

**For discussion
on 11 June 2012**

Legislative Council Panel on Health Services

Redevelopment of Kwong Wah Hospital

Purpose

This paper briefs Members on the proposed redevelopment of Kwong Wah Hospital (KWH).

Background

2. At present, the Hospital Authority (HA) provides public hospital services for Sham Shui Po, Mongkok, Wong Tai Sin, Kwai Tsing, Tsuen Wan and North Lantau districts through its Kowloon West (KW) cluster, which comprises KWH, Caritas Medical Centre, Our Lady of Maryknoll Hospital, Wong Tai Sin Hospital, Kwai Chung Hospital, Princess Margaret Hospital and Yan Chai Hospital. KWH was established in 1911 and is a major acute hospital offering a comprehensive range of acute care services.

Need for Redevelopment of KWH

Aging Hospital Buildings

3. The majority of the KWH buildings is over 50 years old. With the passage of time, its space provision has become inadequate and building services installations out-dated. The structural conditions of the buildings have also been deteriorating. Being located in a densely populated area, KWH is one of the busiest hospitals of HA. The extremely heavy utilisation of KWH has also accelerated deterioration of its facilities.

4. Apart from the Tung Wah Group of Hospitals (TWGHs) Tsui Tsin Tong Out-patient Building (TTT OPB) which was built in 1999 and the Tung Wah Museum which is a declared monument built in 1911, the rest of the hospital buildings at KWH are old and in need of redevelopment. The Main

Hospital Building was constructed in stages between 1959 and 1964. The Staff Barracks, Chinese Medicine Clinical Research and Services Centre, Nurses' Quarters and Administration Building were all constructed in the 1960s and are in need of constant repairs. The TWGHs Yu Chun Keung Memorial Medical Centre (YCKMMC) was constructed in 1981 and becomes inefficient and outdated in terms of accommodation requirement.

Space Constraints

5. Inadequate operational floor space has been a perennial problem facing KWH against the ever-increasing service demands. Numerous improvement works have been carried out in ad hoc manners over the years to cope with operational needs of clinical services units. At present, related facilities and services are scattered over different buildings at KWH, causing unnecessary travelling and inconvenience to patients, increasing the risk of cross infections and hampering the operational efficiency of the hospital. It is undesirable and is not conducive to establishing close collaborations between departments and clinical disciplines.

6. To ensure that modern and safe services could be provided to meet future healthcare needs of the community, HA proposes to redevelop KWH. The redevelopment proposal will modernise KWH to enhance its operational efficiency, as well as provide a patient-oriented environment with adequate capacity and capability for the delivery of holistic and seamless healthcare services.

The Redeveloped KWH

Major Acute Services

7. KWH will retain its role as a major acute hospital providing a full range of in-patient and ambulatory care services after redevelopment. The redevelopment project will facilitate provision of KWH's existing clinical services such as medicine, surgery, obstetrics and gynaecology, orthopaedics and traumatology and paediatrics in a well-coordinated approach to meet future models of care. In-patient services will be considerably strengthened with provision of isolation facilities, re-alignment of critical care service as well as improved accessibility to diagnostic and procedural facilities and rehabilitation services. Area for in-patient accommodation will be expanded from around 27 000 square meters (m²) to around 32 000 m². The redevelopment plan will enable KWH to meet the standards of a modern acute hospital, with a patient-

oriented setting and flexible use of space that improve patient's comfort, achieve operational efficiency and provide quality healthcare.

Accident and Emergency (A&E) Services

8. On average, there are about 400 patients visiting the A&E department of KWH daily. The management of this large number of patients for emergency care within very confined space provisions is undesirable. An emergency medicine (EM) ward will be introduced in the redeveloped KWH to reduce unnecessary hospitalisation through early diagnosis, assessment and treatment of patients. The observation ward will also be expanded so as to allow adequate observation time for quality delivery of emergency care. Isolation facilities will also be provided to enhance infection control. The A&E department will be expanded from around 1 800 m² to around 5 000 m² to cater for the provision of the EM ward as well as other additional or enhanced treatment facilities.

Ambulatory Care Services

9. Ambulatory care services will be delivered among different clinical specialties in patient-oriented setting, with a view to reducing the need for hospitalisation. Through concentration of advanced medical technology and clinical expertise, one-stop multi-disciplinary services will be provided to patients with non-acute conditions for more effective treatment and continuity of care. The existing scattered ambulatory services such as haemodialysis, day surgery and endoscopy, as well as the ambulatory component of obstetrics and gynaecology, and paediatric services, etc. will be expanded. The total floor area of ambulatory care centre of the redeveloped KWH will increase from 4 700 m² to around 24 000 m².

