Service Department and joint clinic consultations provided by the Optometry & Orthoptics Department with doctors.

**Abbreviations:**
IP — Inpatient
DP — Day Patient
A&E — Accident & Emergency
SOP — Specialist Outpatient
### Statistics on Community and Rehabilitation Services in 2011-12

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### Kowloon West Cluster

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* For Community Nursing Service, the activity refers to number of home visits made.

# For Community Psychiatric Service and Psychogeriatric Service, the activity refers to total number of outreach attendances and home visits. The activity of Community Psychiatric Service also includes Recovery Support Program, Personalized Care Program for patients with Severe Mental Illness (SMI) and services provided by Intensive Care Team, while the activity of Psychogeriatric Service also includes consultation-liaison attendances.

@ For Community Geriatric Assessment Service, the activity refers to total number of outreach attendances and infirmary care service assessments performed.

++ Visiting Medical Officer attendances refer to the services provided to elderly persons living in Resident Care Homes for the Elderly under the Visiting Medical Officers Scheme introduced in 2003-04.

** Community Allied Health attendances exclude follow-up consultations provided by the Medical Social Service Department.

*** Geriatric day hospital attendances include attendances from Integrated Discharge Support Program (IDSP).

Note: The activity performed in different centers / teams are grouped under respective hospital management.
### Appendix 11(a)

**Manpower Position – by Cluster and Institution**

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<th>Institution</th>
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### No. of Full-time Equivalent (FTE) Staff (as at 31.3.2012)*

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<td>27,432.32</td>
<td>59,602.69</td>
</tr>
</tbody>
</table>

* This figure excludes 1,625.07 staff in the Hospital Authority Head Office.

Manpower on full-time equivalent (FTE) basis includes all staff in HA's workforce i.e. permanent, contract and temporary.
## Appendix 11(b)

### Manpower Position – by Staff Group

<table>
<thead>
<tr>
<th></th>
<th>No. of Full-time Equivalent (FTE) Staff 2007-08 - 2011-12 *</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2007-08</td>
</tr>
<tr>
<td><strong>Medical</strong></td>
<td></td>
</tr>
<tr>
<td>Consultant</td>
<td>530.9</td>
</tr>
<tr>
<td>Senior Medical Officer / Associate Consultant</td>
<td>1,085.4</td>
</tr>
<tr>
<td>Medical Officer / Resident (excluding Visiting Medical Officer)</td>
<td>3,091.4</td>
</tr>
<tr>
<td>Visiting Medical Officer</td>
<td>14.7</td>
</tr>
<tr>
<td>Intern</td>
<td>329.0</td>
</tr>
<tr>
<td>Senior Dental Officer / Officer</td>
<td>5.5</td>
</tr>
<tr>
<td><strong>Medical Total:</strong></td>
<td>5,057.0</td>
</tr>
<tr>
<td><strong>Nursing</strong></td>
<td></td>
</tr>
<tr>
<td>Senior Nursing Officer and above</td>
<td>69.0</td>
</tr>
<tr>
<td>Department Operations Manager</td>
<td>157.0</td>
</tr>
<tr>
<td>General –</td>
<td></td>
</tr>
<tr>
<td>Ward Manager / Nurse Specialist/Nursing Officer / Advanced Practice Nurse</td>
<td>2,521.5</td>
</tr>
<tr>
<td>Registered Nurse</td>
<td>11,731.0</td>
</tr>
<tr>
<td>Enrolled Nurse</td>
<td>2,541.9</td>
</tr>
<tr>
<td>Midwife / Others</td>
<td>37.7</td>
</tr>
<tr>
<td>Student Nurse / Pupil Nurse / Temporary Undergraduate Nursing student</td>
<td>260.7</td>
</tr>
<tr>
<td>Psychiatric –</td>
<td></td>
</tr>
<tr>
<td>Ward Manager / Nurse Specialist / Nursing Officer / Advanced Practice Nurse</td>
<td>347.0</td>
</tr>
<tr>
<td>Registered Nurse</td>
<td>1,107.7</td>
</tr>
<tr>
<td>Enrolled Nurse</td>
<td>491.7</td>
</tr>
<tr>
<td>Student Nurse / Pupil Nurse</td>
<td>8.0</td>
</tr>
<tr>
<td><strong>Nursing Total:</strong></td>
<td>19,273.3</td>
</tr>
</tbody>
</table>
## No. of Full-time Equivalent (FTE) Staff 2007-08 – 2011-12 *

