

Discussion paper

Redevelopment Project of Queen Mary Hospital and Grantham Hospital

Purpose

This paper aims to brief members on the background and progress of the Redevelopment of Queen Mary Hospital (QMH), phase 1 and the Redevelopment Project of Grantham Hospital (GH), to consult members' views and seek their support.

Background of QMH

2. Established in 1937, QMH is a major acute hospital in the Hong Kong West Cluster(HKWC) of Hospital Authority(HA) with around 1 700 beds, serving a population of over 531 000 in the Central and Western District and the Southern District as well as treating many patients of other districts in Hong Kong. Due to insufficient clinical space, unsatisfactory services zoning, outdated design and facilities as well as limited accessibility, the existing capacity of QMH cannot meet the increasing demand and requirements for healthcare services. Redevelopment of QMH is therefore imperative.

3. The in-situ redevelopment of QMH, phase 1 is to be carried out in stages. Preparatory works of the project was approved by Finance Committee of the Legislative Council in July 2014 which mainly included conversion of Senior Staff Quarters (Block T) and the associated relocation works for decanting of the existing facilities and services at Clinical Pathology Building, Pathology Building of the University of Hong Kong (HKU) and Housemen Quarters. The outline of the project can be found in Annex 1.

Background of GH

4. Established in 1957 by the Hong Kong Anti-Tuberculosis Association (currently known as Hong Kong Tuberculosis, Chest and Heart Diseases Association "HKTCHDA"), GH is one of the seven hospitals in HKWC of HA. GH has 388 beds (as at 31 March 2017) and it provides a range of services in cardiology and respiratory medicine, geriatrics, palliative care as well as ophthalmology services.

5. The GH compound comprises the main hospital building built in the 1950s, an extension block named Kwok Tak Seng Heart Centre built in 1982, and several other blocks such as staff quarters, mortuary, nursing school, etc. scattered over the

hospital site on a terrain in Wong Chuk Hang, without any linkage connecting the various buildings for convenient access for patient, staff and the public. Under the Ten-year Hospital Development Plan announced by the Government in the 2016 Policy Address, GH is to be redeveloped to enable the incorporation of appropriate health care service delivery models as well as enhanced medical teaching and research facilities to meet the rising health care demand of an ageing population. The outline of the project can be found in Annex 2.

Conclusion and Advice Sought

6. Members are invited to learn the information set out in the paper and to give views and support the Main Works of Redevelopment of QMH, phase 1 and the Redevelopment Project of GH.

Hospital Authority
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Project Scope

1. There are two stages of Redevelopment of QMH, phase 1, namely preparatory works and main works.
2. Preparatory works of the project commenced in July 2014. The works for the conversion of Senior Staff Quarters was substantially completed in March 2017. Relocation of the existing facilities and services at Clinical Pathology Building, Pathology Building of HKU and Housemen Quarters into Block T (ex-Senior Staff Quarters) commenced thereafter and is expected to be completed by mid-2018.
3. Main works of the project mainly cover the demolition of Clinical Pathology Building, Pathology Building of HKU and Housemen Quarters, provision of a new vehicular access point from Pokfulam Road and construction of a new hospital block to accommodate the followings:
 - (i) Accident and Emergency Department
 - (ii) Emergency Medicine Wards
 - (iii) Diagnostic Radiology Department
 - (iv) Operating Theatres
 - (v) Cardiac Catheterization Laboratories
 - (vi) Intensive Care Unit/ Paediatric Intensive Care Unit
 - (vii) In-patient Wards
 - (viii) a roof helipad
4. We plan to seek funding approval from the Finance Committee (FC) of the Legislative Council in 2Q 2018 to commence the main works of the redevelopment project for completion in 2024 subject to funding approval from FC.

Major Improvement/ Benefit

5. The redevelopment plan will provide additional space and maximized floor areas to meet operational needs. It will be adaptable to service development as well as conducive to integrated research and education. The new QMH will adopt a patient-oriented design equipped with state-of-art medical equipment, with well-coordinated services and improved feasibility for more cost-effective and efficient operations to meet the long-term needs of the community.
6. A rooftop helipad will be provided in the New Block for enhancement of transportation arrangement for life saving service. It will enable a point-to-

point speedy transfer of patients for appropriate treatment and receipt of donated organs.

Hospital Operation during Works Period

7. QMH will remain functional at all times during the works and disruption of services, if unavoidable, will be kept to a minimum. Progress of the project will be reported to the District Council and communication with the community will be maintained.

Proposed Redevelopment Project

1. The Clinical Services Plan (CSP) for Hong Kong West Cluster (HKWC), published in March 2013, sets out the future role and profile of each hospital in the cluster, including GH, to meet the long term medical needs of the community. With the improvement in public access to the hospital following the completion of the Mass Transit Railway (MTR) South Island Line (East) in end 2016, it is proposed that GH will be redeveloped as an academic ambulatory centre with the provision of (i) a premier Cancer Centre providing evidence-based cancer services including personalized care, chemotherapy and radiotherapy, complementing the oncology services in HKWC; (ii) a state-of-the-art academic Ambulatory Centre which provides a comprehensive range of advanced and high-tech ambulatory services for chronic diseases, such as cardio-metabolic diseases related to the heart and diabetes and the associated complications affecting the eyes, kidneys, and other vital organs; and (iii) a Teaching and Research facility focusing on clinical and translation research.

2. The GH redevelopment project will be carried out in phases with a planned capacity of about 500 in-patient and day beds. After redevelopment, in addition to provisioning of the existing services at GH, there will be new and expansion of services with scope as follows:

- (a) Cancer Centre housing:
 - (i) Diagnostic radiology service;
 - (ii) Endoscopy unit;
 - (iii) Chemotherapy cum palliative day care centre; and
 - (iv) Radiotherapy service.

- (b) Ambulatory Care Centre accommodating:
 - (i) Day surgery and anesthesiology service;
 - (ii) Ambulatory renal care service;
 - (iii) Diabetes and endocrine ambulatory service;
 - (iv) Ambulatory cardiac and respiratory service;
 - (v) Geriatric day hospital;
 - (vi) Specialist out-patient clinic; and

- (vii) Community health centre.
- (c) Ancillary and other services:
 - (i) Allied health;
 - (ii) Pathology and tuberculosis laboratory;
 - (iii) Community health education;
 - (iv) School of General Nursing; and
 - (v) Supporting and administrative services.
- (d) Link bridges which facilitate pedestrian access.

3. Separately, The University of Hong Kong (HKU) has proposed to HKTCHDA and HA to establish under the redevelopment of GH the following two centres to be run and operated by the Li Ka Shing Faculty of Medicine of HKU.

- (a) Centre for Clinical Innovation and Discovery (CCID), which will mainly focus on research, including translating recent technological breakthroughs and scientific discovery to advance treatment of cancer and formulate new strategy for disease prevention; and
- (b) Institute of Cancer Care (ICC), which aims to provide supportive care for cancer patients and their families and caregivers, including psychosocial health care, psychotherapy, symptom management services, stress management and behavioral training, cancer survivorship counseling etc.

Current Status

4. HA plans to consult the Panel on Health Services of Legislative Council on the preparatory works of the redevelopment of GH, phase 1 in 1Q 2018 for subsequent submission to the Public Works Subcommittee and Finance Committee in 2Q 2018 respectively, after which the preparatory works of the redevelopment of GH, phase 1 will commence.