

Item 7: Decision-making processes in HA after its Chief Executive, Dr William HO, was infected with SARS, and details of the authorization given to the acting Chief Executive appointed by HA, and the role of Dr HO while the acting Chief Executive was discharging his duties.

1. *Decision making processes in HA after its Chief Executive, Dr William HO, was infected with SARS.*

A 'war cabinet' known as the daily SARS Round Up meeting, formed by the HA Chief Executive, Directors and Cluster Chief Executives and often with the participation of the HA Chairman, served as a dynamic command unit that met daily to appraise the rapidly changing situation, share experience amongst clusters and make strategic decisions.

2. *Details of authorization given to the acting Chief Executive appointed by HA.*

Dr KO Wing Man was authorized by the HA Chairman to deputise for the Chief Executive during Dr HO's absence with effect from 24 March 2003 (Attachment 1 refers).

This deputizing arrangement for the Chief Executive position had always been the same. Dr KO had previously on many occasions deputised for the Chief Executive during his absence (Attachment 2 provides examples). This authority to approve deputising appointments for the Chief Executive was delegated by the HA Board to its Chairman on 29 July 1997 (Attachment 3 refers).

3. *The role of Dr HO while the acting Chief Executive was discharging his duties.*

Dr HO did not play a formal role while the deputising Chief Executive was discharging his duties. During the whole period, Dr KO chaired the formal daily SARS Round Up meetings. Rather, as his health allowed, Dr HO contributed ideas and insights to the 'war cabinet' via video conferencing, which the team appreciated as helpful during times when everybody was under great stress.

Ref : HA 301/10
Tel : 2300 6797

24 March 2003

To : Members
Hospital Authority

Dear Members,

I am writing with concern to let you know that Dr William Ho, our Chief Executive, was admitted yesterday to Queen Mary Hospital with pneumonia. Dr Ho was on his way to a function on Hong Kong Island when he noticed a fever. He went to Queen Mary Hospital where radiological examination confirmed pneumonic changes. Dr Ho was admitted to hospital on medical advice for precautionary observation and treatment. His condition is stable.

I am sure Dr Ho will recover very soon under the management of the clinical team at Queen Mary Hospital. Meanwhile, I have full confidence in all frontline staff and the executive teams in all Clusters and the Head Office in continuing our hard battle against the threat of SARS. This morning, I met with all the Directors and Cluster Chief Executives to work out a contingency plan for containing the further spread of the disease, and the general management of HA at the Head Office. Meanwhile, Dr Ko Wing Man will be deputizing for Dr William Ho.

You all know that our staff have all been working under extremely difficult situation and excessively high pressure in the past few weeks. I am sure you will join me in appreciating their dedication and professionalism in managing the disease and work alongside with them all the way through.

Yours sincerely,

(C H Leong)
Chairman
Hospital Authority

SM/mw



醫院管理局

HOSPITAL
AUTHORITY

Memorandum

From : D(PS&HR)

Ref : (2) in L/M(28) to HR/CSU/A/2
(CE/W)

Tel : 2300 6781

Fax : 2194 6847

Date : 24 March 2003

To : Cluster Chief Executives
Directors
Hospital Chief Executives
Units Heads in HAHODeputising Appointment for Chief Executive

As you are aware, Dr William HO was admitted yesterday to Queen Mary Hospital. During the interim, approval has been given by the Chairman for Dr W M KO, Director (Professional Services & Public Affairs), to deputise for the Chief Executive during Dr HO's absence with effect from 24 March 2003.

2. We are confident that Dr HO will recover very soon under the management of the clinical team at Queen Mary Hospital. Meanwhile, may I take this opportunity to thank all our staff who have been working extremely hard in the past few weeks. Please rest assured that your dedication and professionalism in managing the disease are well appreciated by the Board and community.

(Dr Kathleen SO)
D(PS&HR)

KS/af



醫院管理局
HOSPITAL
AUTHORITY

Memorandum

From : D(PS&HR)

Ref : (2) in L/M(29) to HR/CSU/A/2
(CE/W)

Tel : 2300 6967

Fax : 2895 5095

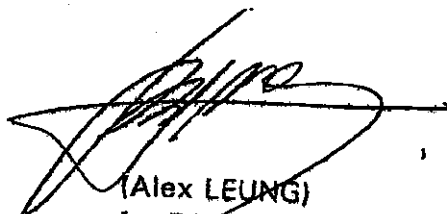
Date : 24 July 2003

To : Cluster Chief Executives
Directors
Hospital Chief Executives
Units Heads in HAHO

Deputising Appointment for Chief Executive

With approval of the Chairman, Dr William HO, the Chief Executive will be on annual leave from 3 August 2003 to 13 August 2003 inclusive.