<table>
<thead>
<tr>
<th>Allied Health</th>
<th>2007-08</th>
<th>2008-09</th>
<th>2009-10</th>
<th>2010-11</th>
<th>2011-12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Audiology Technician</td>
<td>9.0</td>
<td>9.0</td>
<td>9.0</td>
<td>9.0</td>
<td>7.0</td>
</tr>
<tr>
<td>Clinical Psychologist</td>
<td>85.0</td>
<td>92.0</td>
<td>92.3</td>
<td>100.3</td>
<td>110.3</td>
</tr>
<tr>
<td>Dietitian</td>
<td>84.0</td>
<td>85.7</td>
<td>92.2</td>
<td>91.9</td>
<td>106.1</td>
</tr>
<tr>
<td>Dispenser</td>
<td>886.8</td>
<td>919.0</td>
<td>949.0</td>
<td>971.0</td>
<td>996.6</td>
</tr>
<tr>
<td>Medical Technologist/Medical Laboratory</td>
<td>1,081.0</td>
<td>1,106.1</td>
<td>1,148.0</td>
<td>1,175.7</td>
<td>1,221.2</td>
</tr>
<tr>
<td>Technician</td>
<td>27.0</td>
<td>27.0</td>
<td>27.0</td>
<td>27.0</td>
<td>27.0</td>
</tr>
<tr>
<td>Optometrist</td>
<td>29.0</td>
<td>29.0</td>
<td>32.0</td>
<td>42.0</td>
<td>60.0</td>
</tr>
<tr>
<td>Orthoptist</td>
<td>12.0</td>
<td>12.0</td>
<td>12.0</td>
<td>14.0</td>
<td>13.0</td>
</tr>
<tr>
<td>Occupational Therapist</td>
<td>480.5</td>
<td>498.6</td>
<td>531.6</td>
<td>572.6</td>
<td>613.1</td>
</tr>
<tr>
<td>Pharmacist/Resident Pharmacist</td>
<td>330.7</td>
<td>353.7</td>
<td>375.7</td>
<td>391.7</td>
<td>436.7</td>
</tr>
<tr>
<td>Physicist/Resident Physicist</td>
<td>51.0</td>
<td>55.0</td>
<td>56.0</td>
<td>58.0</td>
<td>61.0</td>
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<td>Physiotherapist</td>
<td>709.0</td>
<td>729.2</td>
<td>755.0</td>
<td>774.9</td>
<td>813.6</td>
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<td>Podiatrist</td>
<td>19.1</td>
<td>22.2</td>
<td>24.0</td>
<td>26.8</td>
<td>31.4</td>
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<tr>
<td>Prosthetist-Orthotist</td>
<td>98.0</td>
<td>100.2</td>
<td>107.0</td>
<td>105.0</td>
<td>116.0</td>
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<tr>
<td>Radiographer</td>
<td>853.5</td>
<td>869.7</td>
<td>898.0</td>
<td>906.7</td>
<td>924.6</td>
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<td>Scientific Officer (Medical)</td>
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<td>64.6</td>
<td>65.6</td>
<td>66.9</td>
<td>70.9</td>
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<tr>
<td>Speech Therapist</td>
<td>54.0</td>
<td>58.0</td>
<td>61.0</td>
<td>58.5</td>
<td>68.5</td>
</tr>
<tr>
<td>Medical Social Worker</td>
<td>186.0</td>
<td>198.0</td>
<td>210.0</td>
<td>223.9</td>
<td>265.0</td>
</tr>
<tr>
<td>Dental Technician</td>
<td>2.0</td>
<td>2.0</td>
<td>2.0</td>
<td>2.0</td>
<td>2.0</td>
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<tr>
<td><strong>Allied Health Total:</strong></td>
<td><strong>5,063.1</strong></td>
<td><strong>5,231.1</strong></td>
<td><strong>5,447.4</strong></td>
