

立法會
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Panel on Health Services

**Information note prepared by the Legislative Council Secretariat
for the meeting on 17 February 2014**

Redevelopment of Queen Mary Hospital

The subject of redevelopment of Queen Mary Hospital ("QMH") has not been discussed by the Panel on Health Services. The redevelopment of QMH was announced by the Financial Secretary in the 2012-2013 Budget. According to the Administration, the redevelopment project aims to turn 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 To address its infrastructural problems such as outdated design, space shortage and limited accessibility, the redevelopment project will provide additional space and larger floor plates to meet operational needs,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.

2. According to the Administration, the redevelopment project will be carried out in phases. Phase one redevelopment will cover 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. The plan is to convert the existing Senior Staff Quarters into pathology laboratories and other facilities for decanting the existing facilities of these three buildings. A second access point from Pok Fu Lam Road will also be created to enhance accessibility. Subject to funding approval, the Administration plans to proceed with the decanting and other preparatory works in early 2014 for completion of the phase one redevelopment of QMH in 2023.

3. During the last and current legislative terms, two written questions concerning the redevelopment of QMH were raised at the Council meetings of 11 January 2012 and 24 April 2013 respectively. The questions and the Administration's replies are in **Appendices I and II** respectively.

Council Business Division 2
Legislative Council Secretariat
13 February 2014

Press Releases 11 January 2012

LCQ19: Queen Mary Hospital and Kwong Wah Hospital redevelopment project

Following is a question by the Hon Chan Hak-kan and a written reply by the Secretary for Food and Health, Dr York Chow, in the Legislative Council today (January 11):

Question:

It has been reported that the Hospital Authority (HA) does not have any specific plan to redevelop the Queen Mary Hospital (QMH) and Kwong Wah Hospital (KWH), yet as both of them are major acute hospitals in their respective hospital clusters and have been completed and commissioned for years, their designs have long been unable to cater for the operation needs of the present day, thus affecting the work efficiency of healthcare staff as well as the quality of the services provided, and causing inconvenience to patients. In this connection, will the Government inform this Council:

(a) whether it knows the various capital works projects (with the relevant information including the project title, description, location and expenditure incurred, etc. set out in detail in table form) to be taken forward by HA in the coming three financial years;

(b) whether it knows the respective expenditure on maintenance and repairs incurred by HA for each public hospital in the past three years, with a breakdown (in table form) by name of hospital;

(c) whether it knows if HA has any plan to improve the respective environment of QMH and KWH in the near future; if it has, of the details and the way to reduce the impacts on the healthcare staff and patients when the works projects are in progress; if not, the reasons for that; whether preliminary studies will first be conducted on the redevelopment or expansion of QMH and KWH at the current stage so that the time required for the works projects can be reduced in future;

(d) whether it knows the factors to be considered by HA in assessing the redevelopment or expansion of hospitals, and how priorities are set; and

(e) given the Government's relatively strong financial position at present, whether the Government will take the lead to earmark funds for HA to redevelop or expand its hospitals, and request HA to make long-term planning to meet its future service needs?

Reply:

President,

(a) In the coming three financial years, the Hospital Authority (HA) will take forward the four capital works projects are shown in Annex.

(b) The Government granted allocation under Head 708 Subhead 8100MX every year to HA to carry out minor improvement, repair

and maintenance works for public hospitals. Each year, HA conducts review on the conditions of the structures and facilities of its 41 public hospitals and, on the basis of the outcome of the review, determines the order of priority and the amount of funding for implementation of various minor maintenance and improvements works in the coming three years. Under such circumstances, the expenditure on repair and maintenance works of each public hospital may vary substantially each year. The expenditures on minor repair and maintenance works of public hospitals in the past two years were \$330 million and \$290 million respectively, and that for this year is estimated to be \$310 million.

(c) Although most of the buildings of the Queen Mary Hospital (QMH) and Kwong Wah Hospital (KWH) were built in early years, no structural problem has been found since the measure of conducting annual review and maintenance works has been proved effective. Notwithstanding the above, in order to cope with the service development of both hospitals and to meet the needs of patients for healthcare services, HA has earlier submitted proposals for redevelopment of QMH and KWH for consideration by the Government, with a view to enhancing the environment and facilities of both hospitals. Having considered the information submitted by HA, including the needs and specific details of the two projects, the Government has accepted the two redevelopment proposals in principle.