2. Approval has been given by the Chairman for Dr KO Wing-man, Director (Professional Services & Public Affairs), to deputise for the Chief Executive during Dr HO's absence in the above period.



(Alex LEUNG)
for D(PS&HR)

AL/af

Deputisememo



醫院管理局
HOSPITAL
AUTHORITY

辦策詳力為病人·優質醫護滿杏林
Quality Patient-Centred Care Through Team

Fax

To:	Dr C H Leong, GBS, JP Chairman, HA	From:	Dr William Ho, Chief Executive
Fax:	3103 9783 / 2840 0748	Our fax:	(852)2576 5050
Pages:	1 (incl cover page)	Date:	23 July 2003
Re:	Deputising appointment	cc:	

Urgent For Review Please Comment Please Reply Please Advise

Message

I would like to recommend Dr KO Wing-man, Director (Professional Services and Public Affairs) to deputize for me during my absence on vacation from 3.8.2003 ^(Sunday) to 13.8.2003 (inclusive), in addition to his current duties. Grateful for your consideration please.

William Ho
(William Ho)
Chief Executive

Yes agree
William Ho
23/7/03



醫院管理局
HOSPITAL
AUTHORITY

070006

Attachment II (Page 4)

Memorandum

From : D(PS&HR)

Ref : (2) in L/M(25) to HR/CSU/A/2
(CE/W)

Tel : 2300 6967

Fax : 2895 5095

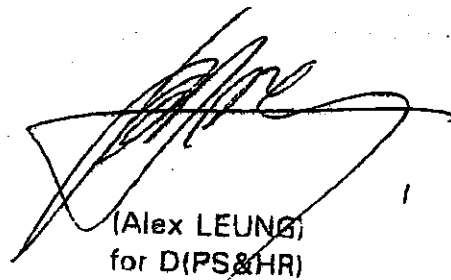
Date : 3 December 2002

To : Cluster Chief Executives
Directors

Deputising Appointment for Chief Executive

With approval of the Chairman, Dr William HO, the Chief Executive, will attend the IHF Summit at Miami from 8 December 2002 to 11 December 2002, and will visit healthcare organizations in San Francisco from 12 December 2002 to 15 December 2002 inclusive.

2. Approval has been given by the Chairman for Dr W M KO, Director (Professional Services & Public Affairs), to deputise for the Chief Executive during Dr HO's absence from 8 December 2002 to 15 December 2002 inclusive.



(Alex LEUNG)
for D(PS&HR)

cc Hospital Chief Executives
Units Heads in HAHO

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HOSPITAL
AUTHORITY

品質醫務為病人·優質醫護為宗旨
Quality Patient-Centred Care Through Team

Fax

To:	Dr C H Leong, GBS, JP Chairman, HA	From:	Dr William Ho, Chief Executive
Fax:	3105 9783 / 2840 0748	Our fax:	(852)2576 5050
Page:	1 (incl cover page)	Date:	29 December 2002
Re:	Deputising appointment	cc:	

Urgent For Review Please Comment Please Reply Please Advise

Message

Your approval was given for me to speak and attend the IHF Summit at Miami from 8-11 December and visit to healthcare organizations in San Francisco from 12-15 December inclusive. I would like to recommend Dr W M Ko, Director (Professional Services and Public Affairs) to deputize for me during my absence from 8 to 15 December 2002 inclusive, in addition to his current duties. Grateful for your consideration please.

(William Ho)
Chief Executive

Agree

21/12/02



醫院管理局

HOSPITAL
AUTHORITY

070008

Attachment II (Page 6)

Memorandum

From : D(PS&HR)

Ref : (2) in L/M(24) to HR/CSU/A/2
(CE/W)

Tel : 2300 6967

Fax : 2895 5095

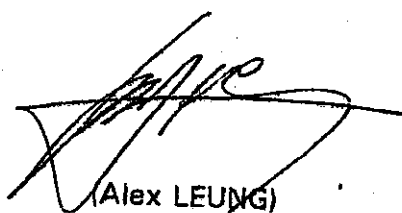
Date : 18 November 2002

To : Cluster Chief Executives
Directors

Deputising Appointment for Chief Executive

Please note that with approval of the Chairman, Dr William HO will speak and attend the 第二屆中國醫師論壇 at Beijing on 26 November 2002.