<td><strong>5,617.8</strong></td>
<td><strong>5,944.0</strong></td>
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<td>Staff Category</td>
<td>2007-08</td>
<td>2008-09</td>
<td>2009-10</td>
<td>2010-11</td>
<td>2011-12</td>
</tr>
<tr>
<td>---------------------------------------------------</td>
<td>----------</td>
<td>----------</td>
<td>----------</td>
<td>----------</td>
<td>----------</td>
</tr>
<tr>
<td><strong>Care-related Support Staff</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Health Care Assistant</td>
<td>3,598.0</td>
<td>3,465.0</td>
<td>3,283.0</td>
<td>3,087.0</td>
<td>2,878.0</td>
</tr>
<tr>
<td>Ward Attendant</td>
<td>668.0</td>
<td>599.0</td>
<td>537.0</td>
<td>478.0</td>
<td>400.0</td>
</tr>
<tr>
<td>General Services Assistant / Technical Services</td>
<td>3,503.6</td>
<td>4,265.9</td>
<td>5,133.2</td>
<td>5,661.2</td>
<td>7,110.8</td>
</tr>
<tr>
<td>Assistant (Care-related) / Theatre Technical</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assistant / Patient Care Assistant</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Care-related Support Staff Total:</strong></td>
<td>7,769.6</td>
<td>8,329.9</td>
<td>8,953.2</td>
<td>9,226.2</td>
<td>10,388.8</td>
</tr>
<tr>
<td><strong>Direct Patient Care Total:</strong></td>
<td>37,163.0</td>
<td>38,243.1</td>
<td>39,544.9</td>
<td>40,283.0</td>
<td>42,680.2</td>
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<tr>
<td><strong>Others</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chief Executive / Director / Deputy Director /</td>
<td>7.0</td>
<td>7.0</td>
<td>7.0</td>
<td>6.0</td>
<td>7.0</td>
</tr>
<tr>
<td>Head</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cluster Chief Executive / Hospital Chief Executive</td>
<td>23.0</td>
<td>27.0</td>
<td>27.0</td>
<td>27.0</td>
<td>27.0</td>
</tr>
<tr>
<td>Chief Manager / Senior Manager /</td>
<td>89.0</td>
<td>86.6</td>
<td>87.6</td>
<td>86.6</td>
<td>89.6</td>
</tr>
<tr>
<td>Executive Manager / General Manager</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Professionals / Administrator, System</td>
<td>1,032.4</td>
<td>1,213.7</td>
<td>1,407.4</td>
<td>1,521.8</td>
<td>1,744.9</td>
</tr>
<tr>
<td>Manager, Analyst Programmer etc</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Supporting Staff – Clerical, Secretarial,</td>
<td>15,774.8</td>
<td>16,333.9</td>
<td>16,638.9</td>
<td>16,593.7</td>
<td>16,679.0</td>
</tr>
<tr>
<td>Workman, Artisan, Property Attendant etc</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Non-direct Patient Care Total:</strong></td>
<td>16,929.2</td>
<td>17,668.2</td>
<td>18,167.9</td>
<td>18,235.1</td>
<td>18,547.6</td>
</tr>
<tr>
<td><strong>HA Total:</strong></td>
<td>54,089.2</td>
<td>55,911.3</td>
<td>57,712.8</td>
<td>58,518.1</td>
<td>61,227.8</td>
</tr>
</tbody>
</table>

