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# Membership of the Hospital Authority

## 醫院管理局成員

Name 姓名	No. of plenary meetings attended in 2012-13	
	2012-13 年度 出席全體大會次數	Committee participation in 2012-13* 2012-13 年度參與的委員會*
Mr Anthony WU Ting-yuk, GBS, JP <i>Chairman, HA</i> 胡定旭先生 醫院管理局主席	15/15	Chairman of plenary meetings, EC, EEC and HRC ( <i>up to 24.10.2012</i> ) 全體大會、行政委員會、緊急應變策導委員會及人力資源委員會 ( <i>截至2012年10月24日</i> ) 主席
Mr CHAN Bing-woon, SBS, JP 陳炳煥先生	14/15	Member of HRC, MTB and PCC; Chairman of HKRAC; HGC Member of Pamela Youde Nethersole Eastern Hospital 人力資源委員會、中央投標委員會及公眾投訴委員會成員；港島區域諮詢委員會主席；東區尤德夫人那打素醫院管治委員會成員
Mr William CHAN Fu-keung ( <i>from 1.12.2012</i> ) 陳富強先生 ( <i>由2012年12月1日起</i> )	6/6	Member of HRC, MSDC and MTB ( <i>from 20.12.2012</i> ) 人力資源委員會、醫療服務發展委員會及中央投標委員會成員 ( <i>由2012年12月20日起</i> )
Mr CHENG Yan-kee, JP 鄭恩基先生	13/15	Chairman of SSDC; Vice-Chairman of ITGC; Member of EC, EEC, MSDC and MTB; HGC Member of Yan Chai Hospital 支援服務發展委員會主席；資訊科技服務管治委員會副主席；行政委員會、緊急應變策導委員會、醫療服務發展委員會及中央投標委員會成員；仁濟醫院管治委員會成員
Ms CHIANG Lai-yuen, JP 蔣麗婉女士	5/15	Vice-Chairman of SSDC 支援服務發展委員會副主席
Ms Quince CHONG Wai-yan 莊偉茵女士	13/15	Member of HRC, MSDC, SAC ( <i>from 25.10.2012</i> ) and MTB ( <i>from 28.6.2012</i> ) 人力資源委員會、醫療服務發展委員會、職員上訴委員會 ( <i>由2012年10月25日起</i> ) 及中央投標委員會 ( <i>由2012年6月28日起</i> ) 成員
Prof FOK Tai-fai, SBS, JP ( <i>up to 31.12.2012</i> ) 霍泰輝教授 ( <i>截至2012年12月31日</i> )	6/11	Chairman of MSDC ( <i>up to 31.12.2012</i> ); Member of EC, EEC and FC ( <i>up to 31.12.2012</i> ); HGC Member of Prince of Wales Hospital 醫療服務發展委員會主席 ( <i>截至2012年12月31日</i> )；行政委員會、緊急應變策導委員會及財務委員會成員 ( <i>截至2012年12月31日</i> )；威爾斯親王醫院管治委員會成員
Mr Ricky FUNG Choi-cheung, SBS, JP 馮載祥先生	12/15	Chairman of PCC; Member of ARC, EC and EEC 公眾投訴委員會主席；審計及風險管理委員會、行政委員會及緊急應變策導委員會成員
Mr Lester Garson HUANG, JP ( <i>from 1.12.2012</i> ) 黃嘉純先生 ( <i>由2012年12月1日起</i> )	6/6	Member of ARC ( <i>from 10.1.2013</i> ), SSDC and MTB ( <i>from 20.12.2012</i> ); HGC Chairman of Our Lady of Maryknoll Hospital 審計及風險管理委員會 ( <i>由2013年1月10日起</i> )、支援服務發展委員會及中央投標委員會成員 ( <i>由2012年12月20日起</i> )；聖母醫院管治委員會主席

Name 姓名	No. of plenary meetings attended in 2012-13	
	2012-13 年度 出席全體大會次數	Committee participation in 2012-13* 2012-13 年度參與的委員會*
Mr Benjamin HUNG Pi-cheng, JP 洪丕正先生	8/15	Chairman of FC ( <i>from 16.1.2013</i> ); Vice-Chairman of FC ( <i>up to 15.1.2013</i> ); Member of EC and EEC ( <i>from 16.1.2013</i> ) 財務委員會主席(由2013年1月16日起); 財務委員會副主席(截至2013年1月15日); 行政委員會及緊急應變策導委員會成員(由2013年1月16日起)
Dr LAM Ping-yan, SBS, JP Director of Health ( <i>up to 12.6.2012</i> ) 林秉恩醫生 衛生署署長 (截至2012年6月12日)	2/2	Member of MSDC 醫療服務發展委員會成員
Dr Constance CHAN Hon-ye, JP Director of Health ( <i>from 13.6.2012</i> ) 陳漢儀醫生 衛生署署長 (由2012年6月13日起)	13/13	Member of MSDC 醫療服務發展委員會成員
Ms Ka-shi LAU, BBS 劉嘉時女士	9/15	Vice-Chairman of HRC; Member of ARC and MSDC; Chairman of NRAC 人力資源委員會副主席; 審計及風險管理委員會及醫療服務發展委員會成員; 新界區域諮詢委員會主席
Mr Andy LAU Kwok-fai 劉國輝先生	10/15	Member of PCC, MTB and SSDC 公眾投訴委員會、中央投標委員會及支援服務發展委員會成員
Mrs Yvonne LAW SHING Mo-han, JP 羅盛慕嫻女士	14/15	Member of HRC and MTB; Chairman of KRAC; HGC Chairman of Shatin Hospital 人力資源委員會及中央投標委員會成員; 九龍區域諮詢委員會主席; 沙田醫院管治委員會主席
Mr Lawrence LEE Kam-hung, JP 李金鴻先生	13/15	Chairman of ARC and MTB; Member of EC, EEC, FC and MSDC; HGC Chairman of Pamela Youde Nethersole Eastern Hospital and HGC Member of Grantham Hospital 審計及風險管理委員會及中央投標委員會主席; 行政委員會、緊急應變策導委員會、財務委員會及醫療服務發展委員會成員; 東區尤德夫人那打素醫院管治委員會主席; 葛量洪醫院管治委員會成員
Prof Hon Joseph LEE Kok-long, SBS, JP ( <i>up to 30.11.2012</i> ) 李國麟議員 (截至2012年11月30日)	7/9	Member of HRC, MSDC and MTB ( <i>up to 30.11.2012</i> ); HGC Member of Kwai Chung Hospital and Princess Margaret Hospital 人力資源委員會、醫療服務發展委員會及中央投標委員會成員(截至2012年11月30日); 葵涌醫院及瑪嘉烈醫院管治委員會成員
Mr John LEE Luen-wai, BBS, JP ( <i>up to 30.11.2012</i> ) 李聯偉先生 (截至2012年11月30日)	8/9	Chairman of FC ( <i>up to 30.11.2012</i> ); Member of EC and EEC ( <i>up to 30.11.2012</i> ); HGC Chairman of Queen Elizabeth Hospital 財務委員會主席(截至2012年11月30日); 行政委員會及緊急應變策導委員會成員(截至2012年11月30日); 伊利沙伯醫院管治委員會主席

Name 姓名	No. of plenary meetings attended in 2012-13	Committee participation in 2012-13* 2012-13 年度參與的委員會*
	2012-13 年度 出席全體大會次數	
Prof LEE Sum-ping 李心平教授	10/15	Member of PCC and MTB (from 28.6.2012); HGC Member of Queen Mary Hospital and Tsan Yuk Hospital 公眾投訴委員會及中央投標委員會 (由 2012 年 6 月 28 日起) 成員；瑪麗醫院及贊育醫院管治委員會成員
Prof Diana LEE Tze-fan (from 1.12.2012) 李子芬教授 (由 2012 年 12 月 1 日起)	6/6	Member of HRC, MSDC and MTB (from 20.12.2012); HGC Member of Cheshire Home, Shatin 人力資源委員會、醫療服務發展委員會及中央投標委員會成員 (由 2012 年 12 月 20 日起)；沙田慈氏護養院管治委員會成員
Ms Esther LEUNG Yuet-yin, JP Deputy Secretary for Financial Services and the Treasury (from 2.4.2012) 梁悅賢女士 財經事務及庫務局副秘書長 (由 2012 年 4 月 2 日起)	15/15	Member of FC and MSDC 財務委員會及醫療服務發展委員會成員
Mrs Margaret LEUNG KO May-yee, SBS, JP 梁高美懿女士	13/15	Member of FC and MTB (from 28.6.2012); HGC Member of Queen Mary Hospital and Tsan Yuk Hospital 財務委員會及中央投標委員會 (由 2012 年 6 月 28 日起) 成員；瑪麗醫院及贊育醫院管治委員會成員
Dr LEUNG Pak-yin, JP Chief Executive, HA 梁栢賢醫生 醫院管理局行政總裁	15/15	Chairman of ITGC; Member of EC, EEC, FC, HRC, MTB, MSDC, SSDC, all RACs and HGCs 資訊科技服務管治委員會主席；行政委員會、緊急應變策導委員會、財務委員會、人力資源委員會、中央投標委員會、醫療服務發展委員會、支援服務發展委員會、各區域諮詢委員會及各醫院管治委員會成員
Dr LI Chi-kong, JP 李志光醫生	12/15	Member of HRC, MSDC (from 19.4.2012) and MTB (from 28.6.2012); HGC Member of Hong Kong Red Cross Blood Transfusion Service 人力資源委員會、醫療服務發展委員會 (由 2012 年 4 月 19 日起) 及中央投標委員會 (由 2012 年 6 月 28 日起) 成員；香港紅十字會輸血服務中心管治委員會成員
Dr Donald LI Kwok-tung, SBS, JP (up to 30.11.2012) 李國棟醫生 (截至 2012 年 11 月 30 日)	7/9	Vice-Chairman of ARC and MSDC 審計及風險管理委員會及醫療服務發展委員會副主席
Mr David LIE Tai-chong, SBS, JP 李大壯先生	4/15	Member of ARC, MSDC and MTB (from 28.6.2012) 審計及風險管理委員會、醫療服務發展委員會及中央投標委員會 (由 2012 年 6 月 28 日起) 成員
Mr Patrick MA Ching-hang, BBS, JP 馬清鏗先生	15/15	Chairman of HRC (from 25.10.2012); Vice-Chairman of HRC (up to 24.10.2012); Member of ARC, EC and EEC (from 25.10.2012) and FC; HGC Chairman of Tai Po Hospital; HGC Member of Tung Wah Group of Hospitals 人力資源委員會主席 (由 2012 年 10 月 25 日起)；人力資源委員會副主席 (截至 2012 年 10 月 24 日)；審計及風險管理委員會、行政委員會、緊急應變策導委員會 (由 2012 年 10 月 25 日起) 及財務委員會成員；大埔醫院管治委員會主席；東華三院管治委員會成員

Name 姓名	No. of plenary meetings attended in 2012-13	
	2012-13 年度 出席全體大會次數	Committee participation in 2012-13* 2012-13 年度參與的委員會*
Miss Winnie NG 伍穎梅女士	11/15	Member of SSDC and MTB (from 28.6.2012); HGC Member of Queen Elizabeth Hospital 支援服務發展委員會及中央投標委員會 (由 2012 年 6 月 28 日起) 成員；伊利沙伯醫院管治委員會成員
Mr PANG Yiu-kai, SBS, JP 彭耀佳先生	13/15	Member of FC, MSDC and MTB (from 28.6.2012) 財務委員會、醫療服務發展委員會及中央投標委員會 (由 2012 年 6 月 28 日起) 成員
Mr WONG Kwai-huen, JP (from 1.12.2012) 王桂壘先生 (由 2012 年 12 月 1 日起)	6/6	Member of FC (from 10.1.2013), SSDC, MTB (from 20.12.2012) and PCC (from 27.12.2012) 財務委員會 (由 2013 年 1 月 10 日起)、支援服務發展委員會、中央投標委員會 (由 2012 年 12 月 20 日起) 及公眾投訴委員會 (由 2012 年 12 月 27 日起) 成員
Prof Maurice YAP Keng-hung 葉健雄教授	14/15	Chairman of MSDC (from 16.1.2013); Vice-Chairman of MTB; Member of ARC, EC, EEC (from 16.1.2013) and HRC 醫療服務發展委員會主席 (由 2013 年 1 月 16 日起)；中央投標委員會副主席；審計及風險管理委員會、行政委員會、緊急應變策導委員會 (由 2013 年 1 月 16 日起) 及人力資源委員會成員
Mr Richard YUEN Ming-fai, JP Permanent Secretary for Health 袁銘輝先生 食物及衛生局常任秘書長(衛生)	15/15	Member of EEC, FC, HRC, MSDC and SSDC 緊急應變策導委員會、財務委員會、人力資源委員會、醫療服務發展委員會及支援服務發展委員會成員

## \* Note:

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

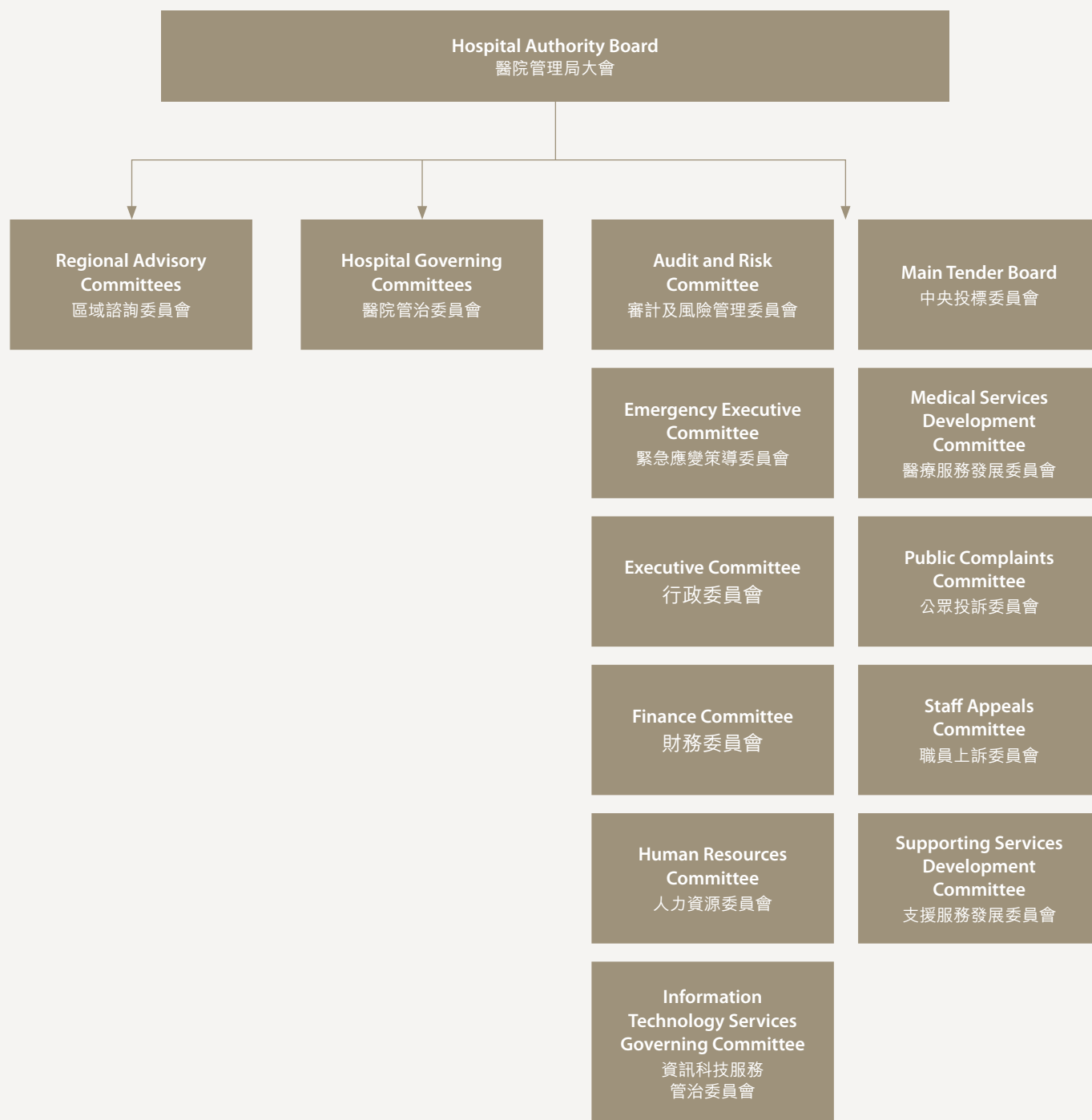
ARC	-	Audit and Risk Committee
EC	-	Executive Committee
EEC	-	Emergency Executive Committee
FC	-	Finance Committee
HGC	-	Hospital Governing Committee
HRAC	-	Regional Advisory Committee of Hong Kong
HRC	-	Human Resources Committee
ITGC	-	Information Technology Services Governing Committee
KRAC	-	Regional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

## \* 註：

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

# Hospital Authority Committee Structure

## 醫院管理局委員會架構

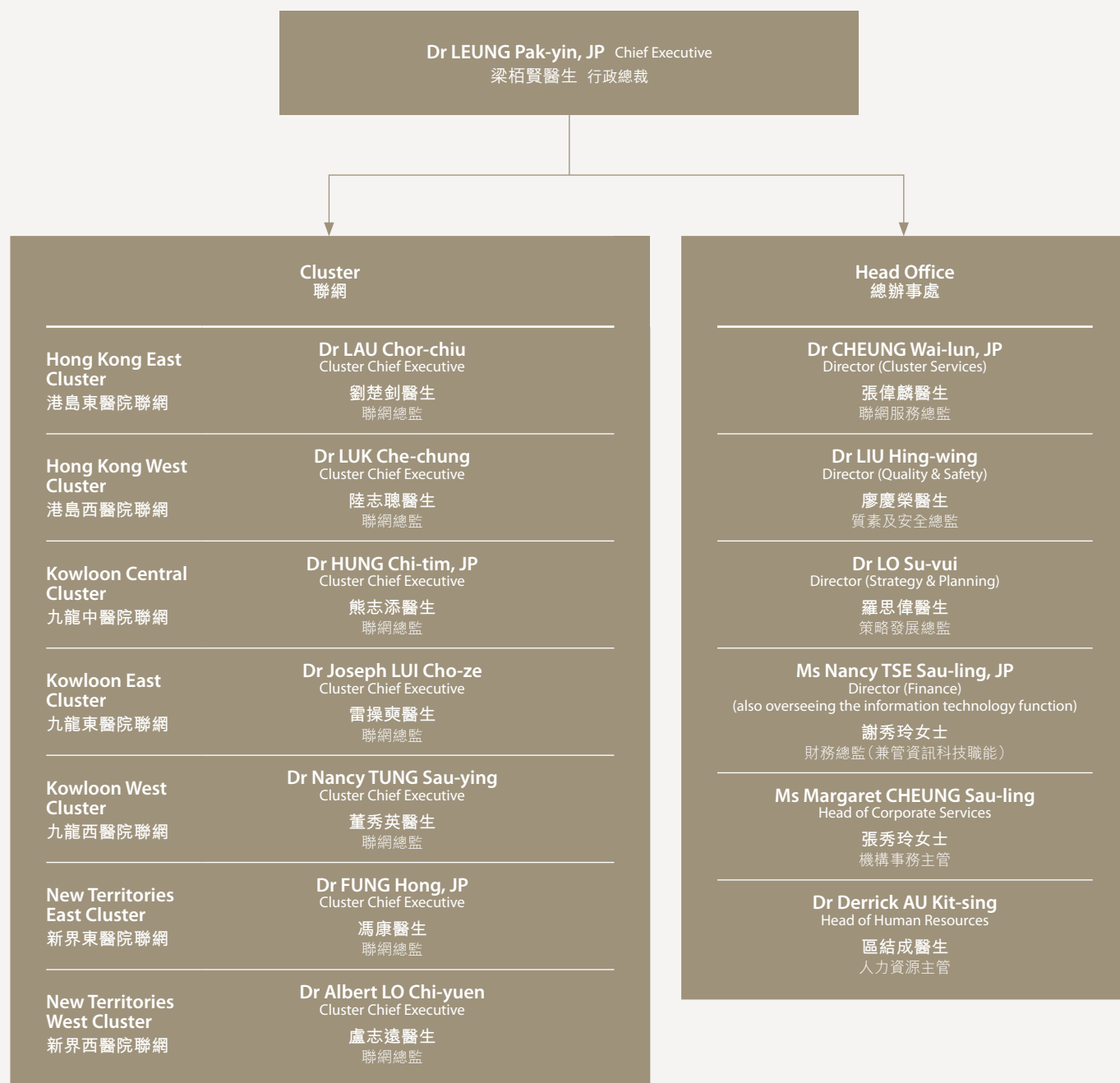


Note: Membership lists of various committees are listed in Appendices 3, 4 and 5.