2. Approval has been given by the Chairman for Dr W M KO, Director (Professional Services & Public Affairs), to deputise for the Chief Executive during Dr HO's absence from afternoon of 25 November 2002 to morning of 27 November 2002 inclusive.


(Alex LEUNG)
for D(PS&HR)

cc Hospital Chief Executives
Units Heads in HAHO

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以病人為中心·提供優質護理
Quality Patient-Centred Care Through Te:

Fax

To:	Dr C H Leong, GBS, JP Chairman, HA	From:	Dr William Ho, Chief Executive
Fax:	3105 9783 / 2640 0748	Our fax:	(852) 2576 5050
Pages:	1 (incl cover page)	Date:	12 November, 2002
Re:	Deputising appointment	cc:	

- Urgent
 For Review
 Please Comment
 Please Reply
 Please Advise

Message

Your approval was given for me to speak and attend the 第二屆中國醫師論壇 at Beijing on 26 November 2002. I would like to recommend Dr W M Ko, Director (Professional Services and Public Affairs) to deputize for me during my absence from afternoon of 25 to morning of 27 November 2002 inclusive, in addition to his current duties. Grateful for your consideration please.

William Ho

(William Ho)
Chief Executive

Yes agree

CH Leong

13/11/02



醫院管理局

HOSPITAL
AUTHORITY

070010

Attachment II (Page 8)

Memorandum

From : D(PS&HR)

Ref : (2) in L/M(23) to HR/CSU/A/2
(CE/W)

Tel : 2300 6967

Fax : 2895 5095

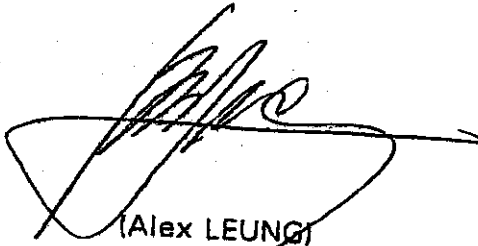
Date : 5 September 2002

To : Cluster Chief Executives
Directors

Deputising Appointment for Chief Executive

Please note that with approval of the Chairman, Dr William HO will speak at the 2nd Asia Pacific Forum on Quality Improvement in Health Care on 13 September 2002 in Singapore.

2. Approval has been given by the Chairman for Dr W M KO, Director (Professional Services & Public Affairs), to deputise for the Chief Executive during Dr HO's absence from 12 September 2002 to 14 September 2002 inclusive.



(Alex LEUNG)
for D(PS&HR)

cc Hospital Chief Executives
Units Heads in HAHO

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Quality Patient-Centred Care Through Teamwork

Fax

To:	Dr LO Ka-shui, Chairman HA	From:	Dr William Ho, Chief Executive
Fax:	2827 7555	Pages:	1 (incl this one)
Our fax:	(852)2576 6050	Date:	9/3/2002
Re:	Deputizing arrangement		

Message :

Dear Dr Lo,

Your approval was given for me to speak at the 2nd Asia Pacific Forum on Quality Improvement in Health Care on 13 September at Singapore. I would like to recommend Dr W M Ko, Director (Professional Services and Public Affairs) to deputize for me during my absence from 12 to 14 September 2002 inclusive, in addition to his current duties. Grateful for your consideration please.

(William Ho)
Chief Executive

Approved by Chairman



醫院管理局

HOSPITAL
AUTHORITY

Memorandum

From : D(PS&HR)

Ref : (3) in L/M(21) to HR/CSU/A/2
(CE/W)

Tel : 2300 6967

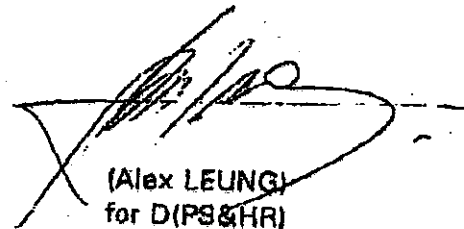
Fax : 2895 5095

Date : 29 July 2002

To : Cluster Chief Executives
DirectorsDeputising Appointment for Chief Executive

Please note that with approval of the Chairman, Dr William HO will be on annual leave from 8 August 2002 to 13 August 2002 inclusive.

