



Hospital Authority Convention 2017
Welcome Address by
Professor John CY Leong, Chairman of Hospital Authority
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Minister Wang (Mr Wang Hesheng, Vice Minister of the National Health and Family Planning Commission), Chief Secretary (Mr Matthew Cheung Kin-chung, Chief Secretary for Administration), Dr Ko (Dr Ko Wing-man, Secretary for Food and Health), distinguished guests, colleagues, ladies and gentlemen, good morning.

A warm welcome to you all at the Hospital Authority Convention 2017. I am delighted to meet a lot of old friends and also new faces today. All these years, the HA Convention has proven to be a treasure of innovative ideas and exchanges of knowledge and experiences of experts from near and afar.

Since its establishment in 1990, the HA has served as an essential safety net of public medical services for patients in need, including during times of hardship and challenges. Amidst rapid changes in external environment such as ageing population, rising public expectations, escalating costs and advanced technological developments, the HA will continue to play this role against all odds.

Service betterment has been made possible by we responding positively to stakeholders' feedback. In prompt response to the 'Report of the Steering Committee on Review of Hospital Authority' released by the Government in July 2015, we formulated a three-year Action Plan, outlining 124 action items across five strategic goals covering the important areas of management structure, resource management, staff management, service management and cost effectiveness, and overall management and control in enhancing the safety and quality of services.

So far, we have made good progress on all fronts of the Action Plan. I would like to briefly update you in the next few minutes.

First, we have embarked on cluster boundary re-delineation to reorganise service provision and facilitate service arrangement to enhance patient services. We have regrouped Kwong Wah Hospital, Tung Wah Group of Hospitals Wong Tai Sin Hospital and Our Lady of Maryknoll Hospital into the Kowloon Central Cluster since December last year to rationalise cross-cluster service arrangement as well as to strike an effective balance between population and hospital bed distribution among all three Kowloon clusters.

Second, we have developed a refined population-based resource allocation model to support the development of short, medium and long-term service plans for the optimisation of resource allocation. Internally, we have enhanced transparency of the process of resource bidding and allocation.

Third, we have taken proactive efforts to enhance consistency in staff management including enhanced central monitoring of creation or deletion of senior positions, as well as strengthening staff communication. We have also enhanced staff training and development by strengthening governance on training and designing structured mechanisms across clusters.

Fourth, the monitoring and accountability reporting of the HA Board has been enhanced through the review and development of key performance indicators (KPI). Through utilisation and dissemination of standardised KPI to different levels of staff, we have made significant improvements in driving best practices in various areas in the organisation such as relieving pressure on psychiatric specialist outpatient clinics (SOPC), minimising cross-cluster variance in waiting time of SOPC and improving waiting time of Category IV and V patients in A&E departments.

We are grateful that the Hong Kong SAR Government has continued to offer solid support, providing around 90% of our budget. This year, a financial provision of HK\$55.3 billion (US\$7.1 billion) has been allocated to HA, covering our recurrent expenditure, purchase of major medical equipment as well as IT development projects. With unwavering support from the Government, we are able to meet rising demands for public healthcare.

Looking ahead, HA is committed to implementing capital projects of various scales in order to improve patient services. Besides the new Tin Shui Wai Hospital, which has just commenced services in January this year, the first children's hospital in Hong Kong is on schedule to start service in phases next year to provide tertiary specialty care for complex and rare paediatric cases. Reconstruction of long-established hospitals, such as the Queen Mary Hospital, Kwong Wah Hospital and United Christian Hospital, is well underway. We are confident that with staunch support of the Government, we shall overcome difficulties ahead. I would also like to express my heartfelt gratitude to all our

professional and support staff. Their continuous dedication and contribution have made HA the most efficient healthcare systems, in terms of life expectancy, health-care spending per capita and relative spending as a share of gross domestic product, among 55 countries and economies worldwide.

Lastly, I hope and believe the HA Convention in these two days will give us all good opportunities to gain new insights and stimulation, and establish closer ties with your local and overseas counterparts. Thank you.