Note:
* Manpower on full-time equivalent (FTE) basis includes all staff in HA's workforce i.e. permanent, contract and temporary.
### Appendix 12(a)

**Resource Utilisation for 2011-12**

<table>
<thead>
<tr>
<th>Clusters</th>
<th>Total Recurrent Expenditure ($Mn)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hong Kong East Cluster</td>
<td>4,289</td>
</tr>
<tr>
<td>Hong Kong West Cluster</td>
<td>4,762</td>
</tr>
<tr>
<td>Kowloon Central Cluster</td>
<td>5,449</td>
</tr>
<tr>
<td>Kowloon East Cluster</td>
<td>3,903</td>
</tr>
<tr>
<td>Kowloon West Cluster</td>
<td>8,688</td>
</tr>
<tr>
<td>New Territories East Cluster</td>
<td>6,401</td>
</tr>
<tr>
<td>New Territories West Cluster</td>
<td>4,991</td>
</tr>
<tr>
<td>Hospital Authority Head Office and Others (Note)</td>
<td>1,319</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>39,802</strong></td>
</tr>
</tbody>
</table>

**Note:**
Others include resources for hospital services (e.g. intern) and corporate programmes (e.g. insurance premium, legal costs / claims and information technology / information systems services, etc) and others.

### Appendix 12(b)

**Hospital Authority Training and Development Expenditure 2011-12 (Note)**

<table>
<thead>
<tr>
<th>Clusters</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hong Kong East Cluster</td>
<td>$5,862,598</td>
</tr>
<tr>
<td>Hong Kong West Cluster</td>
<td>$8,175,128</td>
</tr>
<tr>
<td>Kowloon Central Cluster</td>
<td>$8,415,321</td>
</tr>
<tr>
<td>Kowloon East Cluster</td>
<td>$3,318,333</td>
</tr>
<tr>
<td>Kowloon West Cluster</td>
<td>$7,762,075</td>
</tr>
<tr>
<td>New Territories East Cluster</td>
<td>$8,853,117</td>
</tr>
<tr>
<td>New Territories West Cluster</td>
<td>$6,915,041</td>
</tr>
<tr>
<td>Hospital Authority Head Office</td>
<td>$59,521,092</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$108,822,705</strong></td>
</tr>
</tbody>
</table>

**Note:**
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 exam fee and other relevant charges.
Appendix 13

Five-Year Financial Highlights

Financial Results (for the Year ended 31 March)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>HK$Mn</td>
<td>HK$Mn</td>
<td>HK$Mn</td>
<td>HK$Mn</td>
<td>HK$Mn</td>
<td>HK$Mn</td>
</tr>
<tr>
<td><strong>Income</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Government subvention (recurrent and capital)</td>
<td>38,348</td>
<td>34,366</td>
<td>33,098</td>
<td>31,915</td>
<td>29,915</td>
</tr>
<tr>
<td>Medical fee income (net of waivers)</td>
<td>3,030</td>
<td>2,994</td>
<td>2,726</td>
<td>2,527</td>
<td>2,296</td>
</tr>
<tr>
<td>Non-medical fee income</td>
<td>685</td>
<td>562</td>
<td>478</td>
<td>454</td>
<td>564</td>
</tr>
<tr>
<td>Designated donations</td>
<td>145</td>
<td>143</td>
<td>132</td>
<td>112</td>
<td>108</td>
</tr>
<tr>
<td>Capital donations</td>
<td>109</td>
<td>113</td>
<td>110</td>
<td>98</td>
<td>93</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td>42,317</td>
<td>38,178</td>
<td>36,544</td>
<td>35,106</td>
<td>32,976</td>
</tr>
<tr>
<td><strong>Expenditure</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff costs</td>
<td>(29,616)</td>
<td>(26,904)</td>
<td>(26,680)</td>
<td>(26,387)</td>
<td>(24,468)</td>
</tr>
<tr>
<td>Drugs</td>
<td>(4,069)</td>
<td>(3,639)</td>
<td>(3,209)</td>
<td>(2,812)</td>
<td>(2,596)</td>
</tr>
<tr>
<td>Medical supplies and equipment</td>
<td>(1,846)</td>
<td>(1,354)</td>
<td>(1,210)</td>
<td>(1,211)</td>
<td>(1,105)</td>
</tr>
<tr>
<td>Other operating expenses (include depreciation)</td>
<td>(6,289)</td>
<td>(6,039)</td>
<td>(5,473)</td>
<td>(4,879)</td>
<td>(4,546)</td>
</tr>
<tr>
<td><strong>Total Expenditure</strong></td>
<td>(41,820)</td>
<td>(37,936)</td>
<td>(36,572)</td>
<td>(35,289)</td>
<td>(32,715)</td>
</tr>
<tr>
<td><strong>Surplus / (Deficit) for the Year</strong></td>
<td>497</td>
<td>242</td>
<td>(28)</td>
<td>(183)</td>
<td>261</td>
</tr>
</tbody>
</table>

