

For information

SARS Expert Committee

A General Brief about the Hospital Authority

The Hospital Authority was established in December 1990 under the Hospital Authority Ordinance to manage all the public hospitals in Hong Kong. It is a statutory body that is independent of, but accountable to, the Hong Kong Special Administrative Region Government through the Secretary for Health, Welfare & Food.

Role of the Hospital Authority

2. Under the Hospital Authority Ordinance, the Hospital Authority has responsibility for:

- advising the Government on the needs of the public for hospital services and of the resources required to meet those needs
- managing and developing the public hospital system
- recommending to the Secretary for Health and Welfare appropriate policies on fees for the use of hospital services by the public
- establishing public hospitals
- promoting, assisting and taking part in education and training of persons involved in hospital services or related services

3. To ensure that these roles are carried out effectively, the Hospital Authority Board comprised 27 members (Appendix 1) discharges its duties through six committees, namely, the Audit Committee, the Finance Committee, the Human Resources Committee, the Medical Services Development Committee, the Planning Committee, the Supporting Services Development Committee and the Public Complaints Committee (Appendix 2).

Mission Statement

4. In keeping with its role, the Mission of the Hospital Authority is:
- to meet the different needs of patients for public hospital services, and to improve the hospital environment for the benefit of patients;
 - to serve the public with care, dedication and efficiency, and to encourage community participation in the system, resulting in better care and more direct accountability to the public;
 - to provide rewarding, fair and challenging employment to all its staff, in an environment conducive to attracting, motivating and retaining well-qualified staff;
 - to advise the Government of the needs of the community for public hospital services and of the resources required to meet these needs, in order to provide adequate, efficient, effective and value for money public hospital services of the highest standards recognised internationally within the resources obtainable; and
 - to collaborate with other agencies and bodies in the healthcare and related fields both locally and overseas to provide the greatest benefit to the local community.

Corporate Vision and Strategies

5. To realise its mission, the Hospital Authority has developed the following Corporate Vision:

“The Hospital Authority will collaborate with other healthcare providers and carers in the community to create a seamless healthcare environment which will maximise healthcare benefits and meet community expectations.”

6. The Authority achieves this corporate vision by formulating a set of strategic directions every year through an extensive annual planning process, taking into account the funding position, societal expectations, Government’s healthcare policy, and the challenges in the internal and external environment. The

corporate vision and mission are turned into operational targets to meet the community needs for healthcare services.

Facts and Statistics about the Hospital Authority

7. The Hospital Authority is responsible for delivering a comprehensive range of preventive, curative and rehabilitative medical services to the people of Hong Kong through its network of healthcare facilities. The Authority currently manages 43 public hospitals/ institutions (Appendix 3) and a host of ambulatory care facilities organised in seven hospital clusters, including 46 specialist outpatient clinics and 15 general outpatient clinics. Its network will be enlarged with the takeover of the remaining 59 general outpatient clinics from the Department of Health in July 2003. The Authority also manages 29,288 hospital beds, representing around 4.2 public hospital beds per 1,000 population. For 2003/04, the Authority's recurrent expenditure budget from the Government, net of income, is HK\$29,238 million.

8. For a decade, the Hospital Authority has successfully transformed the quality of healthcare offered by public hospitals under its management. This remarkable change has absorbed a mere 2.6% of Hong Kong's Gross Domestic Product.

9. Since establishment of the Authority, demand for public hospital services has grown significantly at a compound annual growth rate of 6.5% for inpatient admissions, 7.4% for specialist outpatient attendances, and 7.2% for accident & emergency attendances. In 2002/03, the Authority handled around 1,209,660 inpatient and day patient discharges and deaths, 2,359,920 accident & emergency attendances, 8,889,050 specialist outpatient attendances and 1,250,570 general outpatient attendances.

10. As at 31 December 2002, the Hospital Authority had a staff strength of 52,947 full-time equivalents. The majority of them (67.39%) are involved in direct patient care.

11. Services of the Hospital Authority are provided to the public under a cluster-based structure since 1993 with the establishment of eight hospital clusters. In mid 2001, a new cluster management structure was implemented in phases to facilitate the further streamlining and rationalisation of services within a hospital cluster. So far, three mega-clusters (Kowloon West, New Territories East and New Territories West) and four intermediate clusters (Hong Kong East, Hong Kong

West, Kowloon East and Kowloon Central) have been established with the intermediate clusters moving towards the direction of mega-clusters: Hong Kong East and Hong Kong West together will form the Hong Kong mega-cluster, while Kowloon East and Kowloon Central together will become the Kowloon East mega-cluster in the next two years.