2. Approval has been given by the Chairman for Dr W M KO, Director (Professional Services & Public Affairs), to deputise for the Chief Executive during Dr HO's absence in the above period.



(Alex LEUNG)
for D(PS&HR)

cc Hospital Chief Executives
Units Heads in HAHO

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HOSPITAL
AUTHORITY

精益求精為病人·匯聚專業為杏林
Quality Patient-Centred Care Through Teamwork

Fax

To:	Dr LO Ka-shui, Chairman HA	From:	Dr William Ho, Chief Executive
Fax:	2827 7555	Pages:	1 (incl this one)
Our fax:	(852)2576 5050	Date:	7/26/2002
Re:	Deputizing arrangement		

Message :

Dear Dr Lo,

I would like to recommend Dr W M Ko, Director (Professional Services and Public Affairs) to deputize for me during my absence on vacation from 8 to 13 August 2002 inclusive, in addition to his current duties. Grateful for your approval please.

(William Ho)
Chief Executive

Approved by Chairman.

W



醫院管理局

HOSPITAL
AUTHORITY

Memorandum

From : D(PS&HR)

Ref : (3) in L/M(19) to HR/CSU/A/2
(CE/W)

Tel : 2300 6967

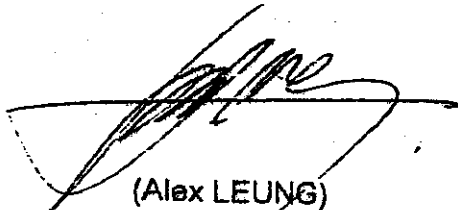
Fax : 2895 5095

Date : 14 May 2002

To : Cluster Chief Executives
Hospital Chief Executives
Unit Heads in HAHODeputising Appointment for Chief Executive

Please note that with approval of the Chairman, Dr William HO will be on overseas duties in Shanghai from evening of 22 May 2002 (Wednesday) to noon of 26 May 2002 (Sunday).

2. Approval has been given by the Chairman for Dr KO Wing-man, Director (Professional Services & Public Affairs), to deputise for the Chief Executive during Dr HO's absence from Hong Kong.



(Alex LEUNG)
for D(PS&HR)

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HOSPITAL
AUTHORITY

群策群力為病人 - 匯質醫護誠善林
Quality Patient-Centred Care Through Teamwork

Fax

To:	Dr LO Ka-shui, Chairman HA	From:	Dr William Ho, Chief Executive
Fax:	2827 7555	Pages:	1 (incl this one)
Our fax:	(852)2576 6050	Date:	5/13/2002
Re:	Deputizing arrangement		

Message :

Dear Dr Lo,

I would like to recommend Dr W M Ko, Director (Professional Services and Public Affairs) to deputize for me during my absence on overseas duties in Shanghai from evening of 22 to noon of 26 May 2002 (Sunday), in addition to his current duties. Grateful for your approval please.

(William Ho)
Chief Executive

Approved by
Chairman
on 13.5.02.

醫院管理局

Memorandum

HOSPITAL
AUTHORITY

From : DD(O&HR)

To : Hospital Chief Executives
Unit Heads in HAHORef : (3) in L/M(15) to HR/CSU/A/2
(OPS/W)

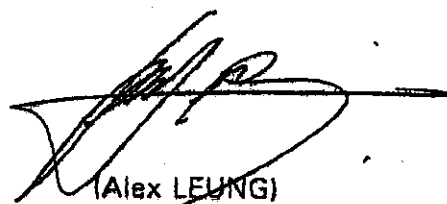
Tel : 2300 6967

Fax : 2895 5095

Date : 9 April 2001

Deputizing Appointment for Chief Executive

Please note that with approval of the Chairman, Dr William HO will be on leave from 11 to 12 April 2001 and on study/duty leave at the United Kingdom from 17 to 28 April 2001. Approval has been given by the Chairman for Dr KO Wing-man, Deputy Director (Operations and Public Affairs), to deputize for the Chief Executive during Dr HO's absence from 11 to 29 April 2001 (both dates inclusive).