**Income by Source (in % of Total Income)**

- **Government subvention**
- **Medical fee income**
- **Others**

Bar chart showing the percentage contribution of each source to total income for the years 2008 to 2012.
### Key Financial Indicators

<table>
<thead>
<tr>
<th></th>
<th>2012 HK$Mn</th>
<th>2011 HK$Mn</th>
<th>2010 HK$Mn</th>
<th>2009 HK$Mn</th>
<th>2008 HK$Mn</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Medical fee income</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inpatient fees</td>
<td>1,164</td>
<td>1,269</td>
<td>1,174</td>
<td>1,169</td>
<td>1,110</td>
</tr>
<tr>
<td>Outpatient fees</td>
<td>1,188</td>
<td>1,169</td>
<td>1,128</td>
<td>711</td>
<td>590</td>
</tr>
<tr>
<td>Itemised charges</td>
<td>1,134</td>
<td>1,032</td>
<td>887</td>
<td>61</td>
<td>61</td>
</tr>
<tr>
<td>Other medical fees</td>
<td>71</td>
<td>66</td>
<td>60</td>
<td>61</td>
<td>61</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>3,557</td>
<td>3,536</td>
<td>3,249</td>
<td>3,024</td>
<td>2,807</td>
</tr>
<tr>
<td><strong>Less: Waivers</strong></td>
<td>(527)</td>
<td>(542)</td>
<td>(523)</td>
<td>(497)</td>
<td>(511)</td>
</tr>
<tr>
<td><strong>Medical fee income (net of waivers)</strong></td>
<td>3,030</td>
<td>2,994</td>
<td>2,726</td>
<td>2,527</td>
<td>2,296</td>
</tr>
</tbody>
</table>

| **Write-off of medical fees** | 37 | 29 | 36 | 34 | 62 |

### Expenditure by Category (in % of Total Expenditure)

![Expenditure by Category Graph](image1)

- **Other operating expenses**
- **Medical supplies and equipment**
- **Drugs**
- **Staff costs**

### Total Assets (in HK$ millions)

![Total Assets Graph](image2)

- **Cash & Bank**
- **Fixed income instruments**
- **Receivables, deposits & prepayments**
- **Inventories**
- **Fixed assets**
### Financial Position (as at 31 March)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>HK$Mn</td>
<td>HK$Mn</td>
<td>HK$Mn</td>
<td>HK$Mn</td>
<td>HK$Mn</td>
</tr>
<tr>
<td>Non-current assets</td>
<td>4,204</td>
<td>5,636</td>
<td>4,539</td>
<td>3,127</td>
<td>2,935</td>
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<tr>
<td>Current assets</td>
<td>11,815</td>
<td>8,425</td>
<td>7,931</td>
<td>8,476</td>
<td>8,075</td>
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<td>Current liabilities</td>
<td>(5,929)</td>
<td>(4,795)</td>
<td>(4,007)</td>
<td>(3,316)</td>
<td>(2,908)</td>
</tr>
<tr>
<td>Net current assets</td>
<td>5,886</td>
<td>3,630</td>
<td>3,924</td>
<td>5,160</td>
<td>5,167</td>
</tr>
<tr>
<td>Non-current liabilities</td>
<td>(683)</td>
<td>(658)</td>
<td>(600)</td>
<td>(661)</td>
<td>(626)</td>
</tr>
<tr>
<td>Net assets</td>
<td>9,407</td>
<td>8,608</td>
<td>7,863</td>
<td>7,626</td>
<td>7,476</td>
</tr>
<tr>
<td>Capital subventions and donations</td>
<td>3,895</td>
<td>3,593</td>
<td>3,090</td>
<td>2,825</td>
<td>2,492</td>
</tr>
<tr>
<td>Designated fund</td>
<td>5,077</td>
<td>5,077</td>
<td>5,077</td>
<td>5,077</td>
<td>5,077</td>
</tr>
<tr>
<td>Revenue reserve</td>
<td>435</td>
<td>(62)</td>
<td>(304)</td>
<td>(276)</td>
<td>(93)</td>
</tr>
<tr>
<td></td>
<td>9,407</td>
<td>8,608</td>
<td>7,863</td>
<td>7,626</td>
<td>7,476</td>
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### Key Financial Indicators