12. Tertiary and quaternary services are provided through the designation of specialised service centres, for example, the designation of Queen Mary Hospital and Prince of Wales Hospital as bone marrow transplant centres, Grantham Hospital as the centre for complex cardiac cases, and Princess Margaret Hospital as the centre for infectious disease.

13. To encourage public participation in the operation of public hospitals, the Hospital Authority has established 35 Hospital Governing Committees and three Regional Advisory Committees. Comprising members of the community, these committees help the Authority enhance its accountability to the public. The governance and organisation structure of the Authority is shown in Appendix 4.

Hospital Authority
June 2003

Appendix 1

Membership of Hospital Authority

Chairman

Dr C H LEONG, GBS, JP

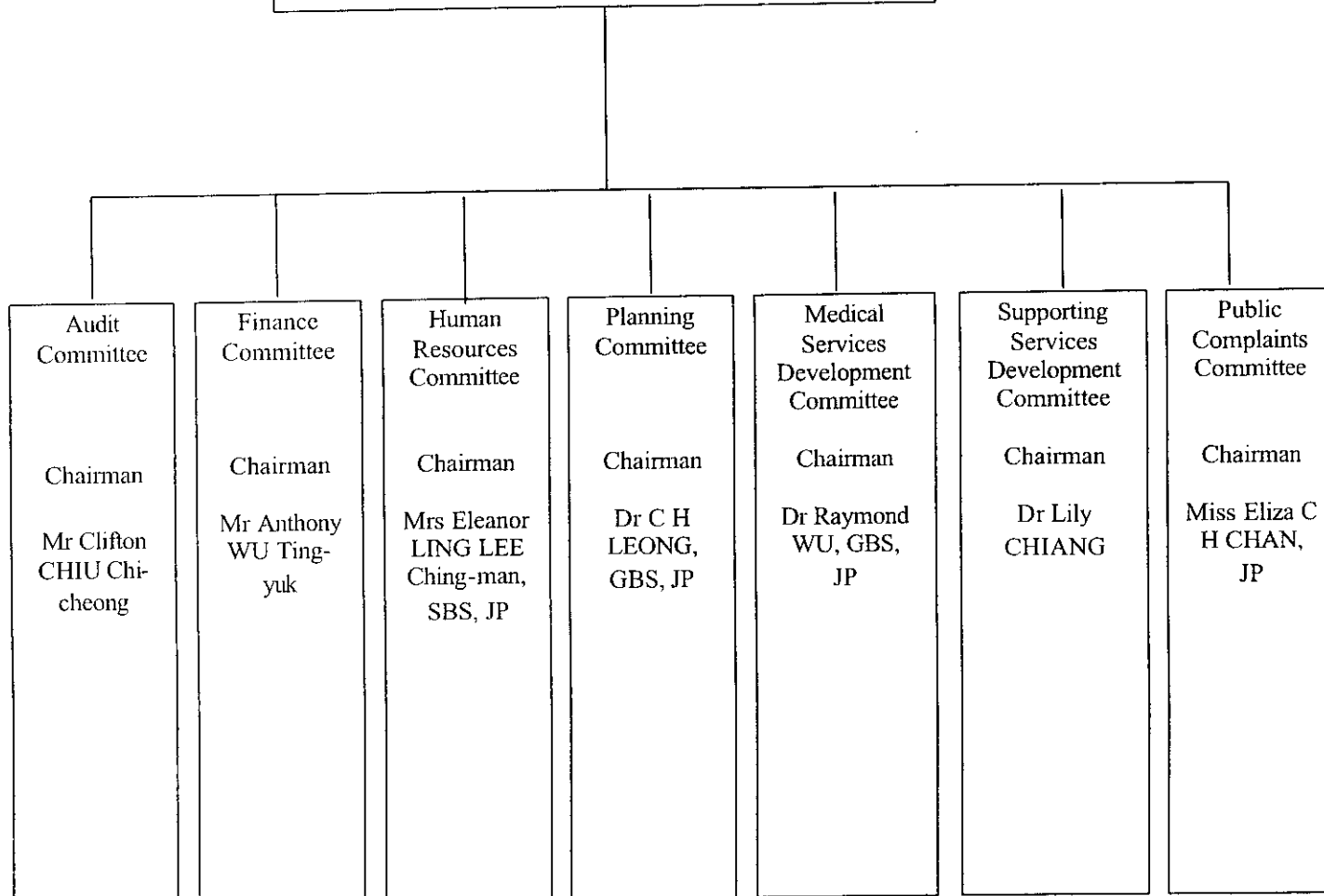
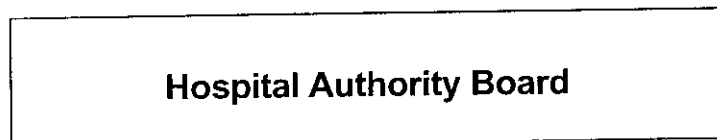
Members