Before the formal implementation of the redevelopment project, HA has to carry out preliminary planning work, including various preliminary technical assessments to ascertain the project's technical feasibility. HA has already commenced the relevant preliminary planning and study for the two hospitals while both hospitals will continue to have a series of measures to carry out maintenance and repair for upkeeping the environment for their healthcare staff and patients. In 2011-12, for instance, the expenditures on minor repair and maintenance works of QMH and KWH are about \$36 million and \$18 million respectively. In the meantime, both hospitals will make service adjustments having regard to the utilisation of and demand for their services, so as to ensure that they can provide safe and appropriate healthcare services to the patients.

After completion of the relevant preparatory works and detailed estimation of the capital works expenditures, we will process the funding applications of the two hospitals according to the established procedures and seek funding approval from the Legislative Council for commencement of the works.

(d) In determining the order of priority for development of new hospitals and expansion or redevelopment of existing hospitals, HA will take into account the future population growth and ageing in different regions, the demand for healthcare services, the overall provision of healthcare services in the various clusters under HA, the conditions of the hospitals' structures and facilities, HA's long-term objectives and strategies for its overall service development, as well as the development of public and private healthcare services.

(e) HA conducts long-term planning for provision of public healthcare services on an on-going basis. In the process, HA takes into account a number of factors, including the projected demand for healthcare services having regard to population growth and demographic changes, the growth rate of services of individual specialties, the possible changes in healthcare

services utilisation pattern, and the standards required of modern medical equipment etc. so that planning can be made for provision of services and hardware facilities in public hospitals to meet the demand for healthcare services. The Government will continue to conduct planning for the hardware of medical facilities on a need basis, and handle funding application in accordance with the established procedures to ensure that the public will continue to be provided with adequate quality medical facilities.

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Legislative Council Q19

Annex

In the coming three financial years, the Hospital Authority (HA) will take forward the following four capital works projects

Name of Project	Details and Location of Project	Estimated Expenditure
Centre of Excellence in Paediatrics	A Centre of Excellence in Paediatrics will be built in Kai Tak Development Area to provide over 400 hospital beds with a number of departments such as the haematology and oncology unit, cardiology and paediatric surgery unit, intensive care unit and neonatal care unit for handling various complicated medical cases related to paediatrics.	Approximately \$9.7 billion
Tin Shui Wai Hospital	A new hospital will be built in Tin Shui Wai Area 32 with 260 beds to provide in-patient care services for emergency medicine, rehabilitation, convalescent and palliative care. Upon commissioning, the Tin Shui Wai Hospital together with the Pok Oi Hospital and the Tuen Mun Hospital of the New Territories West Cluster will provide appropriate hospital services to residents in the districts.	Approximately \$2.8 billion
Reprovisioning of Yaumatei Specialist Clinic (YMTSC) at Queen Elizabeth Hospital (QEH)	The existing services provided at YMTSC including the Ear, Nose and Throat Specialist Clinic, the Geriatric Day Hospital, the Renal Dialysis Centre, Child Psychiatric Out-patient Clinic and the Child Psychiatric Day Hospital, will be reprovisioned at QEH. In addition, the ambulatory care services of QEH will also be expanded for provision of such facilities as the Adolescent Medical Centre, the Special Medical Care Centre, the Diabetes and Metabolic Centre and the Multidisciplinary Pain Management Centre.	Approximately \$1.4 billion
Preparatory works for expansion of United Christian Hospital (UCH)	Preparatory works will be carried out for construction of an ambulatory cum pathology block in the UCH and for conversion and renovation of the vacated space in the existing hospital blocks to improve, expand and rationalise the operation of existing departments and their services. The preparatory works include site investigation, building survey, detailed design, tender documentation and tender assessment for the UCH expansion project.	Approximately \$340 million

Press Releases *24 April 2013*

LCQ19: Queen Mary Hospital redevelopment project

Following is a question by the Dr Hon Kenneth Chan and a written reply by the Secretary for Food and Health, Dr Ko Wing-man, in the Legislative Council today (April 24):

Question:

The Government has approved the project of Hospital Authority (HA) to redevelop the Queen Mary Hospital (QMH) by phases. Yet, HA has not announced the concrete redevelopment arrangements and post-redevelopment service arrangements. In this connection, will the Government inform this Council:

(a) whether it knows the latest progress of the redevelopment project; whether it can provide the details and schedule of the entire redevelopment project; if it cannot, of the reasons for that;

(b) whether it knows the details about the number of beds and the new services to be provided as well as the healthcare manpower requirements after the redevelopment of QMH; whether HA has adopted specific measures to ensure sufficient healthcare staff to provide services in QMH upon completion of the redevelopment project; if it has, of the details; if not, the reasons for that;