註：各委員會成員名單載於附錄 3、4 及 5。

# Hospital Authority Executive Structure

## 醫院管理局行政架構





# Membership and Terms of Reference of Functional Committees

## 專責委員會成員及職權範圍

### Audit and Risk Committee

#### 審計及風險管理委員會

##### Membership List

###### 成員名單

<b>Chairman</b> 主席	:	Mr Lawrence LEE Kam-hung, JP 李金鴻先生
<b>Vice-Chairman</b> 副主席	:	Dr Donald LI Kwok-tung, SBS, JP ( <i>up to 30.11.2012</i> ) 李國棟醫生 (截至 2012 年 11 月 30 日)
<b>Members</b> 成員	:	Mr Ricky FUNG Choi-cheung, SBS, JP 馮載祥先生  Mr Lester Garson HUANG, JP ( <i>from 10.1.2013</i> ) 黃嘉純先生 (由 2013 年 1 月 10 日起)  Ms Ka-shi LAU, BBS 劉嘉時女士  Mr David LIE Tai-chong, SBS, JP 李大壯先生  Mr Patrick MA Ching-hang, BBS, JP 馬清鏗先生  Ms Estella NG Yi-kum 伍綺琴女士  Prof Maurice YAP Keng-hung 葉健雄教授  Mr Paul YU Shiu-tin, BBS, JP 余嘯天先生
<b>In attendance</b> 列席	:	Mr Richard YUEN Ming-fai, JP, <i>Permanent Secretary for Health</i> 袁銘輝先生食物及衛生局常任秘書長 (衛生)  Dr LEUNG Pak-yin, JP, <i>Chief Executive</i> 梁栢賢醫生行政總裁

##### Terms of Reference

##### 職權範圍

- |   |   |
|---|---|
| <ol style="list-style-type: none"><li>1. Exercise an active oversight of the internal audit function to ensure that its:<ol style="list-style-type: none"><li>(a) mandate, resources and organisational status are appropriate;</li><li>(b) plans and activities are adequate to provide systematic coverage of the internal control and risk management systems put in place by the Management; and</li><li>(c) findings are actioned appropriately and timely;</li></ol></li><li>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;</li><li>3. Consult with the External Auditor on all relevant matters including the:<ol style="list-style-type: none"><li>(a) nature and scope of the audit;</li><li>(b) audited financial statements and the audit opinion;</li><li>(c) management letter and management's response; and</li><li>(d) matters of which the External Auditor may wish to draw attention;</li></ol></li></ol> | <ol style="list-style-type: none"><li>1. 積極監察醫院管理局(醫管局)的內部審計職能，以確保：<ol style="list-style-type: none"><li>(a) 其職責範圍、資源及組織狀況適切恰當；</li><li>(b) 其計劃及活動足以有系統地涵蓋局方所訂立的內部規管及風險管理制度；及</li><li>(c) 能就審計所得結果採取適當及時的行動；</li></ol></li><li>2. 就外聘核數師的委任及審計費用，向醫管局大會作出建議；批准由外聘核數師提供任何非審計服務；並審議任何有關請辭或解聘事宜；</li><li>3. 就所有有關事項諮詢外聘核數師，包括：<ol style="list-style-type: none"><li>(a) 審計評核的性質和範圍；</li><li>(b) 經審計的每年財務報表及審計意見；</li><li>(c) 核數師致管理層的函件及管理層的回應；及</li><li>(d) 外聘核數師提出的任何事項；</li></ol></li></ol> |
|---|---|



4. Gain reasonable assurance on the completeness, accuracy, and fairness of audited financial statements, including appropriateness of accounting policies and standards, adequacy of disclosures and significant audit adjustments (in collaboration with the Finance Committee);
5. Oversee the effectiveness of systems for risk management and internal control, including:
  - (a) periodic review of:
    - (i) Hospital Authority's policies and process for the identification, assessment and prioritisation of risk;
    - (ii) the Hospital Authority Risk Framework including reports on the enterprise wide risk profile; and
    - (iii) significant risk issues reported to it by the Chief Executive;
  - (b) monitoring Hospital Authority's financial and administrative control processes, including those designed to ensure the safeguarding of resources and operational efficiency, through the results of internal and external audit;
6. Oversee the processes implemented by the Management for monitoring:
  - (a) compliance with pertinent statutes and regulations;
  - (b) compliance with Hospital Authority's Code of Conduct;
  - (c) effectiveness of controls against conflicts of interest and fraud; and
  - (d) effectiveness of Hospital Authority's whistleblowing mechanism.

Note: It should be noted that although the functions of the Audit and Risk Committee cover a wide area, matters that are of a pure clinical nature (such as medical ethics) are not within its purview.

#### Focus of Work in 2012-13

The Audit Committee reviewed and endorsed the proposed revisions to its Terms of Reference (TOR) and the associated proposed change of name of the Committee to Audit and Risk Committee to reflect its wider scope in overseeing HA's risk activities and processes as recommended by an external consultant on the Review of HA's Corporate Governance Practices. The revised TOR and change of name of the Committee were approved by the HA Board in October 2012.

In 2012-13, the Committee held six regular meetings with every meeting considering a planned agenda to cover the Committee's Terms of Reference. One of the meetings was held to review the identified key enterprise-wide risks facing the HA in 2013 and the planned mitigation actions for them.

To exercise an active oversight of the internal audit function, the Committee approved the Annual Internal Audit Plan for 2012-13 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 "High Risk Medications", "Orientation and Support for New Staff", "Waiting Time Management for Key Services", "Mixed Gender Wards", "Examination Leave and Examination Fees", "Revenue Sharing Arrangement – Hong Kong Eye Hospital", "Measurement of Accident & Emergency Waiting Times", "Provision of Day Surgery", "Operating Hours for Computerised Tomography / Magnetic Resonance Imaging", "Waiting Time Management – Specialist Outpatient Clinic", "Honorary Appointments System" and "Strategic Workforce Planning". In the area of 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.

4. (聯同財務委員會)就經審計的每年財務報表，包括其會計政策及準則的適切性、披露資料的充分程度，以及重大審計調整等方面取得合理憑證，確保完整、準確及公平；
5. 監察風險管理及內部規管機制的成效，包括：
  - (a) 定期檢討：
    - (i) 醫管局的風險識別、評估及排序政策和程序；
    - (ii) 醫管局的風險框架，包括機構風險概況報告；及
    - (iii) 行政總裁向委員會匯報的重大風險事宜；
  - (b) 透過內部及外界的審計評核結果，監察醫管局的財務及行政規管程序，包括確保資源及運作效率的有關程序；
6. 監察醫管局用以管控以下所訂立的程序：
  - (a) 對有關法例及規例的遵循；
  - (b) 對醫管局行為守則的遵循；
  - (c) 對利益衝突及欺詐行為的規管成效；及
  - (d) 醫管局舉報機制的成效。

註：雖然審計及風險管理委員會的職能涵蓋廣泛，惟其權限並不包括純屬醫療性質之事宜（例如醫療倫理）。

#### 2012-13 年度工作概況

審計委員會因應外部顧問於醫管局機構管治檢討報告中提出的建議，審閱並通過了職權範圍的建議修訂，亦相應通過易名為「審計及風險管理委員會」的建議，以反映其監察醫管局整體風險事宜與管控程序的職責。經修訂的職權範圍及新名稱於2012年10月由醫管局大會通過。

在2012-13年度，委員會共召開六次會議，討論根據其職權範圍而訂定的議程，其中一次會議是審閱醫管局整體層面上預期於2013年面對的主要風險及擬訂防範措施。

為積極監察醫管局的內部審計功能，委員會批核了2012-13年度的內部審計計劃，並直接收閱總內部審計師有關已完成審計結果及跟進行動的季度報告。年內經評核的內部審計包括「高風險藥物」、「新入職員工的迎新及支援」、「主要服務的輪候時間管理」、「男女混合病房」、「考試休假及費用資助安排」、「香港眼科醫院的收益分配安排」、「急症室輪候時間計算方式」、「日間手術服務」、「電腦掃描／磁力共振服務時間」、「專科門診診所輪候時間管理」、「名譽委任制度」及「人手策略規劃」等。由外聘核數師進行的審計方面，委員會審核了外聘核數師的審計策略備忘錄，包括有關審計的風險評估及審計工作計劃。委員會其後與財務委員會一同開會，收閱及討論外聘核數師對醫管局財務報表的審核意見。

The Committee considered accountability reports from responsible subject officers to monitor the financial and administrative control processes in place such as measures to minimise unplanned readmission for high-risk elderly patients in medical departments, measures to address manpower shortages and the backlog of building maintenance / engineering equipment maintenance, and measures to enhance the safe use of high risk medications. The Committee also reviewed an Assignment Report on HA's procurement of drugs compiled by the Corruption Prevention Department of the Independent Commission Against Corruption, implementation of the recommendations of the Director of Audit's Report on HA's Public-Private-Partnership programmes, and a report on follow-up actions from the Ombudsman's Report on Non-Emergency Ambulance Transfer Service. The Committee considered progress updates on risk management for the electronic Health Record Projects, information technology risks on breach of confidentiality / privacy, Patient Billing development and implementation, as well as HA's preparedness and contingency responses to disasters and major infectious diseases outbreaks.

審計委員會亦審議不同專責人員提交的問責報告，以監察現行的財務及行政規管程序，如減少內科高危長者病人未經預先安排再入院的措施、應對人手緊絀及建築物維修／工程設備維修積壓項目的措施，以及加強高風險藥物使用安全的措施。委員會亦審閱廉政公署就醫管局藥物採購程序發出的防貪審查報告、審計署署長就醫管局公私營協作項目報告所作建議的實行情況，以及申訴專員公署就非緊急救護運送服務所作報告的跟進報告，並審議電子健康記錄計劃風險管理、資訊科技機密／私隱資料外洩風險、病人帳務及收費系統發展及執行，以及醫管局災難及大型傳染病應變計劃的進展報告。

## Executive Committee

## 行政委員會

## Membership List

## 成員名單

<b>Chairman</b>	:	Mr Anthony WU Ting-yuk, GBS, JP
主席		胡定旭先生
<b>Member</b>	:	Mr CHENG Yan-kee, JP
成員		鄭恩基先生
	:	Prof FOK Tai-fai, SBS, JP (up to 31.12.2012)
		霍泰輝教授 (截至2012年12月31日)
	:	Mr Ricky FUNG Choi-cheung, SBS, JP
		馮載祥先生
	:	Mr Benjamin HUNG Pi-cheng, JP (from 16.1.2013)
		洪丕正先生 (由2013年1月16日起)
	:	Mr Lawrence LEE Kam-hung, JP
		李金鴻先生
	:	Mr John LEE Luen-wai, BBS, JP (up to 30.11.2012)
		李聯偉先生 (截至2012年11月30日)
	:	Dr LEUNG Pak-yin, JP, Chief Executive
		梁栢賢醫生行政總裁
	:	Mr Patrick MA Ching-hang, BBS, JP (from 25.10.2012)
		馬清鏗先生 (由2012年10月25日起)
	:	Prof Maurice YAP Keng-hung (from 16.1.2013)
		葉健雄教授 (由2013年1月16日起)

## Terms of Reference

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

## 職權範圍

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

- (e) Review the performance of Chief Executive, Directors, Heads of Division and Cluster Chief Executives;
- 7. Convene as the Emergency Executive Committee (EEC) in accordance with HA's Emergency Contingency Plan (supplemented by a senior Food & Health Bureau official when meeting as EEC).

#### Focus of Work in 2012-13

In 2012-13, the role and Terms of Reference of the Executive Committee were revisited and enhanced to serve as a bridge between the HA Board and other Functional Committees. Its responsibilities in long-term planning, risk management, corporate governance, performance management, succession planning, Board agenda setting, oversight of committee structure/processes, and staff matters were also restructured and strengthened.

During the year, the Committee met eight times to discuss or approve 29 papers (including one through circulation). Topics considered included appointment and remuneration matters of senior executives and those of chiefs of clusters and hospitals, career posting and succession of senior executives, findings and recommendations of the Corporate Governance Review, the HA Strategic Plan 2012-2017, revision of fees and charges, submissions for and results of the Capital Works Resource Allocation Exercise, membership of HA Committees and Hospital Governing Committees, proposals on declaration of interests by Board Members, and self-assessment of HA Board & Committees, etc.

- (e) 檢討行政總裁、總監、部門主管及聯網總監的工作表現；
- 7. 根據醫管局緊急應變計劃召開「緊急應變策導委員會」。(如召開「緊急應變策導委員會」，則需增補一名食物及衛生局的高級官員。)

#### 2012-13 年度工作概況

2012-13 年度，行政委員會檢討並加強其角色及職權範圍，擔任醫管局大會與其他專責委員會之間的橋樑，並重整和鞏固在長遠規劃、風險管理、機構管治、績效管理、繼任規劃、醫管局大會議程安排、監察委員會架構／程序以及職員人事事宜等方面的責任。

年內，委員會共召開八次會議，討論或通過 29 份文件（包括一份傳閱文件），內容包括高級行政人員和聯網及醫院主管的聘任及薪酬事宜、高級行政人員調任安排及繼任規劃、機構管治檢討結果及建議、醫管局 2012 至 2017 年策略計劃、服務收費調整、基本工程計劃撥款申請及結果、醫管局各委員會及醫院管治委員會成員名單、醫管局大會成員利益申報建議，以及醫管局大會及委員會的自我檢討安排等。

## Emergency Executive Committee

### 緊急應變策導委員會

#### Membership List

##### 成員名單

<b>Chairman</b> 主席	: Mr Anthony WU Ting-yuk, GBS, JP (In his absence, the Emergency Executive Committee chairmanship should be elected among its standing members) 胡定旭先生 (主席不在時，緊急應變策導委員會的主席應自常任成員中選出)
<b>Members</b> 成員	: Mr CHENG Yan-kee, JP 鄭恩基先生
	: Prof FOK Tai-fai, SBS, JP (up to 31.12.2012) 霍泰輝教授 (截至2012年12月31日)
	Mr Ricky FUNG Choi-cheung, SBS, JP 馮載祥先生
	Mr Benjamin HUNG Pi-cheng, JP (from 16.1.2013) 洪丕正先生 (由2013年1月16日起)
	Mr Lawrence LEE Kam-hung, JP 李金鴻先生
	Mr John LEE Luen-wai, BBS, JP (up to 30.11.2012) 李聯偉先生 (截至2012年11月30日)
	Dr LEUNG Pak-yin, JP, Chief Executive (In his absence, the Deputising CE) 梁栢賢醫生行政總裁 (行政總裁不在時，由代理行政總裁出任)
	Mr Patrick MA Ching-hang, BBS, JP (from 25.10.2012) 馬清鏗先生 (由2012年10月25日起)
	Miss Janice TSE Siu-wa, JP (representing the Permanent Secretary for Health) 謝小華女士 [代表食物及衛生局常任秘書長 (衛生)]
	Prof Maurice YAP Keng-hung (from 16.1.2013) 葉健雄教授 (由2013年1月16日起)

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.

註：緊急應變策導委員會於2004年1月15日由醫管局大會成立。當發生重大事故，即對全香港有持續及大範圍影響的事故，例如對流感爆發的嚴重級別(S2)或緊急級別(E1及E2)應變，醫管局須啟動第三層策略應變，委員會即展開運作。

#### Terms of Reference

- To act for the Hospital Authority Board and exercise its powers and functions, including:
  - altering, amending or overriding existing Hospital Authority policies, standards, guidelines and procedures; and
  - the establishment of sub-committees or task forces to tackle particular matters at hand;
- To identify the objectives and assess the risks facing Hospital Authority in the emergency situation;
- To approve the strategies and policies for managing the emergency formulated by the Hospital Authority Central Command Committee, and monitor implementation progress in all HA hospitals and institutions;
- To coordinate activities of the other Hospital Authority committees including Hospital Governing Committees;
- To ensure effective communication of clear and concise messages to key stakeholders, including staff, patients, Government and the public; and
- To be accountable to the Authority Board and the making of regular reports to Hospital Authority Members as soon as practicable.

#### 職權範圍

- 代表醫院管理局大會運作，並行使其權力及職能，包括：
  - 對現有醫院管理局政策、標準、指引及程序作出更改、修訂或否決；及
  - 設立小組委員會或專責小組處理具體事項；
- 為醫院管理局面對的緊急情況，鑑辨目標及評估風險；
- 批核醫院管理局中央指揮委員會所制訂的緊急應變策略和方針，並監察所有醫院管理局醫院及機構的執行進度；
- 統籌其他醫院管理局委員會，包括醫院管治委員會的行動；
- 確保與主要利益相關各方（包括職員、病人、政府及市民）的訊息溝通有效、清晰而簡潔；及
- 須向醫院管理局大會負責，並於可行範圍內盡快向醫院管理局大會成員報告。

### Focus of Work in 2012-13

In 2012-13, the Emergency Executive Committee met twice in response to a confirmed case of human H5 (Avian) influenza infection. At the meeting on 5 June 2012, the Committee was briefed on the chronology and latest position of the situation after the confirmation of an imported case of human H5 (Avian) influenza infection and the activation of the Serious Response Level (S2). Members noted the actions taken or to be taken by HA, including activation of HA Head Office's Major Incident Control Centre; communication with cluster hospitals on immediate alert and responses; management of the index case; contact tracing; as well as other coordination work with the Government.

At its meeting on 14 June 2012, the Committee was briefed on the development and latest update of the situation. Members noted that HA would maintain its actions under the S2 response level, including corresponding risk management measures, surveillance and epidemiological investigations, infection control measures, Personal Protection Equipment, and internal and external communication. Members also noted the anticipated stand down of the S2 response level if the situation remained uneventful.

On 22 June 2012, the Government lowered the influenza response level from "Serious" to "Alert" Response Level. Following the Government's decision, HA lowered the response level from "Serious (S2)" to "Alert" effective on 22 June 2012 and the Committee was deactivated effective on the same day accordingly.

### 2012-13 年度工作概況

在2012-13年度，緊急應變策導委員會召開兩次會議，以處理一宗人類H5流感(禽流感)感染確診個案。在2012年6月5日的會議上，委員會聽取了一宗外地傳入人類H5流感(禽流感)確診個案並啟動嚴重應變級別(S2)的時序發展和最新情況。成員獲悉醫管局已經及將會採取的措施，包括啟動醫管局總辦事處重大事故控制中心、知會聯網醫院有關戒備及應變的最新情況、首宗確診個案的管理事宜、追蹤接觸個案，以及處理其他與政府協調的工作。

於2012年6月14日的會議上，委員會聽取了事件的發展經過及最新情況，獲悉醫管局會繼續按嚴重應變級別(S2)採取相應措施，包括有關的風險管理措施、傳染病監察及調查、感染控制措施、個人保護裝備及對內和對外溝通。同時，成員亦知悉當情況穩定後將會調低應變級別。

政府於2012年6月22日將流感大流行應變級別從「嚴重」調低至「戒備」，醫管局亦隨即將應變級別從「嚴重(S2)」調低至「戒備」，即日生效。因此，委員會於同日解散。



## Finance Committee

### 財務委員會

#### Membership List

##### 成員名單

<b>Chairman</b> 主席	: Mr Benjamin HUNG Pi-cheng, JP (from 16.1.2013) 洪丕正先生 (由 2013 年 1 月 16 日起)
	Mr John LEE Luen-wai, BBS, JP (up to 30.11.2012) 李聯偉先生 (截至 2012 年 11 月 30 日)
<b>Vice-Chairman</b> 副主席	: Mr Benjamin HUNG Pi-cheng, JP (up to 15.1.2013) 洪丕正先生 (截至 2013 年 1 月 15 日)
<b>Members</b> 成員	: Prof FOK Tai-fai, SBS, JP (up to 31.12.2012) 霍泰輝教授 (截至 2012 年 12 月 31 日)
	Mr Lawrence LEE Kam-hung, JP 李金鴻先生
	Ms Esther LEUNG Yuet-yin, JP (from 2.4.2012) / Ms Karyn CHAN (representing the Secretary for Financial Services and the Treasury) 梁悅賢女士 (由 2012 年 4 月 2 日起) / 陳靜婉女士 [代表財經事務及庫務局局長]
	Mrs Margaret LEUNG KO May-yee, SBS, JP 梁高美懿女士
	Dr LEUNG Pak-yin, JP, Chief Executive 梁栢賢醫生行政總裁
	Mr Patrick MA Ching-hang, BBS, JP 馬清鏗先生
	Mr PANG Yiu-kai, SBS, JP 彭耀佳先生
	Miss Janice TSE Siu-wa, JP (representing the Permanent Secretary for Health) 謝小華女士 [代表食物及衛生局常任秘書長 (衛生)]
	Mr Michael N SOMERVILLE (up to 30.11.2012) Mr Michael N SOMERVILLE (截至 2012 年 11 月 30 日)
	Mr WONG Kwai-huen, JP (from 10.1.2013) 王桂壙先生 (由 2013 年 1 月 10 日起)

#### Terms of Reference

1. Advise and make recommendations on the financial aspects of the Hospital Authority Corporate Plan and Annual Plan;
2. Advise and make recommendations on the financial planning, control, performance, monitoring and reporting aspect of the Hospital Authority;
3. Advise on policy guidelines for all financial matters, including investment, business and insurance;
4. Advise and make recommendations on the resource allocation policies;
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 made recommendations to the Hospital Authority;
7. Monitor the financial position of the Hospital Authority; and
8. Consider periodically matters relating to risk, risk management and risk mitigation relevant to finance operations and other relevant areas contributing to the financial risk profile of Hospital Authority.

#### 職權範圍

1. 就醫院管理局 (醫管局) 整體發展計劃及周年工作計劃的財務方面，提供意見及作出建議；
2. 就醫管局的財政規劃、規管、表現、監察及匯報等方面，提供意見及作出建議；
3. 就所有財務事宜，包括投資、業務及保險的政策指引，提供意見；
4. 就資源分配政策提供意見及作出建議；
5. 就醫管局的每年財務報表 (經審核及未經審核)，向醫管局提供意見及作出建議；
6. 與醫管局公積金計劃的信託人聯繫，並向醫管局作出建議；
7. 監察醫管局的財政狀況；及
8. 就醫管局財務運作及其他引致財務風險的範疇，定期審議相關的風險、風險管理及風險緩減事宜。



## Focus of Work in 2012-13

In July 2012, the Finance Committee revised its Terms of Reference (TOR) by including matters relating to risk management and mitigation measures as follow-up actions to the recommendations of the external consultant's review of HA's Corporate Governance Practices. The updated TOR of the Committee was approved by the HA Board in October 2012.

To assist the HA Board in ensuring proper stewardship and effective use of public funds, the Committee met five times in 2012-13 to advise and make recommendations to the Board on various finance related matters for the Authority. Key focus of the Committee in 2012-13 were broadly summarised as follows:

- (a) In support of corporate strategy formulation and policies development of HA, the Committee considered a review of Government funding arrangement for three years from 2013-14 to 2015-16, and the progress on the continuous refinement of HA's internal resource allocation system with a view to developing a measure that better reflects resource needs from a total patient journey perspective, as well as the updates on insurance approach and direction for 2013-14.
- (b) Dovetailing with HA's service and resource planning process, the Committee considered the proposed 2013-14 HA budget and resource allocation. It also reviewed the financial risk assessment and the Annual Work Plan of the Finance Division for 2013-14.
- (c) On accountability reporting and monitoring of HA's financial position, the Committee reviewed HA's draft audited financial statements for 2011-12. Besides, it also considered the 2011-12 audited financial statements for a number of designated programmes undertaken by HA, including the electronic Health Record Programme development, the Samaritan Fund, the Community Care Fund Medical Assistance Programme and the HA Charitable Foundation. In addition to receiving monthly financial reports during the year, the Committee also considered a mid-year financial review of HA together with the unaudited financial statements for the six months ended 30 September 2012.
- (d) The Committee received regular Treasury Panel (TP)'s progress update on HA's treasury operations and management, which included the report for the Internal Controls Review of HA's treasury operations conducted by the external consultants in March 2013. The Report revealed that HA has a well-established control framework and risk management mechanism to govern its treasury functions. Apart from TP's progress report, an update on the development of its next generation of Patient Billing System was also provided to the Committee. Last but not least, to better support capacity building for the Finance function, the Committee considered the progress of various staff development initiatives for the Finance workforce.

