

**For discussion
on 15 July 2013**

Legislative Council Panel on Health Services

**An overview of the redevelopment and
expansion plans of public hospitals**

Purpose

This paper briefs Members on the redevelopment and expansion plans of public hospitals.

Background

2. We strive to fulfill our mission to ensure the development of an appropriately balanced healthcare system with capacity and capability for delivering lifelong, holistic and seamless services to the public. Currently, the Hospital Authority (HA) provides a comprehensive range of acute, convalescent, rehabilitation and community healthcare services through its hospitals, outpatient clinics and community-based facilities. In order to ensure that the medical needs of the community are met, HA regularly reviews the service capacity and physical conditions of its healthcare facilities for planning the redevelopment or expansion of existing hospitals and the development of new hospitals.

3. A number of hospital redevelopment or expansion projects are now underway and will be completed in the next year or two. These include the expansion of Tseung Kwan O Hospital, the Phase 2 redevelopment of Caritas Medical Centre and the redevelopment of Yan Chai Hospital. New

hospitals under construction include Tin Shui Wai Hospital and the Centre of Excellence in Paediatrics at Kai Tak Development Area, which will be completed in 2016 and 2017 respectively.

Overview of redevelopment and expansion plans

4. In planning the development of new hospitals and the redevelopment or expansion of existing hospitals, we take into account the future population growth and demographic changes in different districts, the demand for healthcare services, the overall provision of healthcare services including service load and case complexity in the various clusters under HA, as well as the development of public and private partnerships. In this connection, we have considered the impacts of population growth and aging up to 2031 as forecasted by Census and Statistics Department on the demand for public hospital services. Based on the identified service needs in the respective geographical districts, HA has been planning a number of hospital projects with a view to boosting its inpatient capacity, enhancing service quality, and renewing its building facilities.

Projects with policy commitment

5. To meet the rising demand for ambulatory and inpatient services arising from population growth and aging demographics in the Kwun Tong district, we will expand United Christian Hospital (UCH). This expansion project involves the demolition of three existing hospital blocks built in the 1970s for the construction of a new building as well as an extension wing to the main hospital building, which will accommodate ambulatory, inpatient, pathology and staff facilities. The project also covers the conversion and renovation of the other hospital blocks to improve, expand and rationalize the existing services. Following funding approval by the Finance Committee (FC)

in July 2012, we have been progressing with the preparatory works of the project, covering site investigations, building surveys, detailed design, tender documentation and tender assessment for the main works. Subject to funding approval for the main works, we plan to proceed to the main works stage in 2014-15 for completion of the whole expansion project in 2021.

6. We will carry out a comprehensive redevelopment of Kwong Wah Hospital (KWH) to renew its aging buildings, the majority of which were constructed between 1959 and 1964. This redevelopment project will facilitate KWH to adopt the new patient-oriented healthcare model with focus on the provision of ambulatory care services. It will also expand the Chinese medicine services to provide cross-specialties (Chinese and western medicine) out-patient services as well as Chinese medicine inpatient accommodation. We have obtained funding approval for the preparatory works of the redevelopment project in February 2013, and works are now in progress. Subject to funding approval for the main works, we plan to commence the main works in 2016 for completion of the whole redevelopment project in 2022.

7. We will redevelop Queen Mary Hospital (QMH), which began operation in 1937, into a modern medical centre which is adaptable to future service delivery models with adequate capacity and capability to meet the long-term needs of the community. To address its infrastructural problems such as outdated design, space shortage and limited accessibility, this redevelopment project will provide additional space and larger floor plates to meet operational needs, complement service developments and at the same time promote integrated medical research and education. Under the latest plan, phase one redevelopment of QMH covers the demolition of the Clinical Pathology Building, the University Pathology Building and the Houseman Quarters for the construction of a new block to accommodate key clinical

services. We plan to convert the existing Senior Staff Quarters into pathology laboratories and other facilities for decanting the existing facilities of the three buildings. A second access point from Pok Fu Lam Road will also be created to enhance accessibility. Subject to funding approval, we plan to proceed with the decanting and other preparatory works in early 2014 for completion of the phase one redevelopment of QMH in 2023.

8. As part of the modernization of mental health services in Hong Kong which aims to better meet growing service demand as well as to strengthen care and support for mental patients, we will proceed with a complete redevelopment of Kwai Chung Hospital (KCH). KCH was established in 1981, with models of care at the time focusing heavily on institutional custody of the mentally ill. This redevelopment project will enhance the capability of the hospital in the provision of quality services in line with the international trend of increasing focus on community and ambulatory services in treating mental illnesses. Through phased demolition of all but Block J of the existing buildings, KCH will be redeveloped into a new hospital complex of inpatient accommodation, rehabilitation and ambulatory care facilities, patient resource and social centres, as well as therapeutic leisure areas for the provision of mental health services. Subject to funding approval, we tentatively plan to carry out the redevelopment project in three phases starting from mid-2015 for completion in early 2023.