10. As cancer treatment represents a significant area of work at KWH, medical oncology service will be introduced to enhance treatment of cancer patients. Many cancer patients having their initial management through surgical or procedural intervention will require chemotherapy pre-operatively or post-operatively. At present, after diagnosis and surgery, KWH refers cancer patients to Princess Margaret Hospital for medical oncology treatment. Upon completion of the redevelopment of KWH, the new medical oncology service will provide front-line management, consultation services and chemotherapy programmes in the ambulatory care centre.

11. The demand for specialist out-patient consultation services in KWH has increased in the past five years. The number of out-patient attendances has risen by 8% from 321 700 to 348 800 between 2006 and 2011.

The existing facilities are inadequate to meet the high service demand and prevailing infection control requirements. Currently, doctors have to share consultation rooms due to lack of space. There is a need to expand the space and facilities of the existing specialist out-patient department to meet service demands, shorten waiting time, reduce risks of cross infection and provide patient-centred environment. It is planned to expand the specialist out-patient department from around 3 600 m² to around 6 700 m² and to increase the number of consultation rooms from 44 to around 100.

Other Services

12. Apart from the above, other services (including Pathology Department, allied health services, lecture theatre and staff training facilities, department offices and ancillary facilities including supporting and administrative services) will be improved and expanded. In addition, modern technology will be introduced where appropriate to facilitate efficient operation of the redeveloped hospital.

Chinese Medicine (CM) Services

13. The TWGHs has a long history of providing CM services in its two CM general clinics. Since 2001, the TWGHs has further established six modern CM clinical research and services centres, and five integrated Chinese and western treatment centres in Hong Kong. The TWGHs currently runs CM services and preventive care services in KWH with the support of the western medicine colleagues in various locations within KWH. With the surging demand for CM over the years, the inadequate floor space and scattered service locations have hindered the service development as well as provision of comprehensive clinical training for CM graduates and students. The redeveloped KWH will accommodate reprovisioned facilities for enhanced Chinese and western medicine hospital services, including integrated Chinese and western medicine in-patient accommodation with over 50 beds. This will not only foster close collaboration between CM and different clinical specialties, but will also enhance opportunities in training for CM practitioners and students.

The Proposed Project

14. We propose to carry out a comprehensive redevelopment of KWH which will embrace the philosophy of ambulatory care as a new model of service delivery. The proposed scope of the project comprises demolition of all its existing buildings except for the TWGHs TTT OPB for the construction of a

new complex. The Tung Wah Museum, which is a declared monument built in 1911, will also be retained.

15. The new complex will accommodate the following new, and existing services and facilities with expanded capacity -

New services

- (a) Emergency medicine ward;
- (b) Medical oncology service;

Existing and expanded services

- (c) In-patient ward accommodation with isolation facilities;
- (d) Accident and emergency department;
- (e) Various ambulatory services such as haemodialysis, day surgery, endoscopy, day obstetrics and gynaecology, and day paediatrics, etc;
- (f) Out-patient department;
- (g) Operating theatres;
- (h) Intensive care unit / High dependency unit;
- (i) Labour and delivery;
- (j) Radiology;
- (k) Pathology Department;
- (l) Allied health services;
- (m) Lecture theatre and staff training facilities;
- (n) Department offices;
- (o) Ancillary facilities including supporting and administrative services (such as stores, callrooms/overnight rooms, staff

changing rooms, staff recreational facilities and car parks) ;
and

- (p) Services run by TWGHs, including health promotion and wellness centre; CM general out-patient clinic; CM Clinical Research and Services Centre; CM laboratory and radiology facilities; and integrated Chinese and western medicine in-patient accommodation.

16. KWH will remain functional at all times during the redevelopment project and any disruption of services, if unavoidable, will be kept to a minimum. During the construction period, essential clinical services will remain on site, while other ancillary facilities such as offices, staff accommodation and stores will be temporarily decanted off-site. Details of the implementation programme and decanting arrangement will be considered in the detailed design and planning stage.

17. Plans showing the existing layout of KWH and the proposed redevelopment are at **Enclosures 1 and 2** respectively.

Project Implementation

18. We propose to carry out the redevelopment of KWH in two stages, namely, preparatory works and main works. Before we can embark on the main works, we need to conduct site investigation, develop detailed design and prepare tender documents. Owing to lack of sufficient in-house resources, HA will engage professional consultants to carry out the preparatory works.

19. The proposed project implementation will comprise -

- (a) Preparatory works, covering –
 - (i) site investigation;
 - (ii) building survey;
 - (iii) decanting works including protection works for the Tung Wah Museum; and

- (iv) consultancy services for outline sketch design, detailed design, as well as tender documentation and assessment for the main works.
- (b) Main works, covering –
- (i) phased demolition of the Administration Building, Nurses Quarters, CM Clinical Research and Services Centre, Staff Barracks, Main Hospital Building, and TWGHs YCKMMC;
 - (ii) construction of a new complex;
 - (iii) alteration/addition works to TWGHs TTT OPB; and
 - (iv) landscaping and road works.