1. Miss Eliza C H CHAN, JP
2. Dr Margaret CHAN, JP
Director of Health
3. Miss Iris CHAN Sui-ching
4. Dr Lily CHIANG
5. Mr Clifton CHIU Chi-cheong
6. Prof Sydney CHUNG
7. Mr Vincent FANG Kang
8. Dr Anthony HO Yiu-wah
9. Mr Edward HO Sing-tin, SBS, JP
10. Dr William HO, JP
Chief Executive (CE)
11. Dr James HWANG Shu-tak
12. Prof LAM Shiu-kum
13. Mr LEE Jark-pui, JP

14. Mrs Eleanor LING LEE Ching-man, SBS, JP
15. Mr LO Chung-hing, SBS
16. Mrs MONG KO Mei-yee
17. Mrs Gloria NG WONG Yee-man, JP
18. Ms Scarlett PONG Oi-lan
19. Professor Judy TSUI LAM Sin-lai
20. Dr Lawrence T WONG
21. Prof Thomas WONG Kwok-shing
22. Mr Anthony WU Ting-yuk
23. Dr Raymond WU Wai-yung, GBS, JP
24. Mr Stanley YING, JP
(representing Secretary for Financial Services and the Treasury)
25. Mr Thomas YIU Kei-chung, JP
Deputy Secretary for Health, Welfare & Food (Health)
26. Mr Paul YU Shiu-tin, JP

Appendix 2

Hospital Authority Committee Structure



List of Public Hospitals and Institutions

Hong Kong East Cluster

Cheshire Home, Chung Hom Kok
(CCH)
Pamela Youde Nethersole Eastern
Hospital
(PYNEH)
Ruttonjee & Tang Shiu Kin Hospitals
(RHTSK)
St. John Hospital (SJH)
Tung Wah Eastern Hospital (TWEH)
Wong Chuk Hang Hospital (WCHH)

Hong Kong West Cluster

Duchess of Kent Children's Hospital
(DKCH)
Fung Yiu King Hospital (FYKH)
Grantham Hospital (GH)
MacLehose Medical Rehabilitation
Centre
(MMRC)
Nam Long Hospital (NLH)

Queen Mary Hospital (QMH)
Tsan Yuk Hospital (TYH)
Tung Wah Hospital (TWH)

Kowloon Central Cluster

Hong Kong Buddhist Hospital (BH)
Hong Kong Red Cross Blood
Transfusion
Service (BTS)
Hong Kong Eye Hospital (HKE)

Kowloon East Cluster

Have of Hope Hospital (HHH)

Tseung Kwan O Hospital (TKOH)

United Christian Hospital (UCH)

Kowloon West Cluster

Caritas Medical Centre (CMC)
Kwai Chung Hospital (KCH)
Kwong Wah Hospital (KWH)
Our Lady of Maryknoll Hospital (OLMH)
Princess Margaret Hospital (PMH)
Wong Tai Sin Hospital (WTSH)
Yan Chai Hospital (YCH)

New Territories East Cluster

Alice Ho Miu Ling Nethersole Hospital
(AHNH)
Bradbury Hospice (BBH)
North District Hospital (NDH)
Prince of Wales Hospital (PWH)
Shatin Hospital (SH)
Cheshire Home, Shatin (SCH)
Tai Po Hospital (TPH)

New Territories West Cluster

Castle Peak Hospital (CPH)

Kowloon Hospital (KH)
Queen Elizabeth Hospital (QEH)
Rehabaid Centre (RC)

Pok Oi Hospital (POH)
Siu Lam Hospital (SLH)
Tuen Mun Hospital (TMH)

Organisation Structure of the Hospital Authority