## 2012-13 年度工作概況

財務委員會在2012年7月修訂其職權範圍，因應外部顧問就醫管局機構管治檢討所作的建議，加入有關風險管理及緩減措施的內容。委員會修訂後的職權範圍於2012年10月經醫管局大會通過。

為協助醫管局大會妥善督導和有效運用公帑，委員會在2012-13年度共召開五次會議，就醫管局的多項財務相關事宜，向大會提供意見及作出建議。委員會於2012-13年度的工作重點概述如下：

- (a) 為支援醫管局制訂整體策略及政策，委員會審議2013-14至2015-16政府三年撥款安排的檢討；優化醫管局內部資源分配機制的進展，以病人的整體醫療過程所需之資源作基礎，訂立一套更有效反映資源需求的計算模式；以及重新修訂2013-14年度的投保模式及方針。
- (b) 委員會亦配合醫管局的服務及資源規劃進程，審議醫管局2013-14年度預算及資源分配建議，並審閱財務部2013-14年度的財務風險評估及年度工作計劃。
- (c) 在問責報告及監察醫管局財務狀況方面，委員會審閱醫管局2011-12年度的經審核財務報表擬本，亦審議醫管局推行的若干指定計劃2011-12年經審核財務報表，包括電子健康紀錄系統開發計劃、撒瑪利亞基金、關愛基金醫療援助計劃，以及醫院管理局慈善基金。除年內每月收閱財務報告外，委員會亦審議醫管局的年中財政檢討及截至2012年9月30日止六個月未經審核的財務報表。
- (d) 委員會定期收閱庫務小組就醫管局庫務運作及管理提交的進度報告，包括外部顧問於2013年對醫管局庫務運作進行的內部管檢檢討報告。根據該份報告，醫管局設有完善的管控架構和風險管理機制，以管理其庫務職能。除庫務小組的進度報告外，委員會亦收閱新一代病人帳務系統的開發進度報告。最後，為加強協助財務部提升工作能力，委員會亦審議各項財務人員培訓措施的進度。

## Human Resources Committee

### 人力資源委員會

#### Membership List

##### 成員名單

<b>Chairman</b> 主席	:	Mr Patrick MA Ching-hang, BBS, JP ( <i>from 25.10.2012</i> ) 馬清鏗先生 (由 2012 年 10 月 25 日起)
		Mr Anthony WU Ting-yuk, GBS, JP ( <i>up to 24.10.2012</i> ) 胡定旭先生 (截至 2012 年 10 月 24 日)
<b>Vice-Chairman</b> 副主席	:	Mr Patrick MA Ching-hang, BBS, JP ( <i>up to 24.10.2012</i> ) 馬清鏗先生 (截至 2012 年 10 月 24 日)
		Ms Ka-shi LAU, BBS 劉嘉時女士
<b>Members</b> 成員	:	Mr CHAN Bing-woon, SBS, JP 陳炳煥先生
		Mr William CHAN Fu-keung ( <i>from 20.12.2012</i> ) 陳富強先生 (由 2012 年 12 月 20 日起)
		Ms Quince CHONG Wai-yan 莊偉茵女士
		Mr Billy KONG Churk-hoi, BBS, JP 江焯開先生
		Mrs Yvonne LAW SHING Mo-han, JP 羅盛慕嫻女士
		Ms Angela LEE Chung-yan ( <i>representing the Permanent Secretary for Health</i> ) 李頌恩女士 [代表食物及衛生局常任秘書長(衛生)]
		Prof Hon Joseph LEE Kok-long, SBS, JP ( <i>up to 30.11.2012</i> ) 李國麟議員 (截至 2012 年 11 月 30 日)
		Prof Diana LEE Tze-fan ( <i>from 20.12.2012</i> ) 李子芬教授 (由 2012 年 12 月 20 日起)
		Dr LEUNG Pak-yin, JP, <i>Chief Executive</i> 梁栢賢醫生行政總裁
		Dr Li Chi-kong, JP ( <i>from 19.4.2012</i> ) 李志光醫生 (由 2012 年 4 月 19 日起)
		Dr Kim MAK, BBS, JP 麥建華博士
		Prof Thomas WONG Kwok-shing, JP 汪國成教授
		Prof Maurice YAP Keng-hung 葉健雄教授

#### Terms of Reference

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

#### 職權範圍

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

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

#### Focus of Work in 2012-13

In August 2012, the Human Resources Committee revised its Terms of Reference (TOR) by including matters relating to risk management and mitigation measures as follow-up actions to the recommendations of the external consultant's review of HA's Corporate Governance Practices. The updated TOR of the Committee was approved by the HA Board in October 2012.

In 2012-13, the Committee met seven times to discuss various human resources ("HR") matters of HA. To address manpower issues, the Committee considered and endorsed various HR measures that were initiated to improve the manpower situation, including Continuous Night Shift Scheme for Diagnostic Radiographers, as well as measures to address meal hour and statutory minimum wage issues. It also granted approval-in-principle for the 2012-13 annual pay adjustment for the employees of HA.

In respect of staff benefits, the Committee received an annual report on the HA Mandatory Provident Fund Scheme, endorsed the granting of paternity leave to eligible male employees of HA, and supported the introduction of a pilot programme to enhance staff access to radiological services. Moreover, it endorsed alignment of the conditioned work hours of supporting grades employees who were on 45 hours net with those of other grades of staff who were on 44 hours gross per week.

In addition, the Committee attended to staff training and development matters. It gave comments on the work progress of the Training & Development Central Committee, and provided direction for the training and development matters and 2013-14 new training initiatives of the HA Head Office.

During the year, the Committee noted the updated position of call payment offer and doctors' claims; reviewed its terms of reference; deliberated on the return-to-work and disability management issues; and gave comments on the staff engagement strategic focus and initiatives. It also received reports on HR projects in HA's 2012-13 Resources Allocation Exercise and staff complaints received in Year 2012. The HR risk assessment for 2012-13 and 2013-14 was also discussed.

7. 定期審議人力資源管理範疇的相關風險、風險管理及風險緩減事宜。

#### 2012-13 年度工作概況

人力資源委員會在2012年8月修訂其職權範圍，因應外部顧問就醫管局機構管治檢討所作的建議，加入有關風險管理及緩減措施的內容。委員會修訂後的職權範圍於2012年10月經醫管局大會通過。

在2012-13年度，委員會共召開七次會議，討論各項人力資源事宜。委員會審議及通過多項改善人手情況的人力資源措施，包括放射師的連續夜更當值計劃、處理用膳時間及法定最低工資事宜的措施，並原則上同意2012-13年度醫管局僱員的年度薪酬調整。

員工福利事宜方面，委員會收閱醫管局強制性公積金計劃的年度報告、同意給予醫管局合資格男性僱員侍產假，並支持推行改善員工使用放射服務的先導計劃。委員會亦同意統一規定工作時數，令每週須工作45淨工作時數的支援服務僱員與每週工作時數為44總工作時數的其他職級僱員看齊。

此外，委員會亦處理員工培訓及發展事宜，就培訓及發展中央委員會的工作進展提出意見，並對培訓及發展事宜和醫管局總辦事處2013-14年度的新培訓項目作出指示。

年內，委員會聽取了候召補償及醫生索償事宜的最新情況；檢討了其職權範圍；討論了員工重投工作及傷殘管理事宜；並對員工凝聚策略重點和措施提出意見。此外，委員會亦收閱2012-13年度資源分配的人力資源項目報告和2012年所接獲員工投訴的報告，並審議2012-13和2013-14年度的人力資源風險評估。

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

### Membership List

#### 成員名單

<b>Chairman</b> 主席	: Dr LEUNG Pak-yin, JP, <i>Chief Executive</i> 梁栢賢醫生行政總裁
<b>Vice-Chairman</b> 副主席	: Mr CHENG Yan-kee, JP 鄭恩基先生
<b>Members</b> 成員	: Mr Thomas CHAN Chung-ching, JP ( <i>up to 8.7.2012</i> ) 陳松青先生 (截至 2012 年 7 月 8 日) Mr Davey CHUNG Pui-hong ( <i>from 1.9.2012</i> ) <i>Deputy Secretary for Food and Health (Health)</i> 鍾沛康先生 (由 2012 年 9 月 1 日起) <i>食物及衛生局副秘書長 (衛生)</i> Mr Daniel LAI, BBS, JP <i>Government Chief Information Officer</i> 賴錫璋先生 <i>政府資訊科技總監</i> Mr Stephen LAU Ka-men, JP 劉嘉敏先生

### Terms of Reference

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

### Focus of Work in 2012-13

In August 2012, the Information Technology (IT) Services Governing Committee revised its Terms of Reference (TOR) by including matters relating to risk management and mitigation measures as follow-up actions to the recommendations of the external consultant's review of HA's Corporate Governance Practices. The updated TOR of the Committee was approved by the HA Board in October 2012.

### 職權範圍

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

### 2012-13 年度工作概況

資訊科技服務管治委員會在 2012 年 8 月修訂其職權範圍，因應外部顧問就醫管局機構管治檢討所作的建議，加入有關風險管理及緩減措施的內容。委員會修訂後的職權範圍於 2012 年 10 月經醫管局大會通過。

In 2012-13, the Committee met four times to discuss various issues relating to the strategic development of IT/information systems in HA. During this period, the Committee considered and deliberated on the key risks identified in the IT Operational Risk Assessment and various risk mitigation actions in quality assurance, system performance and availability, data security and privacy, and project governance; the approach for reviewing and updating IT Sourcing Strategy to ensure optimum use of IT resources and encourage innovation to meet business needs; a revised governance structure of the business supporting projects; as well as challenges during the interim management arrangement for the HA IT Services (ITS). To meet the growing demand for IT systems to support the operation of the organization, the Committee also considered and deliberated on the Consolidated IT Strategic Plan 2012-13 - 2016-17, IT Block Vote Submission for 2013-14 and the ITS Annual Plan 2013-14 for responding to challenges in continuing existing service delivery and delivering the major strategic IT-enabled projects.

To fulfill its overseeing functions, the Committee monitored the implementation of the work stipulated in the ITS Annual Plan by considering, amongst others, the performance and status reports of respective IT functions at each of its meeting, the comments of which would be conveyed to the relevant working teams under HAITs for follow-up actions. Progress Update on Clinical Management System Phase III, Business Supporting IT Systems, eHealth Record Projects and IT Services Performance were among the standing agenda items of the Committee's meetings. The Committee also monitored the ongoing efforts of HAITs on development of the Government's electronic Health Record (eHR) with HA as the technical agent and endorsed the related draft audited financial statements annually.

To support HA's service needs with the latest trend of IT technical development, the Committee received advice from the Information Technology Technical Advisory Subcommittee on the IT technical architectures and technology selections proposed by ITS which included Sybase Database Refresh Strategy and Roadmap, Cloud Computing, Reporting and Business Analysis Project and IT Services Sourcing Approach etc.

To ensure HA's accountability reporting, the Committee provided progress report to the HA Board on a regular basis and, if necessary, latest development would be supplemented between the meetings.

在2012-13年度，委員會共召開四次會議，討論醫管局資訊科技／資訊系統策略發展的各個事項。年內，委員會討論及審議資訊科技運作風險評估發現的主要風險及在質素保證、系統表現與備用、數據安全與私隱、項目管治等方面的各項風險緩減措施；檢討及更新資訊科技採購策略的方法，務求能善用資訊科技資源及鼓勵以創新方法應對業務運作需求；業務支援項目管治架構更新；以及醫管局資訊科技服務處的臨時管理安排。為應付資訊科技系統方面因應支援機構運作而不斷增加的需求，委員會亦討論及審議綜合資訊科技策略規劃2012-13-2016-17、2012-13年度資訊科技整體撥款申請，以及資訊科技服務處2013-14年度工作計劃，以應付維持現行服務並推行各項策略性資訊科技項目的挑戰。

為履行其監督職能，委員會監察資訊科技服務處年度工作計劃，其中考慮各次會議上不同資訊科技職能所作的表現及狀況報告，會上所作評語將傳達予資訊科技服務處的相關工作小組跟進。委員會會議的常規討論項目包括臨床資訊管理系統第三階段、業務支援資訊科技系統、電子健康紀錄系統計劃及資訊科技服務處表現等進展報告。此外，委員會亦監察醫管局作為技術代理為政府開發電子健康紀錄互通系統的持續進度，並每年審閱有關的經審核財務報表擬本。

為利用最新資訊科技發展支援醫管局的業務需要，委員會收閱信息技術諮詢小組委員會就資訊科技服務處建議的資訊科技架構及選擇方案所提供的意見，包括Sybase資料庫更新策略及路線圖、雲端電腦技術、匯報及業務分析計劃、資訊科技服務採購方法等。

為貫徹醫管局的問責呈報，委員會定期向醫管局大會作出進度報告，如有需要，亦會在會議間隔期間補充提供最新發展狀況。

## Main Tender Board

### 中央投標委員會

#### Membership List

##### 成員名單

<b>Chairman</b> 主席	:	Mr Lawrence LEE Kam-hung, JP 李金鴻先生
<b>Vice-Chairman</b> 副主席	:	Prof Maurice YAP Keng-hung 葉健雄教授
<b>Ex-officio members</b> 當然成員	:	Dr LEUNG Pak-yin, JP, <i>Chief Executive (or his nominated representative)</i> 梁栢賢醫生行政總裁(行政總裁或其委任代表) Ms Nancy TSE Sau-ling, JP, <i>Director (Finance) (or her nominated representative)</i> 謝秀玲女士財務總監(財務總監或其委任代表)
<b>Members</b> 成員	:	Two of the following rotating members: 以下其中兩位輪值成員： Mr CHAN Bing-woon, SBS, JP 陳炳煥先生 Mr William CHAN Fu-keung (from 20.12.2012) 陳富強先生(由2012年12月20日起) Mr CHENG Yan-kee, JP 鄭恩基先生 Ms Quince CHONG Wai-yan (from 28.6.2012) 莊偉茵女士(由2012年6月28日起) Mr Lester Garson HUANG, JP (from 20.12.2012) 黃嘉純先生(由2012年12月20日起) Mr Andy LAU Kwok-fai 劉國輝先生 Mrs Yvonne LAW SHING Mo-han, JP 羅盛慕嫻女士 Prof Hon Joseph LEE Kok-long, SBS, JP (up to 30.11.2012) 李國麟議員(截至2012年11月30日) Prof LEE Sum-ping (from 28.6.2012) 李心平教授(由2012年6月28日起) Prof Diana LEE Tze-fan (from 20.12.2012) 李子芬教授(由2012年12月20日起) Mrs Margaret LEUNG KO May-yee, SBS, JP (from 28.6.2012) 梁高美懿女士(由2012年6月28日起) Dr Li Chi-kong, JP (from 28.6.2012) 李志光醫生(由2012年6月28日起) Mr David LIE Tai-chong, SBS, JP (from 28.6.2012) 李大壯先生(由2012年6月28日起) Miss Winnie NG (from 28.6.2012) 伍穎梅女士(由2012年6月28日起) Mr PANG Yiu-kai, SBS, JP (from 28.6.2012) 彭耀佳先生(由2012年6月28日起) Mr Lincoln TSO (from 28.6.2012) 曹禮先生(由2012年6月28日起) Mr WONG Kwai-huen, JP (from 20.12.2012) 王桂壠先生(由2012年12月20日起)



### Terms of Reference

The main function of the Hospital Authority Main Tender Board is to consider and approve tender of order value above \$4 million;

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;
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 2012-13

In 2012-13, the Main Tender Board met 24 times to consider a total of 542 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. During the year, members of the Committee sought clarification or made suggestions for management to follow up on 27 tender papers and action was taken for most of them while three tender papers were resubmitted after further clarification or refinement.

### 職權範圍

醫管局中央投標委員會的主要職能是審議及通過涉及價值400萬元以上的投標；

1. 就評估小組所作的建議，進行檢討及評核；
2. 就評估小組遴選時所採用的程序及準則，進行檢討；及
3. 在確立上述(1)及(2)項的適切性後，就評估小組的選擇作最終的批核。

### 2012-13 年度工作概況

在2012-13年度，中央投標委員會共召開24次會議，審議共542份採購物資和服務的投標文件，每宗合約所涉價值為：醫管局總辦事處100萬元以上；聯網及醫院400萬元以上。有關採購物資的投標主要涉及購買藥物、醫療及化驗設備與消耗品；服務採購的投標主要涉及醫院庶務及支援服務、醫療及化驗設備保養、資訊科技系統和保養及數據寄存設施，而基本工程的投標主要涉及醫院重建項目及醫院建築物保養小型改善工程。年內，委員會成員曾就27份投標文件要求管理層釐清或建議管理人員跟進，其中大部分建議已落實執行，有三份投標文件經進一步釐清或修改後重新提呈。



## Medical Services Development Committee

### 醫療服務發展委員會

#### Membership list

##### 成員名單

<b>Chairman</b> 主席	:	Prof FOK Tai-fai, SBS, JP ( <i>up to 31.12.2012</i> ) 霍泰輝教授 (截至2012年12月31日) Prof Maurice YAP Keng-hung ( <i>from 16.1.2013</i> ) 葉健雄教授 (由2013年1月16日起)
<b>Vice Chairman</b> 副主席	:	Dr Donald LI Kwok-tung, SBS, JP ( <i>up to 30.11.2012</i> ) 李國棟醫生 (截至2012年11月30日)
<b>Members</b> 成員	:	Mr William CHAN Fu-keung ( <i>from 20.12.2012</i> ) 陳富強先生 (由2012年12月20日起) Mr CHENG Yan-kee, JP 鄭恩基先生 Ms Quince CHONG Wai-yan 莊偉恩女士 Dr LAM Ping-yan, SBS, JP ( <i>up to 12.6.2012</i> ) 林秉恩醫生 (截至2012年6月12日) Dr Constance CHAN Hon-ye, JP ( <i>from 13.6.2012</i> ) <i>Director of Health</i> 陳漢儀醫生 (由2012年6月13日起) <i>衛生署署長</i> Ms Ka-shi LAU, BBS 劉嘉時女士 Mr Lawrence LEE Kam-hung, JP 李金鴻先生 Prof Hon Joseph LEE Kok-long, SBS, JP ( <i>up to 30.11.2012</i> ) 李國麟議員 (截至2012年11月30日) Prof Diana LEE Tze-fan ( <i>from 20.12.2012</i> ) 李子芬教授 (由2012年12月20日起) Ms Esther LEUNG Yuet-yin, JP/Ms Karyn CHAN <i>[representing the Secretary for Financial Services and the Treasury]</i> 梁悅賢女士／陳靜婉女士 <i>[代表財經事務及庫務局局長]</i> Dr LEUNG Pak-yin, JP, <i>Chief Executive</i> 梁栢賢醫生行政總裁 Dr LI Chi-kong, JP ( <i>from 19.4.2012</i> ) 李志光醫生 (由2012年4月19日起) Mr David LIE Tai-chong, SBS, JP 李大壯先生 Mr PANG Yiu-kai, SBS, JP 彭耀佳先生 Mr Richard YUEN Ming-fai, JP <i>Permanent Secretary for Health</i> 袁銘輝先生 <i>食物及衛生局常任秘書長 (衛生)</i>

## Terms of Reference

1. Examine, review and make recommendations on the changing needs of the community in respect of clinical services provided by public hospitals and institutions;
2. Advise and make recommendations on the overall policies, directions and strategies relating to the provision, planning and development of the public hospitals and related services, having regard to the availability of technology, staff and other resources and the need to provide a patient-centred, outcome-focused quality healthcare service by a knowledge-based organisation;
3. Consider and make recommendations on the overall priorities for the planning and development of the public hospitals and related services in order to ensure an optimal utilisation of available resources;
4. Consider, review and make recommendations on any other matters related to the planning and development of the public hospitals and related services;
5. Consider periodically matters relating to risk, risk management and risk mitigation relevant to medical services development; and
6. Exercise powers delegated by the Board on the following matters:
  - (a) Approve the scope of coverage of the Samaritan Fund as recommended by the Management Committee of the Samaritan Fund;
  - (b) Approve clinical service plans on specialty services and redevelopment projects, except those involving decisions on financial provisions.

## Focus of Work in 2012-13

In August 2012, the Medical Services Development Committee revised its Terms of Reference (TOR) by including matters relating to risk management and mitigation measures as follow-up actions to the recommendations of the external consultant's review of HA's Corporate Governance Practices. The updated TOR of the Committee was approved by the HA Board in October 2012.

In 2012-13, the Committee met five times 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 the clinical services plans for the Hong Kong West Cluster and Kwai Chung Hospital; redevelopment plan of Queen Mary Hospital; relocation of eye out-patient services from Queen Mary Hospital to Grantham Hospital; service development of palliative care in the HA; and the development of Phase I Clinical Trial Centres in two teaching hospitals.

The Committee considered and advised on clinical management issues relating to the inclusion of new drugs and indications under the Samaritan Fund from 2012-13; review of the management of the HA Drug Formulary; demand for obstetric and related services by Non-eligible Persons; consultancy study on enhancing operating theatre efficiency; surgical instrument sterilisation service review; credentialing in the HA; specialty training of nurses; guidelines on resuscitation; and the patient service and care risks and the proposed risk reduction plans for 2013.

The Committee also received progress reports of various clinical programmes, including the Community Health Call Centre; development of Chinese Medicine under the tripartite arrangement; development of Tin Shui Wai (Tin Yip Road) Community Health Centre; and progress of the various public-private partnership service programmes.