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<tbody>
<tr>
<td></td>
<td>HK$Mn</td>
<td>HK$Mn</td>
<td>HK$Mn</td>
<td>HK$Mn</td>
<td>HK$Mn</td>
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<tr>
<td>Inventories</td>
<td></td>
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<tr>
<td>Drugs</td>
<td>840</td>
<td>713</td>
<td>640</td>
<td>680</td>
<td>639</td>
</tr>
<tr>
<td>Other medical and general consumable</td>
<td>209</td>
<td>180</td>
<td>183</td>
<td>184</td>
<td>200</td>
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<tr>
<td></td>
<td>1,049</td>
<td>893</td>
<td>823</td>
<td>864</td>
<td>839</td>
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<tr>
<td>Average stock holding period (weeks)</td>
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<tr>
<td>Drugs</td>
<td>10.8</td>
<td>10.2</td>
<td>10.0</td>
<td>12.5</td>
<td>12.8</td>
</tr>
<tr>
<td>Other medical and general consumable</td>
<td>10.0</td>
<td>9.4</td>
<td>8.2</td>
<td>7.2</td>
<td>8.0</td>
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Appendix 14

Analysis of Hospital / Clinic Fees and Charges

The fees and charges for medical services provided by the Hospital Authority are levied in accordance with those stipulated in the Gazette. The fees and charges are recognised as income in the Statement of Income and Expenditure when services are provided. Different charge rates are applicable for Eligible Persons and Non-Eligible Persons. Eligible Persons of public health services are holders of Hong Kong Identity Card issued under the Registration of Persons Ordinance or children under 11 years of age with Hong Kong resident status. Persons who are not Eligible Persons are classified as Non-Eligible Persons.

Fees and charges that are uncollectible after all possible attempts have been made are written off in the Statement of Income and Expenditure for the year. In addition, provision is made for outstanding fees and charges. Such provision is assessed based on both the aging as well as the recoverability rate of outstanding hospital fees and charges as at the end of the financial year. The amount of provision for doubtful debts as at 31 March 2012 is HK$38,960,000 (as at 31 March 2011: HK$42,699,000).

Fees and charges for public medical services are waived for recipients of Comprehensive Social Security Assistance (“CSSA”). Other patients who have financial difficulties in paying fees and charges for medical services can approach the Medical Social Workers to apply for waivers which may be granted after assessment of the patients’ financial condition.

The analysis of the hospital / clinic fees and charges of the Hospital Authority is as follows:

<table>
<thead>
<tr>
<th></th>
<th>2011/2012</th>
<th>2010/2011</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>HKS'000</td>
<td>HKS'000</td>
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<tr>
<td>Net hospital / clinic fees and charges</td>
<td>2,996,705</td>
<td>(84.3%)</td>
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<tr>
<td>Hospital / clinic fees written-off and changes in provision for doubtful debts</td>
<td>36,900</td>
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<tr>
<td>Actual write-off</td>
<td>(3,739)</td>
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<tr>
<td>(Decrease) / Increase in provision</td>
<td>33,161</td>
<td>(0.9%)</td>
</tr>
<tr>
<td>Waiver of hospital / clinic fees for:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Eligible Persons</td>
<td>488,653</td>
<td>(13.7%)</td>
</tr>
<tr>
<td>Non-Eligible Persons</td>
<td>38,275</td>
<td>(1.1%)</td>
</tr>
<tr>
<td>Total hospital / clinic fees and charges</td>
<td>3,556,794</td>
<td>(100%)</td>
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</table>