20. The estimated cost of the preparatory works mentioned in paragraph 19(a) above is in the order of \$525 million in money-of-the-day prices¹. Subject to agreement of Members, we plan to invite tenders for consultancy services for the preparatory works in August 2012. Tender will only be awarded after we have sought the funding approval from the Finance Committee (FC) for preparatory works in December 2012. Subject to FC's funding approval, we plan to commence the preparatory works in 2013 and aim to proceed to the main works in 2015-16 for completion of the whole redevelopment in 2022.

Public Consultation

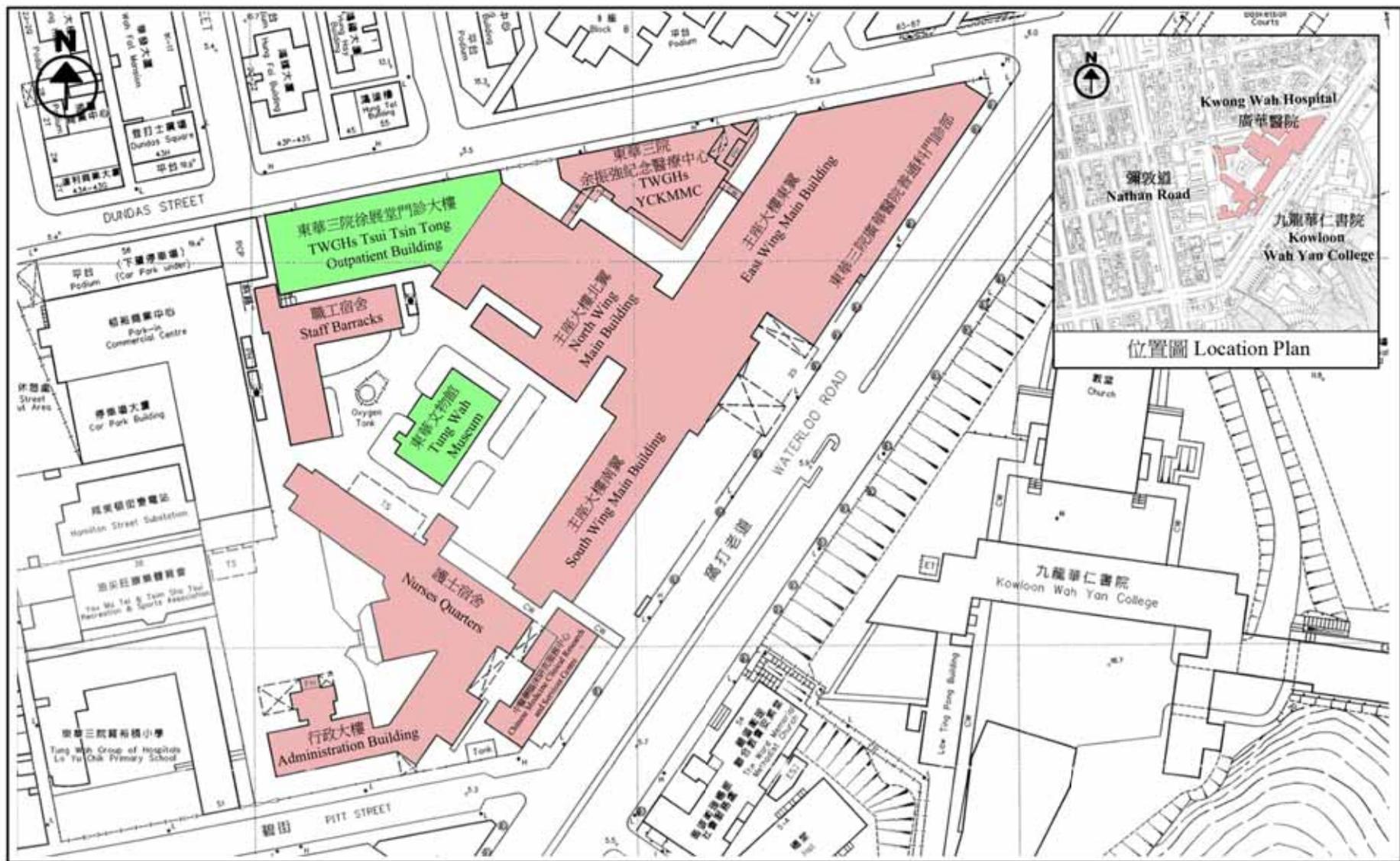
21. HA consulted the Yau Tsim Mong District Council (YTMDC) on 12 January 2012. Members of the YTMDC supported the proposed project.