## 職權範圍

1. 審查及檢討市民對公立醫院和機構所提供的、不斷變化的醫療服務需求，並作出建議；
2. 根據現行可提供的科技、職員人手及其他資源，並顧及作為知識為本機構所需提供的「以病人及成效為中心」的優質醫護服務，就提供、規劃及發展公立醫院及相關服務的整體政策、方針和策略，提供意見及作出建議；
3. 審議規劃發展公立醫院及相關服務的整體優先次序，並作出建議，確保最有效地運用所獲資源；
4. 審議及檢討規劃發展公立醫院及相關服務的任何其他事宜，並作出建議；
5. 定期審議醫療服務發展範疇的相關風險、風險管理及風險緩減事宜；及
6. 就以下事宜行使醫院管理局大會授予的權力：
  - (a) 批核撒瑪利亞基金管理委員會建議的基金涵蓋範圍；
  - (b) 批核專科服務及重建項目的臨床服務計劃，惟涉及財政撥款的決定者除外。

## 2012-13 年度工作概況

醫療服務發展委員會在2012年8月修訂其職權範圍，因應外部顧問就醫管局機構管治檢討所作的建議，加入有關風險管理及緩減措施的內容。委員會修訂後的職權範圍於2012年10月經醫管局大會通過。

在2012-13年度，委員會共召開五次會議，討論臨床服務的規劃、發展及管理事項。在臨床服務規劃及發展方面，委員會考慮及審議港島西醫院聯網的臨床服務計劃、葵涌醫院及瑪麗醫院的重建計劃、瑪麗醫院眼科門診服務遷至葛量洪醫院事宜、醫管局舒緩護理服務發展，以及在兩間教學醫院發展臨床試驗中心第一期計劃。

委員會審議不同醫療管理事項，並提供意見，包括撒瑪利亞基金在2012-13年度起納入新藥及適應症、醫管局藥物名冊管理檢討、非合資格人士對產科及相關服務需求、改善手術室效率顧問研究、手術用具消毒服務檢討、醫管局保密程序、護士專科培訓、急救指引，以及2013年病人服務及護理風險與風險防範計劃建議。

委員會亦收閱各項臨床服務計劃的進展報告，包括社區健康電話支援服務中心、三方合作中醫藥發展、天水圍(天業路)社區健康中心發展，以及多個公私營協作服務計劃的進展。

## Public Complaints Committee

### 公眾投訴委員會

#### Membership List

##### 成員名單

<b>Chairman</b>	:	Mr Ricky FUNG Choi-cheung, SBS, JP
主席		馮載祥先生
<b>Members</b>	:	Mr CHAN Bing-woon, SBS, JP
成員		陳炳煥先生
		Rev Canon Dr Alan CHAN Chor-choi
		陳佐才法政牧師
		Ms Christine Barbara CHAN So-han ( <i>from 1.12.2012</i> )
		陳素嫻女士 ( <i>由 2012 年 12 月 1 日起</i> )
		Mr CHAN Shu-ying, SBS, JP
		陳樹鏢先生
		Mrs Jennifer CHEUNG NG Chui-yiu ( <i>up to 30.11.2012</i> )
		張伍翠瑤女士 ( <i>截至 2012 年 11 月 30 日</i> )
		Sister Nancy CHEUNG Chu-kin
		張柱見修女
		Mr CHOI Chi-sum
		蔡志森先生
		Mr Antonio CHU Lok-sang
		朱樂生先生
		Prof Joanne CHUNG Wai-yee
		鍾慧儀教授
		Mr HO Sau-him
		何守謙先生
		Mr Samuel HUI Kwok-ting
		許國定先生
		Mr Alex LAM Chi-yau
		林志韜先生
		Mr Andy LAU Kwok-fai
		劉國輝先生
		Dr Robert LAW Chi-lim*
		羅致廉醫生*
		Prof LEE Sum-ping
		李心平教授
		Mr Carlos LEUNG Sze-hung* ( <i>up to 30.11.2012</i> )
		梁士雄先生* ( <i>截至 2012 年 11 月 30 日</i> )
		Prof Raymond LIANG Hin-suen, JP*
		梁憲孫教授*
		Dr MAK Sin-ping, BBS*
		麥倩屏醫生*
		Prof WAN Chin-chin
		尹葉芊芊教授
		Mr WONG Kwai-huen, JP ( <i>from 27.12.2012</i> )
		王桂壘先生 ( <i>由 2012 年 12 月 27 日起</i> )
		Dr WONG Kwok-chun
		黃國俊博士
		Mrs Elizabeth WONG YEUNG Po-wo, MBE
		黃楊寶和女士

Ms Lina YAN Hau-yee, MH, JP  
殷巧兒女士  
Dr Agnes YEUNG LAW Koon-chui, JP  
楊羅觀翠博士  
Ms Lisa YIP Sau-wah, JP\*  
葉秀華女士\*

\* 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 Paragraph 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 PCC:

1. The PCC is an appeal body within 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;

\* 小組主席

### 職權範圍

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

### 附件

委員會處理投訴個案指引

1. 委員會是醫院管理局(醫管局)內的上訴機構，負責考慮公眾人士對醫管局服務的上訴。委員會按其職權範圍，制訂了以下投訴處理指引。
2. 如有以下情形，委員會通常不會受理有關投訴：
  - (a) 在醫管局提供服務後超過兩年，投訴人方才就該項服務提出投訴。但如委員會信納在某一個案的特別情況下，對該逾期提出的投訴進行調查是恰當者，則屬例外；
  - (b) 匿名投訴及／或投訴人無從識別或下落不明；
  - (c) 投訴人於提出投訴時，未有取得病人(有關服務對象)同意(但假如病人已逝世或因任何理由未能自己作主，則本限制並不適用)；
  - (d) 投訴的主要內容已轉交或正由死因裁判官考慮或審裁；
  - (e) 投訴涉及事宜已有既定法定申訴程序處理；
  - (f) 投訴人或有病人已採取法律行動，或已表示將向醫管局、有關醫院或提供有關服務的任何人士採取法律行動(無論如何，委員會都不會受理任何索償的要求)；
  - (g) 投訴涉及醫管局既定政策的爭議，例如醫管局服務的收費政策；

- (h) 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 2012/13**

In 2012/13, the Public Complaints Committee held 17 meetings and handled a total of 219 cases, of which 149 were related to medical services, 28 related to administrative procedure, 32 related to staff attitude and 10 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.

- (h) 投訴關乎醫護人員根據任何法定計劃所作的醫療評估，而該等計劃本身已有既定上訴渠道，例如根據香港法例第282章僱員補償條例規定簽發病假；

- (i) 關於人事問題、合約或商業事宜的投訴；

- (j) 瑣屑無聊、無理取鬧，或並非出於真誠的投訴；或

- (k) 投訴或性質極為相近的投訴，屬委員會早前已裁決個案的主要內容。

3. 委員會經考慮下列因素後，認為其會議不應向公眾公開：

- (a) 公開會議會披露法律保密的文件；
- (b) 公開會議會披露有關人士的個人資料；
- (c) 委員會並非司法或類似司法機構；
- (d) 感到不平的一方尚有其他申訴渠道；及
- (e) 委員會功能不應和其他機構（如法庭或醫務委員會）重疊。

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

(委員會可視乎情況不時修訂上述投訴處理指引。)

**2012-13 年度工作概況**

在2012-13年度，公眾投訴委員會共召開17次會議及處理219宗個案，其中149宗關於醫療服務、28宗關於行政程序、32宗關於員工態度、10宗屬其他投訴。委員會除處理上訴個案外，亦制訂投訴處理政策，以改善醫管局投訴處理機制的效率及成效，並提出建議以加強機制和改善醫療服務。對內及對外的溝通計劃亦定期進行，以提升醫管局投訴處理機制的透明度和公信力，並讓公眾認識委員會乃醫管局內公眾投訴的最終上訴架構。委員會亦透過秘書處定期舉辦投訴處理的專門訓練班，與有關人員分享所汲取的經驗，從而促進風險管理及增強前線人員的投訴處理技巧。

## Staff Appeals Committee

### 職員上訴委員會

#### Membership List

##### 成員名單

<b>Chairman</b> 主席	:	Mr Peter LO Chi-lik 羅志力先生
<b>Members</b> 成員	:	Ms Quince CHONG Wai-yan (from 25.10.2012) 莊偉茵女士 (由 2012 年 10 月 25 日起) Mr Billy KONG Churk-hoi, BBS, JP 江焯開先生 Dr Kim MAK, BBS, JP 麥建華博士 Prof Thomas WONG Kwok-shing, JP 汪國成教授

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

#### Focus of Work in 2012-13

The Staff Appeals Committee was set up on 19 December 2002 as a body independent of HA management for handling staff appeals which have already exhausted the normal staff complaint channels within the HA's operation. There were three appeals to the Committee in 2012-13. One appeal was referred back to the relevant hospital cluster for completion of the normal staff complaint procedures. The Committee considered and handed down its decision on the two other appeals. It also handed down its decision on one appeal originated in 2011-12.

#### 職權範圍

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

#### 2012-13 年度工作概況

職員上訴委員會於2002年12月19日成立，屬一獨立組織，負責處理醫管局內已經過正常員工投訴渠道處理的上訴個案。在2012-13年度，委員會共收到三宗職員上訴個案，其中一宗已發還有關醫院聯網循正常員工投訴程序處理。年內，委員會審議其餘兩宗個案和作出裁決，並就另一宗於2011-12年度提出的上訴作出裁決。



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

### Membership List

#### 成員名單

<b>Chairman</b> 主席	: Mr CHENG Yan-kee, JP 鄭恩基先生
<b>Vice-Chairman</b> 副主席	: Ms CHIANG Lai-yuen, JP 蔣麗婉女士
<b>Members</b> 成員	: Prof Edwin CHAN Hon-wan 陳漢雲教授 Dr Andrew CHAN Ping-chiu, BBS 陳炳釗博士 Mr Lester Garson HUANG, JP (from 20.12.2012) 黃嘉純先生 (由 2012 年 12 月 20 日起) Mr Andy LAU Kwok-fai 劉國輝先生 Ms Angela LEE Chung-yan (representing the Permanent Secretary for Health) 李頌恩女士 [代表食物及衛生局常任秘書長 (衛生)] Mr Peter LEE Kwok-wah 李國華先生 Dr LEUNG Pak-yin, JP, Chief Executive 梁栢賢醫生行政總裁 Miss Winnie NG 伍穎梅女士 Mr WONG Kwai-huen, JP (from 20.12.2012) 王桂壠先生 (由 2012 年 12 月 20 日起)

### Terms of Reference

1. Advise on the directions and policies related to the development of Business Support Services and Environmental Protection to best support clinical services delivery in the Hospital Authority;
2. Review and monitor the annual capital expenditure plan approved by the Hospital Authority Board;
3. Review and advise on the implementation and monitoring of Capital Works Projects in the Hospital Authority;
4. Review and advise on the new initiatives in Business Support Services such as improvements in supply chain management, equipment management, strategic outsourcing and public-private-partnership of non-core functions, and the development of supporting services for revenue generation;
5. Advise on the adoption of better practices and industry innovations related to the planning and delivery of Business Support Services and implementation of Capital Works Projects in the Hospital Authority; and
6. Consider periodically matters relating to risk, risk management and risk mitigation relevant to business support services and capital expenditure projects and other areas under the purview of the Committee.

### 職權範圍

1. 就發展業務支援服務及環境保護工作的方針和政策提供意見，務求最有效地支援醫院管理局(醫管局)的醫療服務；
2. 檢討及監察醫管局大會批核的周年資本開支計劃；
3. 檢討醫管局基本工程項目的推行和監察，並提供意見；
4. 檢討業務支援服務的新措施，例如改善供應鏈管理、設備管理、非核心服務的策略性外判及公私營協作，以及發展支援服務以增加收入，並提供意見；
5. 就醫管局規劃和推行業務支援服務及基本工程項目時，採納業內更佳做法和創新，提供意見；
6. 就業務發展及支援服務、資本開支項目及其他委員會職權範圍內的範疇，定期審議相關的風險、風險管理及風險緩減事宜。



### Focus of Work in 2012-13

In August 2012, the Supporting Services Development Committee revised its Terms of Reference (TOR) by including matters relating to risk management and mitigation measures as follow-up actions to the recommendations of the external consultant's review of HA's Corporate Governance Practices. The updated TOR of the Committee was approved by the HA Board in October 2012.

In 2012-13, the Committee met four times to fulfil its TOR, 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 HA. It reviewed reports on the improvement of Non-Emergency Ambulance Transfer Service, hospital security services and the service enhancement of supply chain support in clusters. The Committee also followed through the replacement of medical and engineering equipment in 2012-13 and the plan for 2013-14, the implementation of the Enterprise Resource Planning System for pharmaceutical hospital supplies, and the procurement strategies for drugs. It revisited the key operational risks in relation to business support services, pharmaceutical services and Capital Planning Department. It also studied the proposed site reservation and planning for catering and laundry service centres in Tin Shui Wai and monitored the progress on outsourcing Shum Wan Laundry.

On the other hand, the Committee also received regular reports on the progress of major capital works projects, enhancement of biomedical engineering services and condition survey on HA hospitals. It also endorsed the conclusion and recommendations of the Strategy Review of the HA Term Contracts for Minor Works and the improvement measures of the enhanced performance appraisal system for contractors and consultants, commented on the proposed changes to the site boundary of Tai Po Hospital and reviewed the regular progress reports from the Capital Works Sub-Committee which was established under the Committee to oversee and advise on capital works / project related items.

### 2012-13 年度工作概述

支援服務發展委員會在2012年8月修訂其職權範圍，因應外部顧問就醫管局機構管治檢討所作的建議，加入有關風險管理及緩減措施的內容。委員會修訂後的職權範圍於2012年10月經醫管局大會通過。

在2012-13年度，委員會共召開四次會議，履行其職權範圍的職責，主要就業務支援服務及環境保護的發展方針及政策提供意見，務求提供最切合醫管局醫療服務模式的支援服務。委員會審議有關改善非緊急救護運送服務、醫院保安服務及加強聯網供應鏈支援的服務；亦收閱2012-13年度更換醫療及工程設備與2013-14年度規劃、醫院藥物供應實施企業資源計劃系統以及藥物採購策略。此外，委員會亦檢討業務支援服務、藥物服務及基本工程規劃組的主要運作風險，並研究天水圍膳食及洗衣服務中心的建議選址及規劃和監察深灣洗衣場的外判進展。

另一方面，委員會亦收閱有關大型基本工程項目、生物醫學工程服務改善措施及醫管局醫院設施狀況調查的定期進展報告；通過醫管局小型工程定期合約策略檢討的結論和建議，以及加強承辦商及顧問表現評估制度的改善措施；就更改大埔醫院範圍的建議提供意見；並審閱轄下基本工程小組委員會的定期進展報告，該小組委員會負責審議基本工程及項目的相關事項。

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

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

<b>Chairman</b> 主席	:	Rt Rev Dr Thomas SOO Yee-po, JP 蘇以葆主教
<b>Ex-officio members</b> 當然成員	:	Hospital Authority Chief Executive or his representative 醫院管理局行政總裁或其代表 Hospital Chief Executive 醫院行政總監
<b>Members</b> 成員	:	Rev Ben CHANG Chun-wa ( <i>from 1.10.2012</i> ) 張振華牧師 (由 2012 年 10 月 1 日起) Dr Bonba CHIU Sik-ho 趙錫河醫生 Mr Roland CHOW Kun-chee 周近智先生 Ms Michelle CHOW Yan-wai 周恩惠女士 Mr FUNG Sau-chung 馮壽松先生 Ms KO Sui-fun 高瑞芬女士 Mr Roger LEE Chee-wah 李志華先生 Dr Pamela LEUNG, JP 梁明娟醫生 Mr John LI Kwok-heem, MH 李國謙先生 Rev Dr LI Ping-kwong, SBS 李炳光牧師 Mr Wilson MOK Yu-sang 莫裕生先生 Lt-Col Samuel PHO Xuyen-tam 傅三川上校 Rev PO Kam-cheong ( <i>from 1.10.2012</i> ) 蒲錦昌牧師 (由 2012 年 10 月 1 日起) Rev Eric SO Shing-yit ( <i>up to 30.9.2012</i> ) 蘇成溢牧師 (截至 2012 年 9 月 30 日) Bishop Nicholas TAI Ho-fai ( <i>up to 30.9.2012</i> ) 戴浩輝監督 (截至 2012 年 9 月 30 日) Ms Wendy TSANG Wan-man 曾韻雯女士 Dr WONG Fook-yee 王福義博士 Ms Peggy WONG Pik-kiu, MH 黃碧嬌女士

## Bradbury Hospice 白普理寧養中心

<b>Chairman</b> 主席	:	Dr Geoffrey LIEU Sek-yiu 廖錫堯博士
<b>Ex-officio members</b> 當然成員	:	Hospital Authority Chief Executive or his representative 醫院管理局行政總裁或其代表 Hospital Chief Executive 醫院行政總監
<b>Members</b> 成員	:	Dr Hubert CHAN Chung-yee, JP 陳重義博士 Miss Mable Shadalla CHOW Sui-ming ( <i>from 26.7.2012</i> ) 周瑞明小姐 ( <i>由 2012 年 7 月 26 日起</i> ) Dr Amy CHOW Yin-man 周燕雯博士 Dr David KAN 簡錦輝醫生 Sister Helen KENNY 祈愛蘭修女 Dr KWAN Wing-hong 關永康醫生 Prof Samantha PANG Mei-che 彭美慈教授 Father John RUSSELL, S.J. Mr SHUM Si-ki 沈士基先生 Prof Dr Dominic WONG Shing-wah, GBS, JP ( <i>Passed away in May 2012</i> ) 黃星華教授 ( <i>於 2012 年 5 月逝世</i> )

## Caritas Medical Centre 明愛醫院

<b>Chairman</b> 主席	:	Prof David CHEUNG Lik-ching 張力正教授
<b>Ex-officio members</b> 當然成員	:	Hospital Authority Chief Executive or his representative 醫院管理局行政總裁或其代表 Hospital Chief Executive 醫院行政總監
<b>Members</b> 成員	:	Dr Wallace CHAN Chi-ho 陳智豪博士 Mr Denis CHANG, JP 張健利先生 Dr Benedict CHUNG Yat-ki 鍾逸基醫生 Dr Daniel FANG Tak-sang 方德生醫生 Dr Conrad LAM Kui-shing, JP 林鉅成醫生 Mr LEUNG Kam-cao 梁錦滔先生 Mr William WONG Kuen-wai, BBS, MH 黃權威先生 Mr Anthony WONG Luen-kin, JP 黃鑾堅先生 Rev Michael M C YEUNG, VG 楊鳴章副主教 Rev Joseph YIM Tak-lung 閻德龍神父

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

<b>Chairman</b> 主席	:	Prof John LEONG Chi-yan, SBS, JP 梁智仁教授
<b>Ex-officio members</b> 當然成員	:	Hospital Authority Chief Executive or his representative 醫院管理局行政總裁或其代表 Hospital Chief Executive 醫院行政總監
<b>Members</b> 成員	:	Dr CHOW Chun-bong, BBS, JP 周鎮邦醫生 Dr IP Yan-ming, JP 葉恩明醫生 Mr Lothar LEE Hung-sham, MH 李洪森先生 Mrs Rita LIU, SBS 廖湯慧靄女士 Prof SHAM Pak-chung 沈伯松教授 Dr Jimmy WONG Chi-ho, SBS, JP 王賜豪醫生 Prof Thomas WONG Kwok-shing, JP 汪國成教授 Ms Nora YAU Ho-chun, MH, JP 邱可珍女士

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

<b>Chairman</b> 主席	:	Dr Albert WONG Chi-chiu 王志釗醫生
<b>Ex-officio members</b> 當然成員	:	Hospital Authority Chief Executive or his representative 醫院管理局行政總裁或其代表 Hospital Chief Executive 醫院行政總監
<b>Members</b> 成員	:	Mrs Shelley M. CHOW 周慧思女士 Mr Hilbert KA Ping-wah 賈秉華先生 Ms Betty KO Lan-fun 高蘭芬女士 Dr Bernard KONG Ming-hei 江明熙醫生 Mr Peter LI Lan-yiu 李蘭耀先生 Dr Leonard LI Sheung-wai 李常威醫生 Ms Janice MORTON 莫珍妮女士 Dr Paul YOUNG Tze-kong, JP 楊子剛博士

## Cheshire Home, Shatin

### 沙田慈氏護養院

<b>Chairman</b> 主席	:	Mrs Linda WONG LEUNG Kit-wah 王梁潔華女士
<b>Ex-officio members</b> 當然成員	:	Hospital Authority Chief Executive or his representative 醫院管理局行政總裁或其代表 Hospital Chief Executive 醫院行政總監
<b>Members</b> 成員	:	Mrs Shelley M. CHOW 周慧思女士 Ms Janet LAI Keng-chok 黎勁竹女士 Prof Diana LEE Tze-fan 李子芬教授 Dr Edward LEUNG Man-fuk 梁萬福醫生 Dr Pamela LEUNG, JP 梁明娟醫生 Prof Mark MACALPINE 麥家平教授 Mr Paul MAK Chun-nam 麥鎮南先生 Ms Janice MORTON 莫珍妮女士 Mr Alfred POON Sun-biu 潘新標先生



## Duchess of Kent Children's Hospital at Sandy Bay 大口環根德公爵夫人兒童醫院

<b>Chairman</b> 主席	:	Mr Vivian LEE Wai-man 李偉文先生
<b>Ex-officio members</b> 當然成員	:	Hospital Authority Chief Executive or his representative 醫院管理局行政總裁或其代表 Hospital Chief Executive 醫院行政總監
<b>Members</b> 成員	:	Mr CHEUNG Tat-tong 張達棠先生 Dr Daniel FANG Tak-sang 方德生醫生 Mrs FOK Mei-ling 霍美玲女士 Prof LAU Yu-lung 劉宇隆教授 Mr Renny LIE Ken-jie 李國良先生 Mr Gordon Gilbert LOCH Han-van 陸漢峰先生 Ms Helen LUI Wai-hing 雷慧卿女士 Prof Keith LUK Dip-kei 陸庭驥教授 Mrs Elizabeth WONG YEUNG Po-wo 黃楊寶和女士

## Grantham Hospital 葛量洪醫院

<b>Chairman</b> 主席	:	Mr PANG Yuk-ling, SBS, JP 彭玉陵先生
<b>Ex-officio members</b> 當然成員	:	Hospital Authority Chief Executive or his representative 醫院管理局行政總裁或其代表 Hospital Chief Executive 醫院行政總監
<b>Members</b> 成員	:	Dr CHENG Chun-ho 鄭俊豪醫生 Prof Karen LAM Siu-ling 林小玲教授 Mr Steve LAN Yee-fong 藍義方先生 Mr Sebastian LAU Ki-chit 劉奇喆先生 Mr Lawrence LEE Kam-hung, JP 李金鴻先生 Mr Edwin LEUNG Chung-ching 梁仲清先生 Dr Vitus LEUNG Wing-hang 梁永鏗博士 Mrs Elizabeth LI 李吳伊莉女士 Prof LO Chung-mau, JP 盧寵茂教授 Mrs Purviz Rusy SHROFF Mr Rocco YIM Sen-kee, BBS, JP 嚴迅奇先生

## Haven of Hope Hospital 靈實醫院

<b>Chairman</b> 主席	:	Mr Charles CY CHIU 趙宗義先生
<b>Ex-officio members</b> 當然成員	:	Hospital Authority Chief Executive or his representative 醫院管理局行政總裁或其代表 Hospital Chief Executive 醫院行政總監
<b>Members</b> 成員	:	Mrs Doreen CHAN HUI Dor-lam 陳許多琳女士 Dr HO Wai-ip 何煒業醫生 Prof Joseph KWAN Kai-cho 關繼祖教授 Dr LAM Ching-choi, BBS, JP 林正財醫生 Mr Eddie NG Ping-yiu 伍炳耀先生 Dr George NG Sze-fuk, GBS, JP 吳仕福博士 Ms Elsa TSANG Sou-wah 曾秀華女士 Mr Peter WONG Chun-kow 黃振球先生 Mr WONG Kai-man, BBS, JP 黃啟民先生