(c) of the latest estimated expenditure for the redevelopment project; given the comment of some healthcare staff of QMH that the earlier estimated amount of \$7 billion might not suffice, whether there is room for the authorities to increase the budget; if there is, of the details; if not, the reasons for that;

(d) given the comments of some patients that the waiting time for specialist out-patient services, examinations with the aid of advanced medical apparatus and operations is currently very long in QMH, whether it knows if the waiting time for such services will be shortened upon completion of the redevelopment project; if so, of a breakdown of the anticipated figures by specialty and type of examination item and operation;

(e) whether it knows if the services provided by QMH will be reduced when the redevelopment works are in progress, and whether part of the service needs will be shared out by other public hospitals; if so, of the details; the measures to be taken by the Government and HA to alleviate the impact of the redevelopment project on the patients of QMH and the residents on Hong Kong Island as well;

(f) given that some concern groups on women's affairs have all along longed for the authorities to set up a one-stop support centre for victims of sexual violence, whether the authorities will consider taking the opportunity of the redevelopment of QMH to set up such a centre in the hospital, so as to strengthen the support for victims of sexual violence; if they will, of the details; if not, the reasons for that; and

(g) whether it knows if HA will initiate public engagement activities in the course of drawing up plans for the redevelopment project and designing the buildings, so as to gauge

the views of patients, healthcare personnel and other stakeholders; if HA will, of the details; if not, the reasons for that?

Reply:

President,

(a) and (c) In order to make the redeveloped Queen Mary Hospital (QMH) better serve its mode of service as a modernised medical centre, the Government and the Hospital Authority (HA) are modifying the outline of the redevelopment project, with a view to expediting the progress of the redevelopment works and shortening the time required to complete the entire project.

The Architectural Services Department is carrying out a technical feasibility study on the modified project and it is expected to be completed in the third quarter of 2013. By then, specific project details and a working schedule could be confirmed. Since the technical feasibility study on the redevelopment project is still in progress, the estimates of expenditure in this respect are not available at this stage.

(b), (d) and (e) The QMH redevelopment project aims to renew the hospital equipment and turn the hospital into a modernised medical centre with additional space and floor area to meet operational needs, cope with the demand of service development and facilitate research and education development so as to further enhance its function and role as an academic medical centre. The redeveloped QMH will be more capable of providing patient-oriented, inter-departmental and cross-disciplined quality services, and will provide more advanced, more appropriate and more efficient healthcare service for the public.

The details of the redevelopment project are yet to be finalised and the completion of construction works will take time. QMH will, according to the timeframe of the redevelopment project, discuss with various departments as and when appropriate the service and operational demand and consider in details the service items to be provided by individual units upon completion of the redevelopment project, so as to formulate a detailed operational plan, including the number of hospital beds and the manpower requirements of healthcare staff, etc. To address the shortage of overall healthcare manpower, the Food and Health Bureau has established a high level Steering Committee to conduct a strategic review on healthcare manpower planning and professional development in Hong Kong. The Steering Committee is studying the manpower demand of various healthcare professions across the board. Having regard to the findings of the strategic review, it will formulate recommendations on ways to cope with the anticipated demand for healthcare manpower, strengthen professional training and facilitate professional development, so as to help us plan for the long-term supply of high-quality healthcare professionals to ensure the sustained and healthy development of Hong Kong's healthcare system.

Since QMH will be redeveloped in situ, the project will be carried out on the principle that clinical services would not be affected as far as possible. Any disruption of services, if unavoidable, will be kept to a minimum through corresponding arrangements by the hospital. If decantation service is required, QMH will take the initiative to negotiate with other hospitals in the Hong Kong West Cluster so as to decant some services to other hospitals and provide suitable space for

departments being affected by the redevelopment project.

(f) The Social Welfare Department (SWD) set up the Multi-purpose Crisis Intervention and Support Centre in 2007 to provide one-stop crisis intervention and support services, including short-term accommodation, to victims of sexual violence and their family members through a service model involving designated social workers and multi-disciplinary co-operation. The Centre has been operating effectively. SWD has no plan to set up another support centre for victims of sexual violence in QMH or any particular hospital.

(g) QMH will collect views from its staff and report the work progress on a regular basis through different channels such as the staff consultative committee, seminars, website and newsletter. It will also maintain regular communication with various stakeholders within the hospital. As for the outside parties, QMH will regularly report to them the project plan and work progress, collect their views and timely address their concerns through the Central and Western District Council, the Southern District Council, patients' groups and neighbouring residents' organisations, etc.

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