9. Noting that piecemeal renovation and repair works carried out over the years was less cost-effective, we plan to carry out a major refurbishment of the Hong Kong Buddhist Hospital (HKBH) which was completed in 1970. We will also take the opportunity to provide 130 additional convalescent and rehabilitation beds in HKBH so as to strengthen longer-term care and rehabilitation services for elderly patients suffering from chronic diseases. This project will involve the refurbishment of inpatient

wards, clinical and supporting departments, offices and ancillary facilities; as well as the conversion of staff accommodation into wards to provide additional inpatient beds. We plan to seek funding approval from FC in mid-2014 for completion of the project in 2017.

Projects under planning in medium term

10. An expansion project is currently under planning to strengthen the infirmary care services in Haven of Hope Hospital (HHH). The existing infirmary wards at HHH are accommodated in three hospital blocks built in the 1950s, which have become dilapidated over the years and lack proper infection control facilities. Under this expansion project, we plan to construct a new hospital block with new facilities meeting prevailing standards to re-provision the existing infirmary wards and provide 160 additional infirmary beds in HHH. There will also be a purpose-built Integrated Carers' Support Centre offering a one-stop venue for care-givers and volunteers in the community to gain access to healthcare resources, training, and psycho-social support. HA is arranging consultancy services to carry out preparatory works for the project, including detailed design and tender documentation.

11. To cater for the increase in demand for medical services arising from the growing and aging population of the Kowloon City and Wong Tai Sin districts over the next 20 years, we plan to build a new major acute hospital in the Kai Tak Development Area (KTDA). The new hospital will have around 1,600 to 1,700 beds and provide clinical services of major specialties, including accident and emergency services. We have already reserved a site in KTDA for this purpose.

12. We also plan to redevelop Queen Elizabeth Hospital (QEH) to renew its aging infrastructure. Many of the hospital blocks of QEH have been

in use since the hospital opened in 1963. Despite the implementation of an extensive refurbishment programme in the mid-1990s, the conditions of QEH have continued to deteriorate at a hastened pace due to heavy utilization. Given its proximity to the new major acute hospital in KTDA, the redevelopment of QEH will be planned in conjunction with the new hospital in order to ensure that effective and efficient medical services will be provided to the local community.

13. Likewise, the role of Our Lady of Maryknoll Hospital (OLMH) will be reviewed taking into consideration the new major acute hospital in the Kai Tak Development Area. OLMH was built in the late 1950s and its service provision is restricted by space constraints and outdated facilities. HA will plan the redevelopment of OLMH having regard to its long-term development directions in order to ensure appropriate provision of medical services to the local community.

14. In order to provide adequate space in Prince of Wales Hospital (PWH) for meeting the healthcare needs of the Sha Tin district, which had commenced operation in 1984, we carried out its phase one redevelopment in 2007. The phase one redevelopment project involved the construction of a new 14-storeyed Main Clinical Block and Trauma Centre, providing inpatient services including intensive care unit, operating theatres and day services with sufficient clinical space and facilities in line with modern design standards. With the new building completed in 2010, the original plan for the phase two redevelopment of PWH was to demolish Staff Blocks A, C and D and the lecture hall of the Nursing School for the construction of another new block, without provision of additional inpatient beds. In the light of the latest projection of population growth and expected changes in demographic structure in the New Territories East Cluster (NTEC) covering the Sha Tin, Tai Po, and North districts, HA is reviewing the phase two redevelopment

project, including considering to increase the number of beds and expand the inpatient services so as to meet the long-term medical needs of the community.

Future expansions in the longer term

15. Apart from planning the above projects with a view to meeting the medical needs of the community in the medium term, we have also formulated development strategies for service expansions in the long term. To meet increasing service demands from local elderly population, cross-border patients and new population of the North East New Territories New Development Area, future expansions of North District Hospital, Sha Tin Hospital and Tai Po Hospital have been catered for by reserving the residual development potentials of the respective hospital sites. Similarly for the Eastern District, we are exploring future expansion of Pamela Youde Nethersole Eastern Hospital through optimizing the utilization of its existing site area to meet increase in service demands.

16. For the Islands district, the new North Lantau Hospital (NLTH), with a planned capacity of 160 inpatient beds and 20 day beds, will commence operation later this year. NLTH will be a crucial part of the overall HA response plan in disasters and contingencies in North Lantau which covers the Hong Kong International Airport, the Hong Kong-Zhuhai-Macao Bridge and other major nearby tourist facilities. In view of its projected population growth, we plan to reserve the adjoining site for future expansion of NLTH.

17. For the Yuen Long and Tuen Mun districts, the construction of a new hospital with a planned capacity of 300 beds in Tin Shui Wai is currently underway. Considering that Yuen Long will become the most populated district by 2031, HA has reserved its adjoining site for possible future

expansion of Tin Shui Wai Hospital (TSWH) in the long run. In addition, as it is estimated that around 40% of the future population in the Yuen Long and Tuen Mun districts will live in the Hung Shui Kiu New Development Area, we also plan to reserve a site for the construction of a new hospital to complement TSWH after its expansion and accommodate the remaining of the required additional beds there.

Advice sought

18. Members are invited to note the current status and plans for the redevelopment and expansion hospital projects as outlined in this paper.

**Food and Health Bureau
Hospital Authority
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