## Hong Kong Buddhist Hospital 香港佛教醫院

<b>Chairman</b> 主席	:	Mr Keith LAM Hon-keung, JP 林漢強居士
<b>Ex-officio members</b> 當然成員	:	Hospital Authority Chief Executive or his representative 醫院管理局行政總裁或其代表 Hospital Chief Executive 醫院行政總監
<b>Members</b> 成員	:	Ms Kelly CHAN Yuen-sau 陳遠秀女士 Ms Elaine CHUNG Lai-kwok, BBS, JP 鍾麗幟女士 Ms Pearl HO Chun-yee 何珍宜女士 Mr HO Tak-sum, MH 何德心居士 Dr KAO Park-ming 高百鳴醫生 Ven KOK Kwong, GBM 覺光法師 Mr LAI Sze-nuen, BBS, JP 黎時媛居士 Mr Anthony LAM Chi-tat 林志達居士 Mr LEE Ka-cheung 李家祥居士 Ms Mavis LEE Ming-pui 李明佩女士 Ven SIK Hin-hung 釋衍空法師 Ven SIK Hong-ming 釋宏明法師 Ven SIK Ku-tay 釋果德法師 Ven SIK Kuan-yun 釋寬運法師 Ven SIK To-ping 釋道平法師 Ven SIK Yin-chi 釋演慈法師 Dr WONG Kam-chiu, MH 黃錦超博士

## Hong Kong Eye Hospital & Kowloon Hospital 香港眼科醫院及九龍醫院

<b>Chairman</b> 主席	:	Dr Eliza C H CHAN, BBS, JP 陳清霞博士
<b>Ex-officio members</b> 當然成員	:	Hospital Authority Chief Executive or his representative 醫院管理局行政總裁或其代表 Hospital Chief Executive 醫院行政總監
<b>Members</b> 成員	:	Dr Charles CHEUNG Wai-bun, JP 張惠彬博士 Hon Starry LEE Wai-king, JP 李慧琼議員 Mr Louis LOONG Hon-biu 龍漢標先生 Dr Delia PEI CHEN Chi-kuen, BBS, JP 邊陳之娟博士 Prof Julia TAO LAI Po-wah 陶黎寶華教授 Dr Victor WOO Chi-pang 胡志鵬醫生 Mr James YIP Shiu-kwong 葉兆光先生

## Hong Kong Red Cross Blood Transfusion Service 香港紅十字會輸血服務中心

<b>Chairman</b> 主席	:	Mr Philip TSAI Wing-chung, JP 蔡永忠先生
<b>Ex-officio members</b> 當然成員	:	Hospital Authority Chief Executive or his representative 醫院管理局行政總裁或其代表 Hospital Chief Executive 醫院行政總監
<b>Members</b> 成員	:	Mr CHAN Kai-ming 陳啟明先生 Mr Ambrose HO, SBS, JP 何沛謙先生 Dr HO Chung-ping, MH, JP 何仲平醫生 Ms Ada LAM Wai-ming 林慧明女士 Dr LI Chi-kong, JP 李志光醫生 Mrs Patricia LING WOO Sau-ha, MH, JP ( <i>from 27.9.2012</i> ) 林胡秀霞女士 ( <i>由 2012 年 9 月 27 日起</i> ) Mr Vincent LO Wing-sang, BBS, JP ( <i>up to 26.9.2012</i> ) 羅榮生先生 ( <i>截至 2012 年 9 月 26 日</i> ) Ms Clara SHEK 石嘉麗女士 Mr Luke WONG Sui-kwong 黃兆光先生 Mrs Irene YAU, JP 丘李賜恩女士

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

<b>Chairman</b> 主席	:	Hon Vincent FANG Kang, SBS, JP 方剛議員
<b>Ex-officio members</b> 當然成員	:	Hospital Authority Chief Executive or his representative 醫院管理局行政總裁或其代表 Hospital Chief Executive 醫院行政總監
<b>Members</b> 成員	:	Mr CHAN How-chi 陳孝慈先生 Mr CHAU How-chen, GBS, JP 周厚澄先生 Dr Alice CHIU TSANG Hok-wan, BBS, JP 趙曾學韞博士 Mr CHOW Yick-hay, BBS, JP 周奕希先生 Mr Larry KWOK Lam-kwong, BBS, JP 郭琳廣先生 Mrs Nina LAM LEE Yuen-bing, MH 林李婉冰女士 Mr Alan LEE Chi-keung, MH 李志強先生 Prof Hon Joseph LEE Kok-long, SBS, JP 李國麟議員 Dr John LEUNG Yat-wai 梁日偉醫生 Mr Henry TONG Sau-chai, MH 湯修齊先生 Dr TSAO Yen-chow 曹延洲醫生 Prof WONG Chack-kie, MH 王卓祺教授



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

<b>Chairman</b> 主席	:	Mrs Viola CHAN MAN Yee-wai, BBS 陳文綺慧女士
<b>Ex-officio members</b> 當然成員	:	Hospital Authority Chief Executive or his representative 醫院管理局行政總裁或其代表 Hospital Chief Executive 醫院行政總監
<b>Members</b> 成員	:	Dr Ina CHAN Un-chan 陳婉珍博士 Mr Charles CHANG Juo-hwa, BBS 張佐華先生 Mr CHOW Chun-fai, BBS, JP 仇振輝先生 Mr Frederick FUNG King-wai 馮敬偉先生 Ms Maisy HO Chiu-ha 何超蓮女士 Dr John LEE Sam-yuen, BBS 李三元博士 Mr Billy LEUNG Ting-yu, BBS 梁定宇先生 Mr Patrick MA Ching-hang, BBS, JP 馬清鏗先生 Mrs Katherine MA 馬陳家歡女士 Mr MOK Ying-fan 莫應帆先生 Mr Stephen NG Chi-wing 吳志榮先生 Mr Peter ONG Ka-lueng, BBS 王家龍先生 Mr Ivan SZE Wing-hang 施榮恆先生 Mr Paul YU Shiu-tin, BBS, JP 余嘯天先生 Dr YU Yuk-ling 余毓靈醫生

## MacLehose Medical Rehabilitation Centre 麥理浩復康院

<b>Chairman</b> 主席	:	Dr Eric CHIEN Ping 錢平醫生
<b>Ex-officio members</b> 當然成員	:	Hospital Authority Chief Executive or his representative 醫院管理局行政總裁或其代表 Hospital Chief Executive 醫院行政總監
<b>Members</b> 成員	:	Prof Chetwyn CHAN Che-hin 陳智軒教授 Mr Calvin CHAN Man-yin 陳文彥先生 Mr Vincent CHENG Wing-ming 鄭榮銘先生 Dr Daniel FANG Tak-sang 方德生醫生 Mr Martin HE 何志雄先生 Prof Keith LUK Dip-kei 陸颺驥教授 Mr NG Hang-sau 伍杏修先生 Dr POON Tak-lun 潘德鄰醫生 Mr Adrian WONG Koon-man, JP 黃冠文先生 Mr David YAU Po-wing 游寶榮先生 Mr YU See-ho 余斯好先生

## North District Hospital 北區醫院

<b>Chairman</b> 主席	:	Mrs Gloria NG WONG Yee-man, BBS, JP 吳王依雯女士
<b>Ex-officio members</b> 當然成員	:	Hospital Authority Chief Executive or his representative 醫院管理局行政總裁或其代表 Hospital Chief Executive 醫院行政總監
<b>Members</b> 成員	:	Mr HAU Kam-lam, MH, JP 侯金林先生 Mr HUNG Siu-ling 洪少陵先生 Mr LIU Sui-biu 廖瑞彪先生 Mr MA Ching-nam, JP 馬清楠先生 Mr George PANG Chun-sing, MH 彭振聲先生 Dr Annie YEUNG Shou-fong 楊秀芳醫生 Mr Charlie YIP Wing-tong 葉永堂先生

## Our Lady of Maryknoll Hospital 聖母醫院

<b>Chairman</b> 主席	:	Mr Lester Garson HUANG, JP 黃嘉純先生
<b>Ex-officio members</b> 當然成員	:	Hospital Authority Chief Executive or his representative 醫院管理局行政總裁或其代表 Hospital Chief Executive 醫院行政總監
<b>Members</b> 成員	:	Father Brian R BARRONS 王朋神父 Mr Vincent CHANG 鄭永生先生 Mr Michael CHENG Tak-kin, JP 鄭德健先生 Dr Gabriel CHOI Kin 蔡堅醫生 Ms Carlye CHU Fun-ling 朱芬齡女士 Dr Nancy FOK 霍麗玲醫生 Dr LAM Siu-keung 林兆強醫生 Mrs Marigold LAU, SBS, JP 劉賴筱韞女士 Sister Marilu LIMGENCO 林敏妮修女 Mr Rex MOK Chung-fai, MH 莫仲輝先生 Mrs Pauline NG CHOW May-lin, JP 伍周美蓮女士 Rev Edward PHILLIPS Dr Gene TSOI Wai-wang 蔡惠宏醫生 Sister Marya ZABOROWSKI 章慈雲修女

## Pamela Youde Nethersole Eastern Hospital 東區尤德夫人那打素醫院

<b>Chairman</b> 主席	:	Mr Lawrence LEE Kam-hung, JP 李金鴻先生
<b>Ex-officio members</b> 當然成員	:	Hospital Authority Chief Executive or his representative 醫院管理局行政總裁或其代表 Hospital Chief Executive 醫院行政總監
<b>Members</b> 成員	:	Mr CHAN Bing-woon, SBS, JP 陳炳煥先生 Ms Ophelia CHAN, BBS 陳肖齡女士 Mr Roland CHOW Kun-chee 周近智先生 Rev CHU Yiu-ming 朱耀明牧師 Ms KO Siu-wah, SBS, JP 高荅華女士 Mr Peter LEE Kwok-wah 李國華先生 Mr John LI Kwok-heem, MH 李國謙先生 Dr Yvonne LUI Lai-kwan 呂麗君博士 Rt Rev Dr Thomas SOO Yee-po, JP 蘇以葆主教 Prof TAM Sheung-wai, GBS, JP 譚尚渭教授 Mr YEUNG Po-kwan, JP 楊寶坤先生 Dr Dominic YOUNG Ying-nam 楊應南醫生

## Pok Oi Hospital 博愛醫院

<b>Chairman</b> 主席	:	Mr POON Tak-ming, MH 潘德明先生
<b>Ex-officio members</b> 當然成員	:	Hospital Authority Chief Executive or his representative 醫院管理局行政總裁或其代表 Hospital Chief Executive 醫院行政總監
<b>Members</b> 成員	:	Prof Chetwyn CHAN Che-hin 陳智軒教授 Mrs CHAN LI Lei 陳李妮女士 Dr CHONG Man-yuk 莊文煜醫生 Ms Yvonne CHUA 蔡映媚女士 Mr HO Wing-tim 何榮添先生 Hon Mr LEUNG Che-cheung, BBS, MH, JP 梁志祥議員 Mr Henry TONG Sau-chai, MH 湯修齊先生 Mr TSANG Yiu-cheung 曾耀祥先生 Dr Sam WONG Chun-sing, MH 王振聲博士 Ms Alice WONG Man-hing 王敏馨女士 Mr Chris YIP Yiu-shing, MH 葉曜丞先生

## Prince of Wales Hospital 威爾斯親王醫院

<b>Chairman</b> 主席	:	Mr Edward HO Sing-tin, SBS, JP 何承天先生
<b>Ex-officio members</b> 當然成員	:	Hospital Authority Chief Executive or his representative 醫院管理局行政總裁或其代表 Hospital Chief Executive 醫院行政總監
<b>Members</b> 成員	:	Dr Edgar CHENG Wai-kin, GBS, JP 鄭維健醫生 Prof FOK Tai-fai, SBS, JP 霍泰輝教授 Ms Nancy KIT Kwong-chi, JP 關港子女士 Mr Peter LEE Kwok-wah 李國華先生 Mr Stephen LIU Wing-ting, JP 廖榮定先生 Prof Peter MOK Kwok-woo 莫國和教授 Mr Philip WONG Chak-piu, MH 黃澤標先生



## Queen Elizabeth Hospital 伊利沙伯醫院

<b>Chairman</b> 主席	:	Mr John LEE Luen-wai, BBS, JP 李聯偉先生
<b>Ex-officio members</b> 當然成員	:	Hospital Authority Chief Executive or his representative 醫院管理局行政總裁或其代表 Hospital Chief Executive 醫院行政總監
<b>Members</b> 成員	:	Dr Eliza C H CHAN, BBS, JP 陳清霞博士 Mrs Sheilah CHENG CHATJAVAL 陳鄭兆齡女士 Dr James HWANG Shu-tak, BBS 黃樹德醫生 Mr Chris IP Ngo-tung 葉傲冬先生 Mr Emmanuel KAO Chu-chee 高主賜先生 Dr LEE Kin-hung 李健鴻醫生 Mr David MUI Ying-yuen, MH, JP 梅應源先生 Miss Winnie NG 伍穎梅女士 Dr Victor WOO Chi-pang 胡志鵬醫生

## Queen Mary Hospital & Tsan Yuk Hospital 瑪麗醫院及贊育醫院

<b>Chairman</b> 主席	:	Dr Anthony HO Yiu-wah, BBS, JP 何耀華博士
<b>Ex-officio members</b> 當然成員	:	Hospital Authority Chief Executive or his representative 醫院管理局行政總裁或其代表 Hospital Chief Executive 醫院行政總監
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## Rehabaid Centre 復康專科及資源中心

<b>Chairman</b> 主席	:	Hon Judge Kevin Anthony BROWNE
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## Ruttonjee & Tang Shiu Kin Hospitals

### 律敦治醫院及鄧肇堅醫院

<b>Chairman</b> 主席	:	Mr Edwin LEUNG Chung-ching 梁仲清先生
<b>Ex-officio members</b> 當然成員	:	Hospital Authority Chief Executive or his representative 醫院管理局行政總裁或其代表 Hospital Chief Executive 醫院行政總監
<b>Members</b> 成員	:	Ms Lillian CHAN Lit-yee 陳烈兒女士 Mr Raymond CHOW Wai-kam, JP 周偉淦先生 Prof Peggy LAM, GBS, JP 林貝聿嘉教授 Mr Steve LAN Yee-fong 藍義方先生 Mr Sebastian LAU Ki-chit 劉奇喆先生 Prof John LEONG Chi-yan, SBS, JP 梁智仁教授 Dr Vitus LEUNG Wing-hang 梁永鏗博士 Dr LIU Ka-ling 廖嘉齡醫生 Mr PANG Yuk-ling, SBS, JP 彭玉陵先生 Mrs Purviz Rusy SHROFF Mr SHUM Choi-sang, SBS, JP 岑才生先生 Ms Anna TANG King-yung, BBS, MH 鄭琴淵女士 Mr Richard TANG Yat-sun, BBS, JP 鄧日榮先生 Ms Alice WOO Wai-see 吳慧思女士

## Shatin Hospital 沙田醫院

<b>Chairman</b> 主席	:	Mrs Yvonne LAW SHING Mo-han, JP 羅盛慕嫻女士
<b>Ex-officio members</b> 當然成員	:	Hospital Authority Chief Executive or his representative 醫院管理局行政總裁或其代表 Hospital Chief Executive 醫院行政總監
<b>Members</b> 成員	:	Mr CHEUNG Tak-hai ( <i>Passed away in May 2012</i> ) 張德喜先生 (於 2012 年 5 月逝世) Prof Joanne CHUNG Wai-yee 鍾慧儀教授 Mr FONG Cheung-fat 方長發先生 Mr Joseph KEUNG Shu-hoi 姜書海先生 Prof LAM Tai-hing, BBS, JP 林大慶教授 Mr Thomas PANG Cheung-wai, BBS, JP 彭長緯先生

## Tai Po Hospital 大埔醫院

<b>Chairman</b> 主席	:	Mr Patrick MA Ching-hang, BBS, JP 馬清鏗先生
<b>Ex-officio members</b> 當然成員	:	Hospital Authority Chief Executive or his representative 醫院管理局行政總裁或其代表 Hospital Chief Executive 醫院行政總監
<b>Members</b> 成員	:	Mr CHEUNG Wing-fai, MH 張榮輝先生 Mr Richard FUNG Lap-chung 馮立中先生 Dr Benny KWONG Kai-sing 鄭啟成博士 Mr LEUNG Wo-ping, JP 梁和平先生 Mr Arthur LI Ka-tat 李家達先生 Mr MAN Chen-fai, MH 文春輝先生 Dr YIP Ka-chee 葉嘉池醫生

## Tseung Kwan O Hospital 將軍澳醫院

<b>Chairman</b> 主席	:	Mr LO Chung-hing, SBS 盧重興先生
<b>Ex-officio members</b> 當然成員	:	Hospital Authority Chief Executive or his representative 醫院管理局行政總裁或其代表 Hospital Chief Executive 醫院行政總監
<b>Members</b> 成員	:	Mr Raymond CHAN Wai-man 陳偉文先生 Prof Joseph KWAN Kai-cho 關繼祖教授 Mr Henry LAI Hin-wing 賴顯榮先生 Dr Danny MA Ping-kwan 馬炳坤醫生 Ms Nancy TSANG Lan-see, JP 曾蘭斯女士 Mr WAN Yuet-cheung, MH, JP 溫悅昌先生



## Tuen Mun Hospital 屯門醫院

<b>Chairman</b> 主席	:	Mr Paul YU Shiu-tin, BBS, JP 余嘯天先生
<b>Ex-officio members</b> 當然成員	:	Hospital Authority Chief Executive or his representative 醫院管理局行政總裁或其代表 Hospital Chief Executive 醫院行政總監
<b>Members</b> 成員	:	Prof Alfred CHAN Cheung-ming, BBS, JP 陳章明教授 Mr CHAN How-chi 陳孝慈先生 Mr Michael CHAN Kee-huen 陳記煊先生 Prof Sophia CHAN Siu-chee ( <i>up to 31.10.2012</i> ) 陳肇始教授 (截至2012年10月31日) Dr Eddie CHAN Tat 陳達醫生 Mr KU Moon-lun 古滿麟先生 Mr Edward PONG Chong, BBS, JP 龐創先生 Mr Boris YEUNG Sau-ming 楊秀明先生 Mr Charlie YIP Wing-tong 葉永堂先生

## Tung Wah Hospital/Tung Wah Eastern Hospital/TWGHs Fung Yiu King Hospital 東華醫院及東華東院及東華三院馮堯敬醫院

<b>Chairman</b> 主席	:	Mrs Viola CHAN MAN Yee-wai, BBS 陳文綺慧女士
<b>Ex-officio members</b> 當然成員	:	Hospital Authority Chief Executive or his representative 醫院管理局行政總裁或其代表 Hospital Chief Executive 醫院行政總監
<b>Members</b> 成員	:	Dr Ina CHAN Un-chan 陳婉珍博士 Mr Charles CHANG Juo-hwa, BBS 張佐華先生 Ms CHENG Lai-king 鄭麗琮女士 Dr CHU Chor-lup 朱初立醫生 Mr Frederick FUNG King-wai 馮敬偉先生 Ms Maisy HO Chiu-ha 何超薏女士 Dr John LEE Sam-yuen, BBS 李三元博士 Mr Billy LEUNG Ting-yu, BBS 梁定宇先生 Mr Stephen LIU Wing-ting, JP 廖榮定先生 Mr Patrick MA Ching-hang, BBS, JP 馬清鏗先生 Mrs Katherine MA 馬陳家歡女士 Mr Stephen NG Chi-wing 吳志榮先生 Mr Peter ONG Ka-lueng, BBS 王家龍先生 Mr Ivan SZE Wing-hang 施榮恆先生 Mr TONG Chun-wan 唐振寰先生

## United Christian Hospital 基督教聯合醫院

<b>Chairman</b> 主席	:	Prof TAM Sheung-wai, GBS, JP 譚尚渭教授
<b>Ex-officio members</b> 當然成員	:	Hospital Authority Chief Executive or his representative 醫院管理局行政總裁或其代表 Hospital Chief Executive 醫院行政總監
<b>Members</b> 成員	:	Mr Bunny CHAN Chung-bun, SBS, JP 陳振彬先生 Bishop Jenny CHAN Kin-lai 陳堅麗監督 Mr Derek CHAN Man-foon 陳文寬先生 Mr Clifford King CHIU 邱令智先生 Mr Roland CHOW Kun-chee 周近智先生 Mr FUNG Sau-chung 馮壽松先生 Rev Paul KAN Kei-piu 簡祺標牧師 Ms Sophia KAO Ching-chi, SBS, JP 高靜芝女士 Dr LAM Kin-wah, MH 林建華博士 Mr Marthy LI Chak-kwan 李澤昆先生 Mr John LI Kwok-heem, MH 李國謙先生 Rev PO Kam-cheong 蒲錦昌牧師 Rev Eric SO Shing-yit 蘇成溢牧師 Mr Thomas TSANG Fuk-chuen 曾福全先生 Mr Herbert TSOI Hak-kong, BBS, JP 蔡克剛先生 Rt Rev Louis TSUI Tsan-sang 徐贊生主教 Dr Hayles WAI Heung-wah 衛向華醫生 Mr David WONG Tat-kee 黃達琪先生 Ms Grace WONG Yuen-ling 黃婉玲女士 Mr WU Kwok-cheung, MH 胡國祥先生 Dr Alice YUK Tak-fun, JP 郁德芬博士

## Yan Chai Hospital 仁濟醫院

<b>Chairman</b> 主席	:	Mr Edwin CHENG Shing-lung, MH 鄭承隆先生
<b>Ex-officio members</b> 當然成員	:	Hospital Authority Chief Executive or his representative 醫院管理局行政總裁或其代表 Hospital Chief Executive 醫院行政總監
<b>Members</b> 成員	:	Mr Baldwin CHENG Shing-fung 鄭承峰先生 Mr CHENG Yan-kee, JP 鄭恩基先生 Mr Clement FUNG Cheuk-nang 馮卓能先生 Mr Alex LAN Khong-poh 凌宏寶先生 Mr Raymond LEUNG Cheong-ming, MH 梁昌明先生 Mr Peter LO Siu-kit 羅少傑先生 Mrs Susan SO CHAN Wai-hang 蘇陳偉香女士 Mr Alfred WONG Wai-kin 黃偉健先生 Mr YAU Kam-ping, MH 邱錦平先生 Mrs YIM TSUI Yuk-shan 嚴徐玉珊女士