(Alex LEUNG)
for DD(O&HR)

AL/af



醫院管理局
HOSPITAL
AUTHORITY

Fax

To:	Dr LO Ka-shui, Chairman HA	From:	Dr William Ho, Chief Executive
Fax:	2827 7555	Pages:	1 (incl this one)
Our fax:	(852)2576 5050	Date:	4/4/01
Re:	Deputizing arrangement		

Message :

Dear Dr Lo,

I would like to recommend Dr W M Ko, Deputy Director (Operations and Public Affairs) to deputize for me during my absence on leave from 11-12 April and on study/duty leave at UK from 17-28 April. The deputizing period will begin from 11 to 29 April inclusive. Grateful for your approval please.

William Ho

(William Ho)

Chief Executive

W M Ko

Approved by :



醫院管理局

HOSPITAL
AUTHORITY

Memorandum

From : D(PS&HR)

Ref : (3) in L/M(18) to HR/CSU/A/2
(CE/W)

Tel : 2300 6967

Fax : 2895 5095

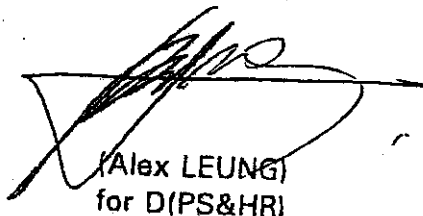
Date : 4 January 2002

To : Cluster Chief Executives
Hospital Chief Executives
Unit Heads in HAHODeputising Appointment for Chief Executive

Please note that with approval of the Chairman, Dr William HO will be on overseas duties during the following periods :-

- a) the afternoon of Tuesday, 8 January 2002 to the morning of Thursday, 10 January 2002 in Beijing; and
- b) on Friday, 11 January 2002 in Shenzhen.

2. Approval has been given by the Chairman for Dr KO Wing-man, Director (Professional Services & Public Affairs), to deputise for the Chief Executive during Dr HO's absence from Hong Kong.



(Alex LEUNG)
for D(PS&HR)

AL/af



醫院管理局
HOSPITAL
AUTHORITY

卓越群力為病人·優質服務滿符林
Quality Patient-Centred Care Through Teamwork

Fax

To:	Dr LO Ka-chul, Chairman HA	From:	Dr William Ho, Chief Executive
Fax:	2827 7555	Pages:	1 (incl this one)
Our fax:	(852)2578 5080	Date:	12/31/2001
Re:	Deputizing arrangement		

Message :

Dear Dr Lo,

I would like to recommend Dr W M Ko, Director (Professional Services and Public Affairs) to deputize for me during my absence on overseas duties from afternoon of 8th to morning of 10th January 2002 in Beijing and on 11 January 2002 in Shenzhen, in addition to his current duties. Grateful for your approval please.

(William Ho)
Chief Executive

ot
Chairman



醫院管理局
HOSPITAL AUTHORITY

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HA-M61

Minutes of the Sixty-first Meeting
of the Hospital Authority
held on Tuesday 29 July 1997 at 2:30 pm
in the Head Office Conference Room, 24/F World Trade Centre

Present : Mr Peter K C WOO, JP (Chairman)

Miss Eliza C H CHAN

Mr John CHAN Cho-chak, JP

Dr Margaret CHAN, JP
Director of Health

Mrs Pamela CHAN, JP

Miss Iris CHAN Sui-ching

Dr CHOW Chun-bong

Mr Joseph M K CHOW, JP

Prof CHOW Shew-ping, JP

Miss Gracie FOO
(representing Secretary for the Treasury)

Dr Conrad LAM Kui-shing, JP

Dr the Hon C H LEONG, JP

Mr Gregory LEUNG, JP
Deputy Secretary for Health and Welfare

Prof Felice LIEH MAK, JP

Deputising appointment for Chief Executive (HA Paper No. 599)

26. Having noted the different administrative arrangements between an acting appointment and a deputising appointment, the Authority Board approved the proposal for Dr Dickson Chang, Deputy Director (Operations & Service Development), to deputise as the Chief Executive during Dr E K Yeoh's absence from duty from 3 August to 10 August 1997 (both dates inclusive).

27. The Board also agreed that the authority of approving deputising appointments for the Chief Executive should be delegated to the Chairman in future.