¹ This is a preliminary estimated cost for the preparatory works, using tender returns for a recent project as reference. The subsequent estimated cost may differ subject to the tender returns for the project.

Advice Sought

22. Members are invited to comment on the proposed project as outlined in this paper.

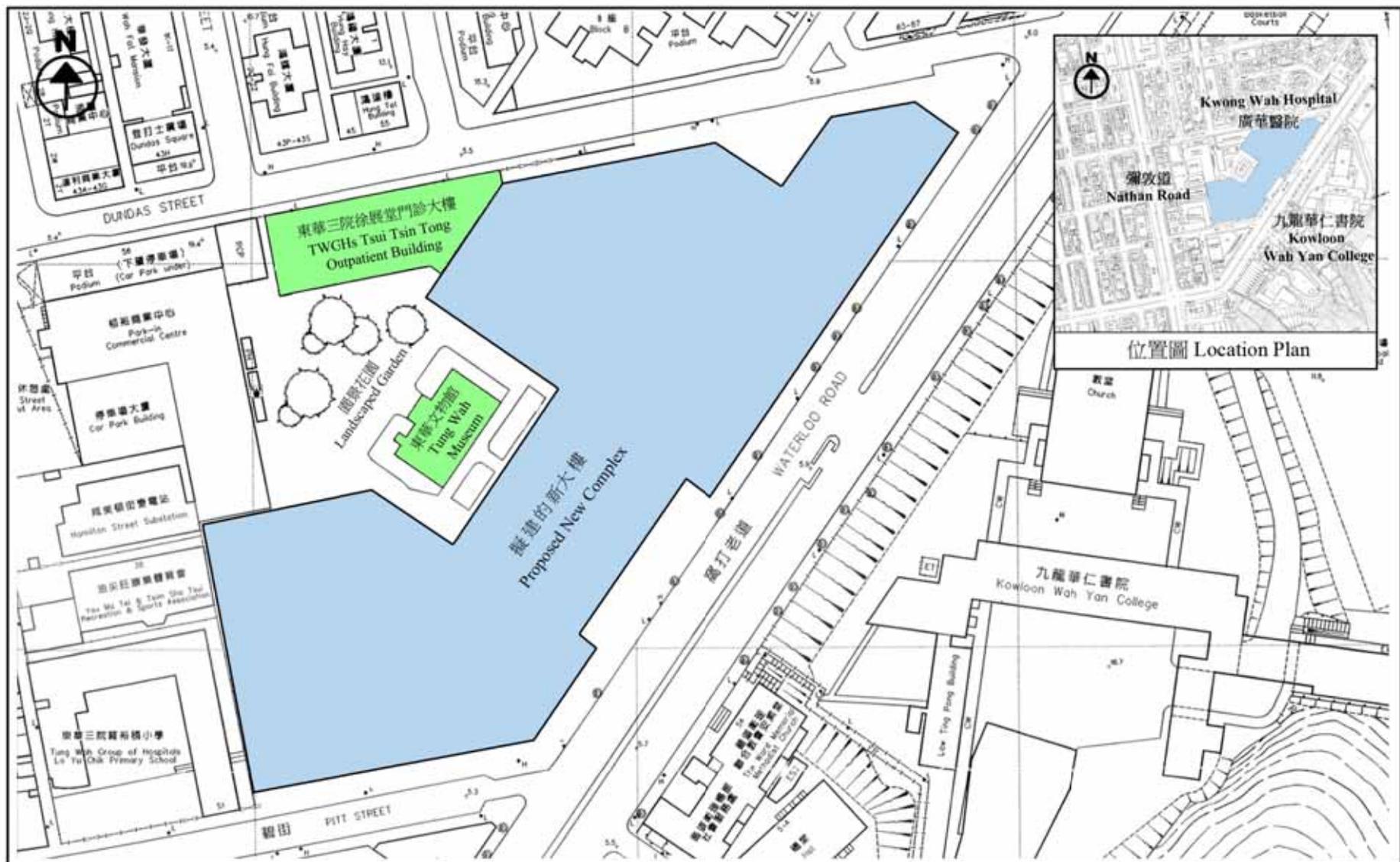
**Food and Health Bureau
Hospital Authority
June 2012**



8013MD - Redevelopment of Kwong Wah Hospital 廣華醫院重建計劃

Site Plan of Existing Kwong Wah Hospital (Not to Scale)
廣華醫院現時平面圖 (不按比例)

- Buildings to be demolished 將予拆卸的樓宇
- Buildings to be retained 將予保留的樓宇



8013MD - Redevelopment of Kwong Wah Hospital 廣華醫院重建計劃
 Site Plan of Kwong Wah Hospital after Redevelopment (Not to Scale)
 廣華醫院重建後平面圖 (不按比例)

- New Building 新的大樓
- Buildings retained 被保留的樓宇