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

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

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<b>Ex-officio members</b> 當然成員	:	Hospital Authority Chief Executive or his representative 醫院管理局行政總裁或其代表 Director of Health or his/her representative 衛生署署長或其代表
<b>Members</b> 成員	:	Mr AU Lap-sing 歐立成先生 Mr Stephen Chan Chit-kwai, BBS, JP 陳捷貴先生 Ms Ophelia CHAN, BBS 陳肖齡女士 Dr Eric CHIEN Ping 錢平醫生 Mr JONG Koon-sang 莊冠生先生 Mr Alex KONG Chack-ho, MH 江澤濠先生 Dr LAU Chor Chiu, MH 劉楚釗醫生 Mr Edwin LEUNG Chung-ching 梁仲清先生 Ms Helen LUI Wai-hing 雷慧卿女士 Mr PANG Yuk-ling, SBS, JP 彭玉陵先生 Dr Jeffrey PONG Chiu-fai 龐朝輝醫生 Mr Ivan SZE Wing-hang 施榮恆先生 Mr TSANG Wing-wah 曾永華先生 Mr Lincoln TSO 曹禮先生 Prof Amy TSUI Bik-may 徐碧美教授 Dr Paul YOUNG Tze-kong, JP 楊子剛博士 Prof Richard YUEN Man-fung 袁孟峰教授 Mr YUNG Chi-ming, BBS, MH 翁志明先生

## Kowloon Regional Advisory Committee 九龍區域諮詢委員會

<b>Chairman</b> 主席	:	Mrs Yvonne LAW SHING Mo-han, JP 羅盛慕嫻女士
<b>Ex-officio members</b> 當然成員	:	Hospital Authority Chief Executive or his representative 醫院管理局行政總裁或其代表 Director of Health or his/her representative 衛生署署長或其代表
<b>Members</b> 成員	:	Hon Judge Kevin Anthony BROWNE Mr CHAN Kai-wai 陳繼偉先生 Dr Ina CHAN Un-chan 陳婉珍博士 Ms CHAU Chuen-heung, BBS, MH, JP 周轉香女士 Mrs Sheila CHENG CHATJAVAL 陳鄭兆齡女士 Mr Michael CHENG Tak-kin, JP 鄭德健先生 Prof David CHEUNG Lik-ching 張力正教授 Dr Charles CHEUNG Wai-bun, JP 張惠彬博士 Mr Charles C Y CHIU 趙宗義先生 Mr CHOW Chun-fai, BBS, JP 仇振輝先生 Mr CHOW Yick-hay, BBS, JP 周奕希先生 Mr CHOY Chak-hung 蔡澤鴻先生 Mr HO Tak-sum, MH 何德心居士 Mr HO Yin-fai 何賢輝先生 Ms Nancy LAM Chui-ling, MH 林翠玲女士 Ms LAM Yuen-pun 林婉濱女士 Mr Raymond LEUNG Cheong-ming, MH 梁昌明先生 Mr John LI Kwok-heem, MH 李國謙先生 Mr SHUM Siu-hung 沈少雄先生 Mr WAN Yuet-cheung, MH, JP 溫悅昌先生 Mr Luke WONG Sui-kwong 黃兆光先生 Dr WONG Yee-him 黃以謙醫生

## New Territories Regional Advisory Committee 新界區域諮詢委員會

<b>Chairman</b> 主席	:	Ms Ka-shi LAU, BBS 劉嘉時女士
<b>Ex-officio members</b> 當然成員	:	Hospital Authority Chief Executive or his representative 醫院管理局行政總裁或其代表 Director of Health or his/her representative 衛生署署長或其代表
<b>Members</b> 成員	:	Mr Daniel CHAM Ka-hung, BBS, MH, JP 湛家雄先生 Mr CHAN How-chi 陳孝慈先生 Mr Richard FUNG Lap-chung 馮立中先生 Mr Joseph KEUNG Shu-hoi 姜書海先生 Ms Nancy KIT, JP 關港子女士 Mr LAM Tak-leung, MH, JP 林德亮先生 Mr LAU Kwok-fan 劉國勳先生 Mr Lothar LEE Hung-sham, MH 李洪森先生 Mr LI Kwok-ying, BBS, MH, JP 李國英先生 Prof Simon NG Siu-man 吳兆文教授 Ir George PANG Chun-sing, MH 彭振聲先生 Mr Alfred POON Sun-biu 潘新標先生 Mr POON Tak-ming, MH 潘德明先生 Mr SHUM Si-ki 沈士基先生 Mr Philip WONG Chak-piu, MH 黃澤標先生 Ms Peggy WONG Pik-kiu, MH 黃碧嬌女士



## Membership of the Board of Trustees of the Hospital Authority Provident Fund Scheme 2012-13

### 醫院管理局公積金計劃信託委員會成員 2012-13

<b>Chairman</b>	:	Mr John LEE Luen-wai, BBS, JP
主席		李聯偉先生 · BBS, JP
<b>Trustees</b>	:	Ms Nancy TSE Sau-ling, JP
信託委員		謝秀玲女士 · JP
		Mr Peter LO Chi-lik
		羅志力先生
		Ms LAU Ka-shi, BBS
		劉嘉時女士 · BBS
		Mr Patrick MA Ching-hang, BBS, JP
		馬清鏗先生 · BBS, JP
		Dr WONG Tak-cheung
		黃德祥醫生
		Mr Raymond LEUNG Ho-kwan, MH (up to 15.9.2012)
		梁皓鈞先生 · MH (截至 2012 年 9 月 15 日)
		Mr Barry NG Kwok-hing (from 16.9.2012)
		吳國慶先生 (由 2012 年 9 月 16 日起)
		Dr Gordon JAN Siu-kei (up to 15.9.2012)
		鄭肇基醫生 (截至 2012 年 9 月 15 日)
		Dr Ernest MA Hon-ming (from 16.9.2012)
		馬漢明醫生 (由 2012 年 9 月 16 日起)
		Dr WONG Chi-keung
		黃志強醫生
		Miss Janice TSE Siu-wa, JP
		謝小華女士 · JP
		Mr Raymond LEE Wing-hung
		李永鴻先生
		Mr Alan Howard SMITH, JP
		史亞倫先生 · JP

## Public Feedback Statistics

### 公眾意見統計

#### Complaint / Appreciation Received (1.4.2012 – 31.3.2013)

投訴／讚揚數字(2012年4月1日－2013年3月31日)

##### Public Complaints Committee

公眾投訴委員會

Nature of cases 個案性質	Number of appeal cases 上訴個案數字
Medical services 醫療服務	149
Staff attitude 職員態度	32
Administrative procedure 行政程序	28
Others 其他	10
<b>Total number of appeal cases handled 處理上訴個案總數</b>	<b>219</b>

##### Hospital Complaint / Feedback / Appreciation Statistics

醫院投訴／意見／讚揚統計

Nature of complaint / feedback / appreciation cases 投訴／意見／讚揚個案性質	Complaint received 投訴數字	Feedback received 意見數字	Appreciation received 讚揚數字
Medical services 醫療服務	1,402	4,096	18,510
Staff attitude 職員態度	544	2,693	8,187
Administrative procedure 行政程序	444	2,775	1,402
Overall performance 整體表現	174	2,276	308
Others 其他	77	935	11,115
<b>Total number of hospital complaint / feedback / appreciation 醫院投訴／意見／讚揚總數</b>	<b>2,641</b>	<b>12,775</b>	<b>39,522</b>

##### GOPC\* Complaint / Feedback / Appreciation Statistics

普通科門診診所投訴／意見／讚揚統計

Nature of complaint / feedback / appreciation cases 投訴／意見／讚揚個案性質	Complaint received 投訴數字	Feedback received 意見數字	Appreciation received 讚揚數字
Medical services 醫療服務	73	285	1,916
Staff attitude 職員態度	94	253	1,435
Administrative procedure 行政程序	46	392	117
Overall performance 整體表現	12	92	38
Others 其他	10	32	503
<b>Total number of complaint / feedback / appreciation received by GOPC 普通科門診診所投訴／意見／讚揚總數</b>	<b>235</b>	<b>1,054</b>	<b>4,009</b>

\* General outpatient clinics

# Statistics of the Controlling Officer's Report

## 管制人員報告統計數字

The Hospital Authority generally achieved its performance targets in 2012-13. The volume of patient care activities across the full range of services in 2012-13 is comparable to the level in 2011-12.

醫院管理局 2012-13 年度的工作表現指標大致已經達致。2012-13 年度各類服務的病人量與 2011-12 年度相若。

The key statistics of the Controlling Officer's Report used by the Government to measure the Authority's performance in 2011-12 and 2012-13 were:

2011-12 及 2012-13 年度政府用以量度醫院管理局表現的管制人員報告主要統計數字如下：

	2011-12	2012-13
<b>(I) No. of hospital beds (as of end March) 醫院病床數目 (三月底的數字)</b>		
General (acute and convalescence) 普通科 (急症及康復)	20,754	20,845
Infirmatory 療養科	2,041	2,041
Mentally ill 精神科	3,607	3,607
Mentally Handicapped 智障科	660	660
Total 合計	27,062	27,153
<b>(II) Delivery of services 服務提供</b>		
<b>in-patient services 住院服務</b>		
no. of discharges & deaths 住院病人出院人次及死亡人數		
general (acute and convalescence) 普通科 (急症及康復)	984,495	1,005,918
infirmatory 療養科	3,435	3,364
mentally ill 精神科	16,011	17,155
mentally handicapped 智障科	385	568
overall 整體	1,004,326	1,027,005
no. of patient days 病人住院日次		
general (acute and convalescence) 普通科 (急症及康復)	5,492,158	5,605,576
infirmatory 療養科	506,365	504,845
mentally ill 精神科	1,007,619	979,880
mentally handicapped 智障科	211,613	207,909
overall 整體	7,217,755	7,298,210
bed occupancy rate 病床住用率		
general (acute and convalescence) 普通科 (急症及康復)	84%	85%
infirmatory 療養科	88%	86%
mentally ill 精神科	77%	75%
mentally handicapped 智障科	88%	87%
overall 整體	83%	84%
average length of stay (days) * 平均住院時間 (日) *		
general (acute and convalescence) 普通科 (急症及康復)	5.6	5.6
infirmatory 療養科	121	128
mentally ill 精神科	65	63
mentally handicapped 智障科	654	838
overall 整體	7.2	7.5

	2011-12	2012-13
<b>ambulatory diagnostic &amp; therapeutic services 日間診斷及治療服務</b>		
day patient 日間住院病人		
no. of discharges & deaths 出院人次及死亡人數	496,640	516,127
no. of day patients as % of total in-patient & day patient discharges and deaths 日間病人佔住院及日間病人出院人次及死亡人數百分率	33%	33%
accident & emergency services 急症室服務		
no. of attendance 就診人次	2,241,176	2,253,310
out-patient services 門診服務		
no. of specialist outpatient (clinical) attendances ** 專科門診(臨床)就診總人次**	6,731,155	6,885,455
no. of primary care attendances *** 基層醫療就診總人次***	5,599,191	5,911,304
no. of general outpatient attendances 普通科門診就診人次	5,316,486	5,633,407
no. of family medicine specialist clinic attendances 家庭醫學專科診所就診人次	282,705	277,897
<b>rehabilitation &amp; outreach services 康復及外展服務</b>		
no. of home visits by community nurses 社康護士的家訪次數	838,896	843,144
psychiatric services 精神科服務		
no. of psychiatric outreach attendances 接受精神科外展服務人次	220,550	238,796
no. of psychiatric day hospital attendances 精神科日間醫院就診人次	220,532	219,069
no. of psychogeriatric outreach attendances 接受老人精神科外展服務人次	95,446	96,437
geriatric services 老人科服務		
no. of outreach attendances 接受外展服務人次	626,381	620,068
no. of older persons assessed for infirmary care service 接受療養服務評估的長者人數	1,518	1,723
no. of geriatric day hospital attendances **** 老人科日間醫院就診人次****	142,615	139,585
no. of Visiting Medical Officer attendances 接受到診醫生治療人次	109,850	111,529
no. of allied health out-patient attendances 專職醫療(門診)就診人次	2,150,405	2,268,187
<b>(III) Quality of services 服務質素</b>		
no. of hospital deaths per 1000 population ^ 每千人中病人在醫院死亡人數^	3.3	3.2
unplanned readmission rate within 28 days for general in-patients 普通科住院病人在28天內未經預約再入院率	10.4%	10.2%
Accident and Emergency (A&E) services 急症室服務		
% of A&E patients within the target waiting time: 在目標輪候時間內獲處理的急症病人的百分率：		
Triage I (critical cases - 0 minutes) 第I類別(危殆個案—0分鐘)	100	100
Triage II (emergency cases - 15 minutes) 第II類別(危急個案—15分鐘)	98	97
Triage III (urgent cases - 30 minutes) 第III類別(緊急個案—30分鐘)	91	84
specialist outpatient services 專科門診服務		
median waiting time for first appointment at specialist clinics <sup>†</sup> 專科診所的新症輪候時間中位數 <sup>†</sup>		
first priority patients 第一優先就診病人	<1 week < 一星期	<1 week < 一星期
second priority patients 第二優先就診病人	5 weeks 五星期	5 weeks 五星期

	2011-12	2012-13
<b>(IV) Cost of Services 服務成本</b>		
<b>Cost distribution 成本分佈</b>		
cost distribution by service types(%) 按服務類別計(百分比)		
inpatient 住院	55.3%	54.8%
ambulatory & outreach 日間及外展	44.7%	45.2%
cost by service types per 1000 population (popn) (\$m) 每千人的服務成本(百萬元)		
inpatient 住院	3.2	3.4
ambulatory & outreach 日間及外展	2.6	2.8
cost of services for persons aged 65 or above 65歲或以上老人服務成本		
share of cost of services (%) 所佔比率(百分比)	45.4%	45.5%
cost of services per 1000 population (\$m) 每千人服務成本(百萬元)	19.7	20.6
<b>Unit costs 單位成本</b>		
<b>Inpatient Services 住院服務</b>		
cost per inpatient discharged (\$) 每名出院病人成本(元)		
general (acute and convalescence) 普通科(急症及康復)	20,010	21,140
infirmary 療養科	186,360	204,200
mentally ill 精神科	121,100	122,570
mentally handicapped 智障科	652,830	445,090
cost per patient day (\$) 每日住院成本(元)		
general (acute and convalescence) 普通科(急症及康復)	3,950	4,180
infirmary 療養科	1,270	1,360
mentally ill 精神科	1,930	2,150
mentally handicapped 智障科	1,190	1,220
<b>Ambulatory &amp; Outreach Services 日間及外展服務</b>		
cost per accident & emergency attendance (\$) 急症室診症每次成本(元)	875	935
cost per specialist outpatient attendance (\$) 專科門診每次成本(元)	985	1,050
cost per general outpatient attendance (\$) 普通科門診每次成本(元)	335	360
cost per family medicine specialist clinic attendance (\$) 家庭醫學專科診所每次診症成本(元)	950	975
cost per outreach visit by community nurse (\$) 社康護士每次外展探訪成本(元)	385	425
cost per psychiatric outreach attendance (\$) 精神科外展服務每次成本(元)	1,210	1,350
cost per geriatric day hospital attendance (\$) 老人科日間醫院每次診症成本(元)	1,620	1,730
<b>Waivers ~ 減免款額 ~</b>		
% of Comprehensive Social Security Assistance (CSSA) waiver (%) 綜合社會保障援助(綜援)豁免款額百分比	19.1	20.3
% of non-CSSA waiver (%) 非綜援減免款額百分比	3.9	4.2

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. 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.
- † 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.

註：

- \* 按住院病人住院時間總數除以相對的住院病人出院／接受治療人數計算。
- \*\* 專科門診（臨床）就診總人次包括專科門診護士診所求診人次。
- \*\*\* 基層醫療就診總人次包括普通科門診就診人次及家庭醫學專科診所就診人次。普通科門診就診人次包括護士診所求診人次。配合醫療改革方向，醫管局推行多項先導計劃加強基層醫療服務，如慢性疾病管理計劃。由2011-12年度起，這些計劃持續推行，有關服務的處理量和成本在相關指標反映出來。
- \*\*\*\* 不包括長者病人出院綜合支援計劃下的老人科日間醫院就診人次。
- ^ 涵蓋醫管局轄下醫院所有病人的死亡人數的標準死亡率，有關數字是將醫管局某一年度按年齡分類的死亡率，套用於「標準」人口而計算出來的。
- † 指各大臨床專科包括耳鼻喉科、婦科、內科、眼科、矯形及創傷科、兒科及青少年醫學、精神科及外科的輪候時間中位數。
- ~ 指減免款額佔總收費的百分比。

# Statistics on Number of Beds, Inpatient, Accident & Emergency and Outpatient Services in 2012-13

## 病床數目、住院服務、急症服務及門診服務統計

Institution 機構	No. of beds (as at end March 2013) 病床數目 (2013年 3月底)	Total IP & DP Discharges and Deaths 住院及日間 病人出院及 死亡總數	Inpatient Occupancy Rate (%) 病床住用率 (%)	Inpatient Average Length of Stay (days) 病人平均 住院時間 (日數)	Total A&E attendances 急症室 總求診人次	Total SOP attendances (clinical) 專科門診 總求診人次 (臨床)	Family Medicine Specialist Clinic attendances 家庭醫學 專科診所 求診人次	Total Allied Health Outpatient attendances 專職醫療 門診總求診 人次	General Outpatient attendances 普通科門診 求診人次
<b>Hong Kong East Cluster 港島東醫院聯網</b>									
Cheshire Home, Chung Hom Kok 春磡角慈氏護養院	240	347	79.5	219.7	-	-	-	125	-
Pamela Youde Nethersole Eastern Hospital 東區尤德夫人那打素醫院	1,633	136,734	82.8	5.0	155,156	547,471	58,190	118,121	380,248
Ruttonjee & Tang Shiu Kin Hospitals 律敦治及鄧肇堅醫院	633	25,721	81.6	6.6	82,799	125,015	10,948	92,573	138,740
St John Hospital 長洲醫院	87	3,107	61.6	4.6	10,975	67	-	6,579	33,056
Tung Wah Eastern Hospital 東華東院	278	8,461	82.3	13.3	-	103,228	-	27,353	26,117
Wong Chuk Hang Hospital 黃竹坑醫院	160	190	93.8	269.8	-	-	-	-	-
<b>Sub-total 小計</b>	<b>3,031</b>	<b>174,560</b>	<b>82.7</b>	<b>6.8</b>	<b>248,930</b>	<b>775,781</b>	<b>69,138</b>	<b>244,751</b>	<b>578,161</b>
<b>Hong Kong West Cluster 港島西醫院聯網</b>									
Duchess of Kent Children's Hospital 大口環根德公爵夫人兒童醫院	130	3,035	49.4	8.0	-	19,187	-	27,325	-
TWGHs Fung Yiu King Hospital 東華三院馮堯敬醫院	272	3,182	70.4	19.1	-	595	-	375	-
Grantham Hospital 葛量洪醫院	372	13,322	69.2	11.2	-	36,224	-	2,970	-
MacLehose Medical Rehabilitation Centre 麥理浩復康院	110	1,208	66.0	21.9	-	338	-	2,695	-
Queen Mary Hospital 瑪麗醫院	1,698	134,907	76.9	4.5	132,564	690,407	21,105	149,081	335,258
Tung Wah Hospital 東華醫院	550	24,655	80.0	13.9	-	45,005	-	5,591	32,735
Tsan Yuk Hospital 贊育醫院	3	196	-	-	-	21,232	-	5,018	-
<b>Sub-total 小計</b>	<b>3,135</b>	<b>180,505</b>	<b>74.2</b>	<b>6.3</b>	<b>132,564</b>	<b>812,988</b>	<b>21,105</b>	<b>193,055</b>	<b>367,993</b>
<b>Kowloon Central Cluster 九龍中醫院聯網</b>									
Hong Kong Buddhist Hospital 香港佛教醫院	324	8,631	84.7	16.1	-	11,464	-	10,976	45,432
Hong Kong Eye Hospital 香港眼科醫院	45	8,427	53.7	4.1	-	224,919	-	18,660	-
Kowloon Hospital 九龍醫院	1,335	16,136	83.6	26.2	-	84,137	-	132,863	-
Queen Elizabeth Hospital 伊利沙伯醫院	1,843	169,652	90.8	5.1	206,214	688,884	6,497	223,020	516,017
Rehabaid Centre 復康專科及資源中心	-	-	-	-	-	168	-	22,927	-
<b>Sub-total 小計</b>	<b>3,547</b>	<b>202,846</b>	<b>87.2</b>	<b>8.2</b>	<b>206,214</b>	<b>1,009,572</b>	<b>6,497</b>	<b>408,446</b>	<b>561,449</b>

Institution 機構	No. of beds (as at end March 2013) 病床數目 (2013 年 3 月底)	Total IP & DP Discharges and Deaths 住院及日間 病人出院及 死亡總數	Inpatient Occupancy Rate (%) 病床住用率 (%)	Inpatient Average Length of Stay (days) 病人平均 住院時間 (日數)	Total A&E attendances 急症室 總求診人次	Total SOP attendances (clinical) 專科門診 總求診人次 (臨床)	Family Medicine Specialist Clinic attendances 家庭醫學 專科診所 求診人次	Total Allied Health Outpatient attendances 專職醫療 門診總求診 人次	General Outpatient attendances 普通科門診 求診人次
<b>Kowloon East Cluster 九龍東醫院聯網</b>									
Haven of Hope Hospital 靈實醫院	425	6,077	86.6	22.4	-	9,470	-	4,629	-
Tseung Kwan O Hospital 將軍澳醫院	543	48,153	96.1	4.4	132,059	209,326	251	97,510	297,828
United Christian Hospital 基督教聯合醫院	1,403	112,918	81.9	4.5	183,774	527,135	53,003	214,659	569,520
<b>Sub-total 小計</b>	<b>2,371</b>	<b>167,148</b>	<b>85.9</b>	<b>5.4</b>	<b>315,833</b>	<b>745,931</b>	<b>53,254</b>	<b>316,798</b>	<b>867,348</b>
<b>Kowloon West Cluster 九龍西醫院聯網</b>									
Caritas Medical Centre 明愛醫院	1,183	54,643	85.6	7.2	139,820	351,927	732	69,628	268,555
Kwai Chung Hospital 葵涌醫院	920	4,089	76.7	71.9	-	211,209	-	31,077	-
Kwong Wah Hospital 廣華醫院	1,206	95,147	75.5	4.2	142,120	356,509	2,489	157,438	209,726
Our Lady of Maryknoll Hospital 聖母醫院	236	10,290	64.5	7.9	-	66,648	702	27,868	415,159
Princess Margaret Hospital 瑪嘉烈醫院	1,731	138,411	95.8	5.2	155,381	417,914	10,332	107,362	423,410
TWGHs Wong Tai Sin Hospital 東華三院黃大仙醫院	511	7,705	90.0	23.8	-	-	-	853	-
Yan Chai Hospital 仁濟醫院	800	52,427	77.5	4.4	142,805	207,623	2,040	78,758	265,345
<b>Sub-total 小計</b>	<b>6,587</b>	<b>362,712</b>	<b>83.1</b>	<b>6.7</b>	<b>580,126</b>	<b>1,611,830</b>	<b>16,295</b>	<b>472,984</b>	<b>1,582,195</b>
<b>New Territories East Cluster 新界東醫院聯網</b>									
Alice Ho Miu Ling Nethersole Hospital 雅麗氏何妙齡那打素醫院	563	53,005	81.4	4.0	136,101	226,647	5,035	96,628	225,056
Bradbury Hospice 白普理寧養中心	26	676	92.6	13.1	-	21	-	923	-
Cheshire Home, Shatin 沙田慈氏護養院	304	199	72.8	430.1	-	-	-	840	-
North District Hospital 北區醫院	599	38,223	92.5	5.2	115,764	173,500	6,083	68,640	248,659
Prince of Wales Hospital 威爾斯親王醫院	1,478	146,551	86.2	4.8	157,719	664,458	48,182	169,758	436,484
Shatin Hospital 沙田醫院	553	9,256	88.2	18.9	-	500	-	1,185	-
Tai Po Hospital 大埔醫院	992	9,902	81.5	24.8	-	379	-	353	-
<b>Sub-total 小計</b>	<b>4,515</b>	<b>257,812</b>	<b>84.8</b>	<b>7.2</b>	<b>409,584</b>	<b>1,065,505</b>	<b>59,300</b>	<b>338,327</b>	<b>910,199</b>
<b>New Territories West Cluster 新界西醫院聯網</b>									
Castle Peak Hospital 青山醫院	1,156	2,749	73.1	144.5	-	137,414	-	21,442	-
Pok Oi Hospital 博愛醫院	527	37,554	90.5	6.8	131,188	88,261	32,752	55,996	-
Siu Lam Hospital 小欖醫院	500	294	96.6	381.5	-	-	-	-	-
Tuen Mun Hospital 屯門醫院	1,784	156,952	96.1	8.8	228,871	638,173	19,556	216,388	766,062
<b>Sub-total 小計</b>	<b>3,967</b>	<b>197,549</b>	<b>88.4</b>	<b>12.2</b>	<b>360,059</b>	<b>863,848</b>	<b>52,308</b>	<b>293,826</b>	<b>766,062</b>
<b>GRAND TOTAL 總計</b>	<b>27,153</b>	<b>1,543,132</b>	<b>84.0</b>	<b>7.5</b>	<b>2,253,310</b>	<b>6,885,455</b>	<b>277,897</b>	<b>2,268,187</b>	<b>5,633,407</b>



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 2013 is based on the Annual Survey on Hospital Beds in Public Hospitals, 2012-13.
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.
7. Data prepared in July 2013.

**Abbreviations:**

IP — Inpatient  
 DP — Day Patient  
 A&E — Accident & Emergency  
 SOP — Specialist Outpatient

註：

1. 復康專科及資源中心和香港紅十字會輸血服務中心屬醫院管理局機構，各有特定職能，兩間中心均不設病床。
2. 2013年3月底的病床數目來自2012-13年的公立醫院病床數目調查。
3. 各診所的門診求診人次均歸入所屬醫院之下。
4. 專科門診（臨床）就診總人次包括護士診所求診人次。
5. 普通科門診就診總人次包括普通科門診護士診所求診人次及基層醫療就醫療改革所推行服務計劃的求診人次。
6. 專職醫療門診總求診人次不包括醫務社會工作部提供的跟進，亦不包括視光學及視覺矯正學部在診所與醫生的聯合會診。
7. 資料於2013年7月擬備。

# Statistics on Community and Rehabilitation Services in 2012-13

## 2012-13 年度社康及康復服務數字統計

Institution 機構	Community Nursing Service* 社康 護理服務*	Community Psychiatric Service* 精神科 社康服務*	Psycho- geriatric Service* 老人 精神科 服務*	Community Geriatric Assessment Service* 社區老人 評估服務*	Visiting Medical Officer attendances** 到訪醫生 診症次數**	Community Allied Health attendances** 社區專職 醫療求診 人次**	Rehabilitation day & palliative care day attendances 康復及紓緩 護理日間 服務求診人次	Geriatric day hospital attendances*** 老人科 日間醫院 求診人次***	Psychiatric day hospital attendances 精神科 日間醫院 求診人次
<b>Hong Kong East Cluster 港島東醫院聯網</b>									
Cheshire Home, Chung Hom Kok 春磡角慈氏護養院	-	-	-	-	-	42	-	-	-
Pamela Youde Nethersole Eastern Hospital 東區尤德夫人那打素醫院	94,219	27,152	10,870	-	-	760	367	16,193	28,247
Ruttonjee & Tang Shiu Kin Hospitals 律敦治及鄧肇堅醫院	-	-	-	122,676	21,553	1,835	4,990	17,307	-
St John Hospital 長洲醫院	4,542	-	-	-	-	2	-	-	-
Tung Wah Eastern Hospital 東華東院	-	-	-	-	-	59	30,743	-	-
Wong Chuk Hang Hospital 黃竹坑醫院	-	-	-	-	-	2	-	2,157	-
<b>Sub-total 小計</b>	<b>98,761</b>	<b>27,152</b>	<b>10,870</b>	<b>122,676</b>	<b>21,553</b>	<b>2,700</b>	<b>36,100</b>	<b>35,657</b>	<b>28,247</b>
<b>Hong Kong West Cluster 港島西醫院聯網</b>									
Duchess of Kent Children's Hospital 大口環根德公爵夫人兒童醫院	-	-	-	-	-	4	-	-	-
TWGHs Fung Yiu King Hospital 東華三院馮 堯敬醫院	-	-	-	38,711	10,035	1,539	-	5,448	-
Grantham Hospital 葛量洪醫院	-	-	-	-	-	250	4,852	-	-
Maclehose Medical Rehabilitation Centre 麥理浩復康院	-	-	-	-	-	130	12,760	-	-
Queen Mary Hospital 瑪麗醫院	53,304	19,372	13,460	-	-	771	-	-	18,680
Tung Wah Hospital 東華醫院	-	-	-	-	-	169	7,196	6,151	-
<b>Sub-total 小計</b>	<b>53,304</b>	<b>19,372</b>	<b>13,460</b>	<b>38,711</b>	<b>10,035</b>	<b>2,863</b>	<b>24,808</b>	<b>11,599</b>	<b>18,680</b>
<b>Kowloon Central Cluster 九龍中醫院聯網</b>									
Hong Kong Buddhist Hospital 香港佛教醫院	-	-	-	-	-	161	2,107	-	-
Kowloon Hospital 九龍醫院	67,380	14,891	8,996	37,943	5,400	1,254	878	2,409	10,723
Queen Elizabeth Hospital 伊利沙伯醫院	-	-	-	31,057	6,645	1,620	-	10,523	-
Rehabaid Centre 復康專科及資源中心	-	-	-	-	-	883	-	-	-
<b>Sub-total 小計</b>	<b>67,380</b>	<b>14,891</b>	<b>8,996</b>	<b>69,000</b>	<b>12,045</b>	<b>3,918</b>	<b>2,985</b>	<b>12,932</b>	<b>10,723</b>

Institution 機構	Community Nursing Service* 社康 護理服務*	Community Psychiatric Service# 精神科 社康服務#	Psycho- geriatric Service# 老人 精神科 服務#	Community Geriatric Assessment Service® 社區老人 評估服務®	Visiting Medical Officer attendances** 到訪醫生 診症次數**	Community Allied Health attendances** 社區專職 醫療求診 人次**	Rehabilitation day & palliative care day attendances 康復及舒緩 護理日間 服務求診人次	Geriatric day hospital attendances*** 老人科 日間醫院 求診人次***	Psychiatric day hospital attendances 精神科 日間醫院 求診人次
<b>Kowloon East Cluster 九龍東醫院聯網</b>									
Haven of Hope Hospital 靈實醫院	30,013	-	-	6,705	1,589	428	1,359	4,956	-
Tsang Kwan O Hospital 將軍澳醫院	-	-	-	-	-	150	-	-	-
United Christian Hospital 基督教聯合醫院	131,739	25,974	9,949	35,042	8,830	1,359	2,431	20,500	30,448
<b>Sub-total 小計</b>	<b>161,752</b>	<b>25,974</b>	<b>9,949</b>	<b>41,747</b>	<b>10,419</b>	<b>1,937</b>	<b>3,790</b>	<b>25,456</b>	<b>30,448</b>
<b>Kowloon West Cluster 九龍西醫院聯網</b>									
Caritas Medical Centre 明愛醫院	81,460	-	-	39,596	4,314	144	1,346	13,383	-
Kwai Chung Hospital 葵涌醫院	-	62,311	25,502	-	-	2,669	-	-	65,820
Kwong Wah Hospital 廣華醫院	37,729	-	-	41,951	8,773	977	-	7,848	-
Our Lady of Maryknoll Hospital 聖母醫院	46,935	-	-	15,624	-	160	1,046	-	-
Princess Margaret Hospital 瑪嘉烈醫院	85,712	-	-	39,202	5,939	998	1,373	13,633	-
TWGHs Wong Tai Sin Hospital 東華三院黃大仙醫院	-	-	-	-	-	71	-	7,892	-
Yan Chai Hospital 仁濟醫院	-	-	-	39,577	6,272	242	-	4,163	-
<b>Sub-total 小計</b>	<b>251,836</b>	<b>62,311</b>	<b>25,502</b>	<b>175,950</b>	<b>25,298</b>	<b>5,261</b>	<b>3,765</b>	<b>46,919</b>	<b>65,820</b>
<b>New Territories East Cluster 新界東醫院聯網</b>									
Alice Ho Miu Ling Nethersole Hospital 雅麗氏何妙齡那打素醫院	35,730	-	1,024	28,492	7,306	2,453	209	11,018	9,677
Bradbury Hospice 白普理寧養中心	-	-	-	-	-	53	417	-	-
Cheshire Home, Shatin 沙田慈氏護養院	-	-	-	-	-	7	-	-	-
North District Hospital 北區醫院	35,621	6,671	7,662	29,694	9,010	3,364	254	9,229	11,520
Prince of Wales Hospital 威爾斯親王醫院	54,866	-	-	21,976	8,220	4,275	-	-	-
Shatin Hospital 沙田醫院	-	19,648	5,888	-	-	158	5,674	14,020	16,642
Tai Po Hospital 大埔醫院	-	5,075	235	-	-	10	-	-	7,808
<b>Sub-total 小計</b>	<b>126,217</b>	<b>31,394</b>	<b>14,809</b>	<b>80,162</b>	<b>24,536</b>	<b>10,320</b>	<b>6,554</b>	<b>34,267</b>	<b>45,647</b>
<b>New Territories West Cluster 新界西醫院聯網</b>									
Castle Peak Hospital 青山醫院	-	57,702	12,851	-	-	572	-	-	14,067
Pok Oi Hospital 博愛醫院	-	-	-	2,257	-	453	-	-	-
Tuen Mun Hospital 屯門醫院	83,894	-	-	91,288	7,643	3,826	2,651	14,628	5,437
<b>Sub-total 小計</b>	<b>83,894</b>	<b>57,702</b>	<b>12,851</b>	<b>93,545</b>	<b>7,643</b>	<b>4,851</b>	<b>2,651</b>	<b>14,628</b>	<b>19,504</b>
<b>GRAND TOTAL 總計</b>	<b>843,144</b>	<b>238,796</b>	<b>96,437</b>	<b>621,791</b>	<b>111,529</b>	<b>31,850</b>	<b>80,653</b>	<b>181,458</b>	<b>219,069</b>

* For Community Nursing Service, the activity refers to number of home visits made.	* 有關數字指社康護理服務的家訪次數。
# 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.	# 有關數字指精神科社康服務及老人精神科服務的外展及家訪總數。精神科社康服務亦包括康復支援計劃、嚴重精神病患者個人化護理計劃及積極護理團隊提供的服務，而老人精神科服務亦包括諮詢會診次數。
@ For Community Geriatric Assessment Service, the activity refers to total number of outreach attendances and infirmary care service assessments performed.	@ 有關數字指社區老人評估服務的外展及護養評估總數。
++ 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.	++ 到訪醫生診症次數指2003-04年推行的「到訪醫生計劃」為護老院院友提供之到診服務。
** Community Allied Health attendances exclude follow-up consultations provided by the Medical Social Service Department.	** 社區專職醫療求診人次不包括醫務社會工作部提供的跟進。
*** Geriatric day hospital attendances include attendances from Integrated Discharge Support Program (IDSP).	*** 老人科日間醫院求診人次包括綜合出院支援服務求診人次。
Note: The activity performed in different centers/teams are grouped under respective hospital management.	註：各中心及團隊的數字均歸入所屬醫院之下。

## Manpower Position – by Cluster and Institution

### 人手狀況－按聯網及機構分類

Institution 機構	No. of Full-time Equivalent (FTE) Staff (as at 31.3.2013)* 等同全職人員數目 (2013 年 3 月 31 日數字)*				
	Medical 醫療	Nursing 護理	Allied Health 專職醫療	Others 其他	Total 總計
<b>Hong Kong East Cluster 港島東醫院聯網</b>	<b>595.28</b>	<b>2348.17</b>	<b>716.72</b>	<b>3565.60</b>	<b>7225.77</b>
Cheshire Home, Chung Hom Kok 春磡角慈氏護養院	2.00	55.00	10.00	113.00	180.00
HK Tuberculosis, Chest & Heart Diseases Association 香港防癆心臟及胸病協會				8.00	8.00
Hong Kong East Cluster Office 港島東醫院聯網辦事處		68.91	12.00	517.10	598.01
Pamela Youde Nethersole Eastern Hospital 東區尤德夫人那打素醫院	465.05	1527.73	470.20	1820.50	4283.48
Ruttonjee & Tang Shiu Kin Hospitals 律敦治及鄧肇堅醫院	81.95	432.63	151.62	628.00	1294.20
St. John Hospital 長洲醫院	5.31	32.98	8.00	67.00	113.29
Tung Wah Eastern Hospital 東華東院	38.97	181.66	60.90	298.00	579.53
Wong Chuk Hang Hospital 黃竹坑醫院	2.00	49.26	4.00	114.00	169.26
<b>Hong Kong West Cluster 港島西醫院聯網</b>	<b>653.06</b>	<b>2600.12</b>	<b>826.15</b>	<b>3269.56</b>	<b>7348.89</b>
Duchess of Kent Children's Hospital 大口環根德公爵夫人兒童醫院	10.00	62.85	36.50	116.00	225.35
Grantham Hospital 葛量洪醫院	27.00	213.47	50.00	254.00	544.47
Hong Kong West Cluster Office 港島西醫院聯網辦事處				1.00	1.00
MacLehose Medical Rehabilitation Centre 麥理浩復康院	1.21	33.85	29.00	77.00	141.06
Queen Mary Hospital 瑪麗醫院	562.64	1894.89	611.65	2301.56	5370.74
TWGHs Fung Yiu King Hospital 東華三院馮堯敬醫院	16.00	79.54	24.00	144.00	263.54
Tung Wah Hospital 東華醫院	36.21	315.52	75.00	376.00	802.73
<b>Kowloon Central Cluster 九龍中醫院聯網</b>	<b>708.90</b>	<b>3069.32</b>	<b>940.12</b>	<b>4180.12</b>	<b>8898.46</b>
HK Red Cross Blood Transfusion Service 香港紅十字會輸血服務中心	4.00	74.63	66.00	227.54	372.17
Hong Kong Buddhist Hospital 香港佛教醫院	14.00	144.00	36.00	176.40	370.40
Hong Kong Eye Hospital 香港眼科醫院	37.20	69.30	18.00	153.36	277.86
Kowloon Central Cluster Office 九龍中醫院聯網辦事處	1.00			74.00	75.00
Kowloon Hospital 九龍醫院	64.53	770.50	175.12	896.72	1906.87
Queen Elizabeth Hospital 伊利沙伯醫院	588.17	2010.89	632.00	2639.10	5870.16
Rehabaid Centre 復康專科及資源中心			13.00	13.00	26.00
<b>Kowloon East Cluster 九龍東醫院聯網</b>	<b>632.18</b>	<b>2313.12</b>	<b>645.11</b>	<b>2893.05</b>	<b>6483.46</b>
Haven of Hope Hospital 靈實醫院	20.28	248.07	49.88	337.36	655.59
Kowloon East Cluster Office 九龍東醫院聯網辦事處				5.00	5.00
Tseung Kwan O Hospital 將軍澳醫院	145.59	555.11	157.04	630.82	1488.56
United Christian Hospital 基督教聯合醫院	466.31	1509.94	438.19	1919.87	4334.31

Institution 機構	No. of Full-time Equivalent (FTE) Staff (as at 31.3.2013)* 等同全職人員數目 (2013 年 3 月 31 日數字)*				
	Medical 醫療	Nursing 護理	Allied Health 專職醫療	Others 其他	Total 總計
<b>Kowloon West Cluster 九龍西醫院聯網</b>	<b>1,307.11</b>	<b>5,087.60</b>	<b>1,359.39</b>	<b>6,321.81</b>	<b>14,075.91</b>
Caritas Medical Centre 明愛醫院	241.99	772.01	208.47	1,005.49	2,227.96
Kowloon West Cluster Office 九龍西醫院聯網辦事處	3.00	4.00	3.00	258.36	268.36
Kwai Chung Hospital 葵涌醫院	67.51	567.91	102.00	544.74	1,282.16
Kwong Wah Hospital 廣華醫院	323.08	1,158.47	303.52	1,364.73	3,149.80
North Lantau Hospital 北大嶼山醫院	11.00	13.00	4.00	35.00	63.00
Our Lady of Maryknoll Hospital 聖母醫院	69.97	254.12	79.59	317.65	721.33
Princess Margaret Hospital 瑪嘉烈醫院	398.91	1,479.61	454.49	1,671.67	4,004.68
TWGHs Wong Tai Sin Hospital 東華三院黃大仙醫院	24.21	236.78	42.50	293.11	596.60
Yan Chai Hospital 仁濟醫院	167.44	601.70	161.82	831.06	1,762.02
<b>New Territories East Cluster 新界東醫院聯網</b>	<b>940.24</b>	<b>3,523.54</b>	<b>999.36</b>	<b>4,633.18</b>	<b>10,096.32</b>
Alice Ho Miu Ling Nethersole Hospital 雅麗氏何妙齡那打素醫院	144.86	534.62	179.36	671.00	1,529.84
Bradbury Hospice 白普理寧養中心	4.02	24.00	5.00	24.00	57.02
Cheshire Home, Shatin 沙田慈氏護養院	2.00	78.32	8.00	129.00	217.32
New Territories East Cluster Office 新界東醫院聯網辦事處	2.00	4.00	2.00	444.43	452.43
North District Hospital 北區醫院	169.64	619.92	163.00	720.00	1,672.56
Prince of Wales Hospital 威爾斯親王醫院	533.12	1,615.08	515.00	1,807.75	4,470.95
Shatin Hospital 沙田醫院	41.62	307.52	73.00	388.00	810.14
Tai Po Hospital 大埔醫院	43.00	340.08	54.00	449.00	886.08
<b>New Territories West Cluster 新界西醫院聯網</b>	<b>697.46</b>	<b>2,834.39</b>	<b>752.17</b>	<b>4,025.38</b>	<b>8,309.40</b>
Castle Peak Hospital 青山醫院	73.42	561.84	87.00	602.53	1,324.79
New Territories West Cluster Office 新界西醫院聯網辦事處				79.00	79.00
Pok Oi Hospital 博愛醫院	104.33	376.72	110.00	542.00	1,133.05
Siu Lam Hospital 小欖醫院	3.00	127.37	2.00	279.00	411.37
Tuen Mun Hospital 屯門醫院	516.71	1,768.46	553.17	2,522.85	5,361.19
<b>Total 總計</b>	<b>5,534.23</b>	<b>21,776.26</b>	<b>6,239.02</b>	<b>28,888.70</b>	<b>62,438.21</b>

\* This figure excludes 1774.98 staff in the Hospital Authority Head Office.  
Manpower on full-time equivalent (FTE) basis includes all full-time & part-time staff in HA's workforce i.e. permanent, contract and temporary.

\* 這數字不包括醫管局總辦事處的1,774.98名職員。  
人手按「等同全職人員」計，包括醫管局所有全職及兼職的常額、合約及臨時職員。

## Manpower Position - by Staff Group

### 人手狀況－按職員組別分類

	No. of Full-time Equivalent (FTE) Staff 2008-09 - 2012-13 *				
	等同全職人員數目 *				
	2008-09	2009-10	2010-11	2011-12	2012-13
<b>Medical 醫療</b>					
Consultant 顧問醫生	563.4	590.1	630.5	699.3	729.2
Senior Medical Officer/Associate Consultant 高級醫生／副顧問醫生	1,172.9	1,241.5	1,295.5	1,504.3	1,639.1
Medical Officer/Resident(excluding Visiting Medical Officer) 醫生／駐院醫生(不包括到訪醫生)	3,110.5	3,147.4	3,109.8	2,945.1	2,875.1
Visiting Medical Officer 到訪醫生	16.3	15.6	16.1	16.2	16.2
Intern 駐院實習醫生	292.0	277.0	280.0	275.0	280.0
Senior Dental Officer/Dental Officer 高級牙科醫生／牙科醫生	5.5	6.3	5.3	7.0	6.3
<b>Medical Total:</b> 醫療人員總計：	<b>5,160.5</b>	<b>5,277.9</b>	<b>5,337.2</b>	<b>5,446.9</b>	<b>5,545.9</b>
<b>Nursing 護理</b>					
Senior Nursing Officer and above 高級護士長或以上	83.0	81.0	81.0	127.0	156.4
Department Operations Manager 部門運作經理	158.0	163.0	163.0	168.0	176.0
<i>General 普通科-</i>					
Ward Manager/Nurse Specialist/Nursing Officer/ Advanced Practice Nurse 病房經理／專科護士／護士長／資深護師	3,038.4	3,161.6	3,283.1	3,525.5	3,759.6
Registered Nurse 註冊護士	11,478.1	11,780.1	11,971.3	12,293.3	12,722.0
Enrolled Nurse 登記護士	2,375.4	2,199.4	2,198.7	2,289.8	2,372.5
Midwife/Others 助產士／其他	35.3	28.6	24.6	22.8	19.2
Student Nurse/Pupil Nurse/Temporary Undergraduate Nursing student 註冊護士學生／登記護士學生／護理學學生	397.8	487.0	406.1	447.0	436.9
<i>Psychiatric 精神科-</i>					
Ward Manager/Nurse Specialist/Nursing Officer/ Advanced Practice Nurse 病房經理／專科護士／護士長／資深護師	397.7	415.3	436.3	493.4	510.5
Registered Nurse 註冊護士	1,061.5	1,067.5	1,058.8	1,024.8	1,085.2
Enrolled Nurse 登記護士	496.4	473.8	473.0	508.9	578.0
Student Nurse/Pupil Nurse 註冊護士學生／護理學學生	0.0	9.0	6.0	0.0	0.0
<b>Nursing Total:</b> 護理人員總計：	<b>19,521.6</b>	<b>19,866.3</b>	<b>20,101.8</b>	<b>20,900.6</b>	<b>21,816.3</b>

	No. of Full-time Equivalent (FTE) Staff 2008-09 - 2012-13 *				
	等同全職人員數目 *				
	2008-09	2009-10	2010-11	2011-12	2012-13
<b>Allied Health 專職醫療</b>					
Audiology Technician 聽力學技術員	9.0	9.0	9.0	7.0	7.0
Clinical Psychologist 臨床心理學家	92.0	92.3	100.3	110.3	134.0
Dietitian 營養師	85.7	92.2	91.9	106.1	117.7
Dispenser 配藥員	919.0	949.0	971.0	996.6	1,055.1
Medical Technologist/Medical Laboratory Technician 醫務化驗師／醫務化驗員	1,106.1	1,148.0	1,175.7	1,221.2	1,270.2
Mould Technologist/Mould Laboratory Technician 製模實驗室技術師／製模實驗室技術員	27.0	27.0	27.0	27.0	27.0
Optometrist 視光師	29.0	32.0	42.0	60.0	61.0
Orthoptist 視覺矯正師	12.0	12.0	14.0	13.0	14.4
Occupational Therapist 職業治療師	498.6	531.6	572.6	613.1	672.8
Pharmacist 藥劑師	353.7	375.7	391.7	436.7	487.6
Physicist 物理學家	55.0	56.0	58.0	61.0	68.0
Physiotherapist 物理治療師	729.2	755.0	774.9	813.6	845.6
Podiatrist 足病治療師	22.2	24.0	26.8	31.4	35.2
Prosthetist-Orthotist 義肢矯形師	100.2	107.0	105.0	116.0	123.0
Diagnostic Radiographer/Radiation Therapist 放射師／放射治療師	869.7	898.0	906.7	924.6	947.2
Scientific Officer (Medical) 科學主任(醫務)	64.6	65.6	66.9	70.9	75.8
Speech Therapist 言語治療師	58.0	61.0	58.5	68.5	76.5
Medical Social Worker 醫務社工	198.0	210.0	223.9	265.0	281.9
Dental Technician 牙科技術員	2.0	2.0	2.0	2.0	2.0
<b>Allied Health Total:</b> 專職醫療人員總計：	<b>5,231.1</b>	<b>5,447.4</b>	<b>5,617.8</b>	<b>5,944</b>	<b>6,302.0</b>
<b>Care-related Support Staff 護理支援</b>					
Health Care Assistant 健康服務助理	3,465.0	3,283.0	3,087.0	2,878.0	2,630.0
Ward Attendant 病房服務員	599.0	537.0	478.0	400.0	342.0
General Services Assistant/Technical Services Assistant (Care-related)/Theatre Technical Assistant/Patient Care Assistant 支援服務助理／技術服務助理(護理)／ 手術室技術助理／病人服務助理	4,265.9	5,133.2	5,661.2	7,110.8	8,076.3
<b>Care-related Support Staff Total:</b> 護理支援人員總計：	<b>8,329.9</b>	<b>8,953.2</b>	<b>9,226.2</b>	<b>10,388.8</b>	<b>11,048.3</b>
<b>Direct Patient Care Total:</b> 直接病人護理人手總計：	<b>38,243.1</b>	<b>39,544.9</b>	<b>40,283.0</b>	<b>42,680.2</b>	<b>44,712.5</b>



	No. of Full-time Equivalent (FTE) Staff 2008-09 - 2012-13 * 等同全職人員數目 *				
	2008-09	2009-10	2010-11	2011-12	2012-13
<b>Others 其他</b>					
Chief Executive/Director/Deputy Director/Head 行政總裁／總監／副總監／主管	7.0	7.0	6.0	7.0	7.0
Cluster Chief Executive/Hospital Chief Executive 醫院聯網總監／醫院行政總監	27.0	27.0	27.0	27.0	26.0
Chief Manager/Senior Manager/Executive Manager/ General Manager 總行政經理／高級行政經理／行政經理／總經理	86.6	87.6	86.6	89.6	92.0
Other Professionals/Administrator, System Manager, Analyst Programmer etc 其他專業／行政人員、系統經理、系統程序分析編製主任等	1,213.7	1,407.4	1,521.8	1,744.9	1,983.9
Other Supporting Staff - Clerical, Secretarial, Workman, Artisan, Property Attendant etc 其他支援人員－文員、秘書、工人、技工、產業看管員等	16,333.9	16,638.9	16,593.7	16,679.0	17,391.8
<b>Non-direct Patient Care Total: 非直接病人護理人手總計：</b>	<b>17,668.2</b>	<b>18,167.9</b>	<b>18,235.1</b>	<b>18,547.6</b>	<b>19,500.7</b>
<b>HA Total: 醫管局人手總計：</b>	<b>55,911.3</b>	<b>57,712.8</b>	<b>58,518.1</b>	<b>61,227.8</b>	<b>64,213.2</b>

Note:

\* Manpower on full-time equivalent (FTE) includes all full-time & part-time staff in HA's workforce i.e. permanent, contract and temporary.

註：

\* 「等同全職人員」包括醫管局所有全職及兼職的常額、合約及臨時職員。

## Resource Utilisation for 2012-13

### 2012-13 年度資源使用

Clusters 聯網	Recurrent Expenditure for 2012-13 (\$Mn) 2012-13 年度經常開支 (百萬元)
Hong Kong East Cluster 港島東醫院聯網	4,777
Hong Kong West Cluster 港島西醫院聯網	5,204
Kowloon Central Cluster 九龍中醫院聯網	5,940
Kowloon East Cluster 九龍東醫院聯網	4,353
Kowloon West Cluster 九龍西醫院聯網	9,531
New Territories East Cluster 新界東醫院聯網	7,051
New Territories West Cluster 新界西醫院聯網	5,471
Hospital Authority Head Office and Others <sup>(Note)</sup> 醫院管理局總辦事處及其他 <sup>(註)</sup>	1,721
<b>Total 總計</b>	<b>44,048</b>

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.

註：

「其他」包括用於醫院服務（如實習醫生）、機構項目（如保險費、法律費用／索償及資訊科技／資訊系統服務等）及其他的資源使用。

## Hospital Authority Training and Development Expenditure

### 醫院管理局職員培訓及發展開支

Cluster 聯網	Training and Development Expenditure for 2012-13 <sup>(Note 1)</sup>
	培訓及發展開支 2012-13 <sup>(註 1)</sup>
Hong Kong East Cluster 港島東醫院聯網	\$6,978,047
Hong Kong West Cluster 港島西醫院聯網	\$7,828,073
Kowloon Central Cluster 九龍中醫院聯網	\$6,915,712
Kowloon East Cluster 九龍東醫院聯網	\$2,951,895
Kowloon West Cluster 九龍西醫院聯網	\$8,058,418
New Territories East Cluster 新界東醫院聯網	\$9,135,926
New Territories West Cluster 新界西醫院聯網	\$6,552,110
Hospital Authority Head Office 醫院管理局總辦事處	\$68,338,021 <sup>(Note 2)</sup>
<b>Total 總計</b>	<b>\$116,758,202</b>

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 examination fee and other relevant charges.
- A number of corporate-wide training programmes and initiatives are centrally coordinated by Hospital Authority Head Office.

註：

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

## Five-Year Financial Highlights

### 過去五年的財政摘要

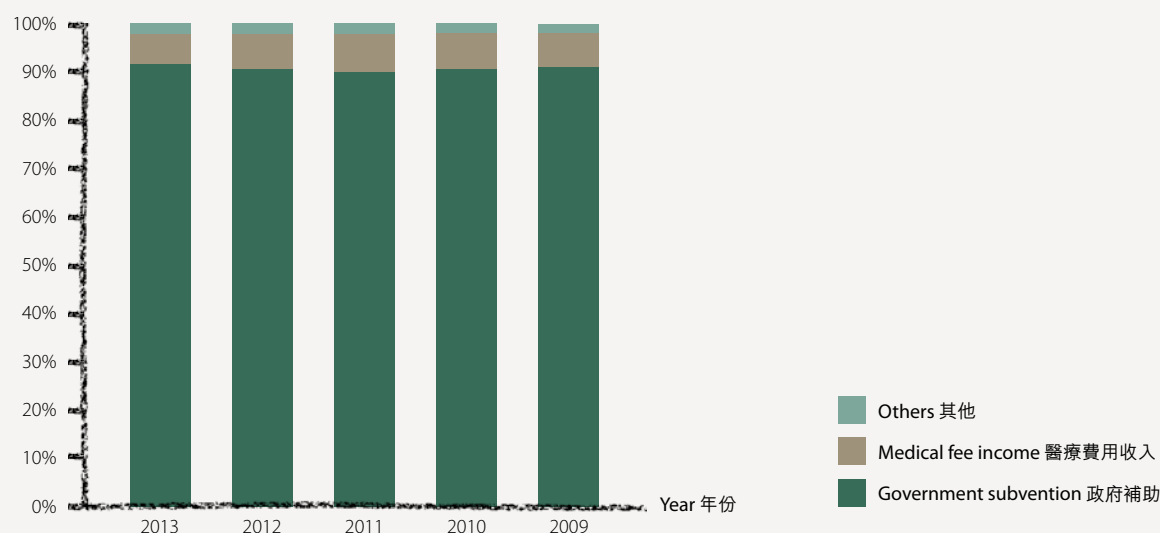
#### Financial Results (for the Year ended 31 March)

財政情況 (截至每年 3 月 31 日)

	2013 HK\$Mn 港幣百萬元	2012 HK\$Mn 港幣百萬元	2011 HK\$Mn 港幣百萬元	2010 HK\$Mn 港幣百萬元	2009 HK\$Mn 港幣百萬元
<b>Income 收入</b>					
Government subvention (recurrent and capital) 政府補助 (經常性及資本性)	43,159	38,348	34,366	33,098	31,915
Medical fee income (net of waivers) 醫療費用收入 (扣除豁免)	2,951	3,030	2,994	2,726	2,527
Non-medical fee income 非醫療費用收入	775	685	562	478	454
Designated donations 指定捐贈	149	145	143	132	112
Capital donations 資本捐贈	120	109	113	110	98
	<b>47,154</b>	<b>42,317</b>	<b>38,178</b>	<b>36,544</b>	<b>35,106</b>
<b>Expenditure 支出</b>					
Staff costs 員工成本	(32,290)	(29,616)	(26,904)	(26,680)	(26,387)
Drugs 藥物	(4,479)	(4,069)	(3,639)	(3,209)	(2,812)
Medical supplies and equipment 醫療物品及設備	(1,999)	(1,846)	(1,354)	(1,210)	(1,211)
Other operating expenses (include depreciation and amortisation) 其他營運開支 (包括折舊及攤銷)	(7,288)	(6,289)	(6,039)	(5,473)	(4,879)
	<b>(46,056)</b>	<b>(41,820)</b>	<b>(37,936)</b>	<b>(36,572)</b>	<b>(35,289)</b>
<b>Surplus/(Deficit) for the Year 年度盈餘/(虧損)</b>	<b>1,098</b>	<b>497</b>	<b>242</b>	<b>(28)</b>	<b>(183)</b>

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

各類收入來源 (佔總收入百分比)



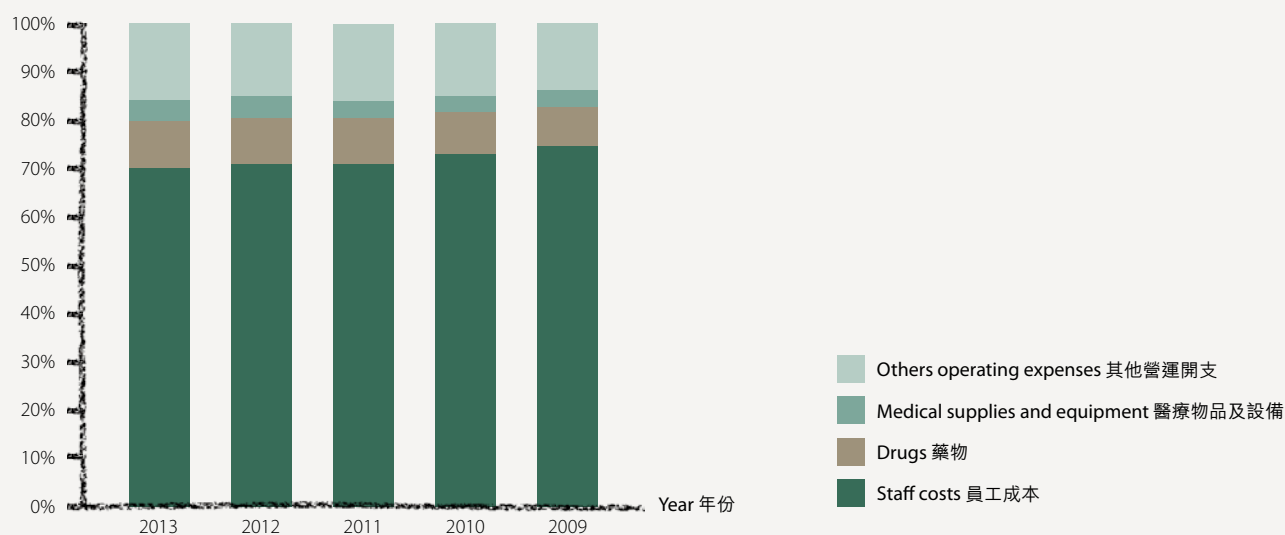
## Key Financial Indicators (for the Year ended 31 March)

主要財政指標 (截至每年 3 月 31 日)

	2013 HK\$Mn 港幣百萬元	2012 HK\$Mn 港幣百萬元	2011 HK\$Mn 港幣百萬元	2010 HK\$Mn 港幣百萬元	2009 HK\$Mn 港幣百萬元
<b>Medical fee income 醫療費用收入</b>					
Inpatient fees 住院收費	939	1,164	1,269	1,174	1,169
Outpatient fees 門診收費	1,218	1,188	1,169	1,128	1,083
Itemised charges 分項收費	1,231	1,134	1,032	887	711
Other medical fees 其他醫療收費	81	71	66	60	61
	<b>3,469</b>	<b>3,557</b>	<b>3,536</b>	<b>3,249</b>	<b>3,024</b>
<b>Less: Waivers 扣除：豁免</b>	<b>(518)</b>	<b>(527)</b>	<b>(542)</b>	<b>(523)</b>	<b>(497)</b>
<b>Medical fee income (net of waivers) 醫療費用收入 (扣除豁免)</b>	<b>2,951</b>	<b>3,030</b>	<b>2,994</b>	<b>2,726</b>	<b>2,527</b>
<b>Write-off of medical fee income 醫療費用收入註銷開支</b>	<b>35</b>	<b>37</b>	<b>29</b>	<b>36</b>	<b>34</b>

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

各類支出 (佔總支出百分比)



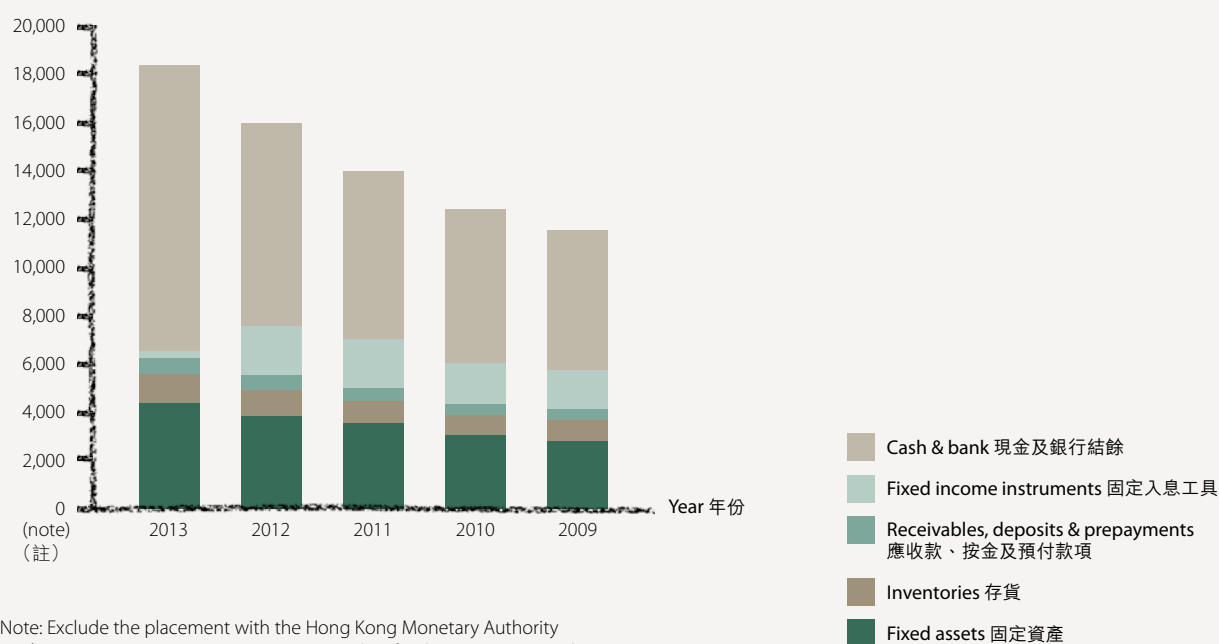
## Financial Position (at 31 March)

財政狀況（於每年3月31日）

	2013 HK\$Mn 港幣百萬元	2012 HK\$Mn 港幣百萬元	2011 HK\$Mn 港幣百萬元	2010 HK\$Mn 港幣百萬元	2009 HK\$Mn 港幣百萬元
<b>Non-current assets 非流動資產</b>	10,515	4,204	5,636	4,539	3,127
Current assets 流動資產	14,082	11,815	8,425	7,931	8,476
Current liabilities 流動負債	(6,794)	(5,929)	(4,795)	(4,007)	(3,316)
<b>Net current assets 流動資產淨值</b>	<b>7,288</b>	<b>5,886</b>	<b>3,630</b>	<b>3,924</b>	<b>5,160</b>
<b>Non-current liabilities 非流動負債</b>	<b>(6,810)</b>	<b>(683)</b>	<b>(658)</b>	<b>(600)</b>	<b>(661)</b>
<b>Net assets 資產淨值</b>	<b>10,993</b>	<b>9,407</b>	<b>8,608</b>	<b>7,863</b>	<b>7,626</b>
Capital subventions and donations 資本補助及捐贈	4,383	3,895	3,593	3,090	2,825
Designated fund 指定基金	5,077	5,077	5,077	5,077	5,077
Revenue reserve 收入儲備	1,533	435	(62)	(304)	(276)
	<b>10,993</b>	<b>9,407</b>	<b>8,608</b>	<b>7,863</b>	<b>7,626</b>

## Total Assets (in HK\$ millions)

總資產（港幣百萬元）



Note: Exclude the placement with the Hong Kong Monetary Authority (HK\$6,124,158,000) as HA is acting as a custodian for the Samaritan Fund.  
 註：不包括醫管局作為撒瑪利亞基金保管人存放於香港金融管理局的款項（港幣6,124,158,000元）。

## Key Financial Indicators (at 31 March)

主要財政指標 (於每年 3 月 31 日)

	2013 HK\$Mn 港幣百萬元	2012 HK\$Mn 港幣百萬元	2011 HK\$Mn 港幣百萬元	2010 HK\$Mn 港幣百萬元	2009 HK\$Mn 港幣百萬元
<b>Inventories 存貨</b>					
Drugs 藥物	1,043	840	713	640	680
Other medical and general consumable 其他醫療及一般消耗品	209	209	180	183	184
	<b>1,252</b>	<b>1,049</b>	<b>893</b>	<b>823</b>	<b>864</b>
<b>Average stock holding period (weeks)</b> 平均存貨儲備時間 (星期)					
Drugs 藥物	12.0	10.8	10.2	10.0	12.5
Other medical and general consumable 其他醫療及一般消耗品	8.7	10.0	9.4	8.2	7.2

## Analysis of Hospital/Clinic Fees and Charges

### 醫院／診療所收費分析

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 2013 is HK\$49,094,000 (as at 31 March 2012: HK\$38,960,000).

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:

醫院管理局所提供醫療服務的收費，是根據憲報規定的收費表徵收。有關收費於服務提供時，在該年度的收支結算表確認為收入。「符合資格人士」及「非符合資格人士」所需繳付的費用並不相同。使用公立醫療服務的「符合資格人士」是指持有根據《人事登記條例》所發香港身份證的人士，或11歲以下具香港居民資格的兒童。不符合上述資格的人士則為「非符合資格人士」。

經用盡所有可能方法但仍未能收取的費用則會在該年度的收支結算表內註銷，此外，亦會為尚未清繳的費用作呆帳撥備。呆帳撥備是評估財政年度終結時尚未清繳費用的拖欠期及可追收機會後計算出來。截至2013年3月31日為止的呆帳撥備為港幣49,094,000元（截至2012年3月31日則為港幣38,960,000元）。

領取「綜合社會保障援助」(綜援)的人士可獲豁免公立醫療服務收費，其他病人若有經濟困難，可聯絡醫務社工申請費用減免。有關病人在接受經濟狀況評估後，如符合資格，便可獲得費用減免。

醫院管理局醫院／診療所收費的分析如下：

	2012-2013			2011-2012		
	HK\$'000 港幣千元	HK\$'000 港幣千元	(%)	HK\$'000 港幣千元	HK\$'000 港幣千元	(%)
Net hospital/clinic fees and charges 醫院／診療所收費淨額		2,905,410	(83.8%)		2,996,705	(84.3%)
Hospital/clinic fees written-off and changes in provision for doubtful debts 註銷的醫院／診療所收費及呆帳撥備變動						
Actual write-off 實際註銷	35,188			36,900		
Increase/(Decrease) in provision 撥備增加／(減少)	10,134			(3,739)		
		45,322	(1.3%)		33,161	(0.9%)
Waiver of hospital/clinic fees for: 獲減免的醫院／診療所收費：						
Eligible Persons 符合資格人士		479,164	(13.8%)		488,653	(13.7%)
Non-Eligible Persons 非符合資格人士		38,800	(1.1%)		38,275	(1.1%)
Total hospital/clinic fees and charges 醫院／診療所收費總額		3,468,696	(100%)		3,556,794	(100%)