

**For Discussion  
on 8 January 2007**

**Legislative Council Panel on Health Services**

**Redevelopment of Caritas Medical Centre, phase 2**

**Purpose**

This paper seeks Members' support for the main works of the proposed phase 2 redevelopment of Caritas Medical Centre (CMC).

**Problem**

2. Four of the seven blocks of CMC are dilapidated, substandard and cannot meet present-day requirements of an acute general hospital. In addition, CMC falls short of clinical space and treatment facilities to cope with the increase in service demand over the years.

**Background**

3. CMC commenced operation in 1964 and has developed over the years into an acute general hospital with 1,223 in-patient beds, 18 day beds and 40 geriatric day places. Some buildings of CMC have become old, dilapidated and substandard over the years. The Finance Committee (FC) of the Legislative Council approved in November 1997 the funding for phase 1 redevelopment of CMC, to redevelop two substandard blocks of CMC into a new acute block to accommodate in-patient wards, the Accident and Emergency Department, Intensive Care Unit and operating theatres, etc. The new acute block, viz Wai Shun Block, was completed in 2002.

4. In June 2003, the Health Services Panel considered the proposed phase 2 redevelopment of CMC, which involved redevelopment of four other blocks of CMC, namely Wai On Block, Wai Tak Block, Wai Yan Block and Wai Ming Block. The FC subsequently approved on 18 July 2003 the upgrading of the preparatory works of the phase 2 redevelopment to Category A at an estimated cost of \$47.9 million in money-of-the-day (MOD) prices. The preparatory works, which include site investigation, consultancy services for

outline sketch design, detailed design and tender documentation and assessment for the main works, are underway and will be substantially completed by April 2007.

## **The Proposed Phase 2 Redevelopment of CMC**

5. The proposed Phase 2 redevelopment will involve redevelopment of Wai Ming Block into a new ambulatory/rehabilitation block; redevelopment of Wai On Block, Wai Tak Block and Wai Yan Block into a rehabilitation garden; and refurbishment of Wai Oi Block to accommodate administrative offices.

6. Wai On Block, Wai Tak Block, Wai Yan Block, have been in use for more than 40 years and Wai Ming Block for 28 years. Apart from the inadequate and outdated provision of facilities such as the lack of emergency power supply, the substandard conditions of these blocks have also made it increasingly costly to maintain them in a serviceable condition.

7. In addition, due to the old design of the building blocks and geographical constraints, services and facilities of CMC are currently scattered among different hospital blocks that are situated on a slope. Commuting among the various blocks has always been difficult for patients, hospital staff and the public. To enhance both the overall operational efficiency of CMC and convenience of hospital users, it is proposed that the clinical services, such as rehabilitation, infirmary and hospice wards, General Out-patient Clinic, Specialist Outpatient Clinic (SOPC), Geriatric Day Hospital (GDH), and other allied health and supportive services, which are currently housed and scattered in the four blocks of Wai On Block, Wai Tak Block, Wai Yan Block and Wai Ming Block, be centrally located in a new block. Wai Oi Block is proposed to be refurbished to accommodate the administrative offices. To further facilitate commuting, we also propose to construct link bridges to connect the new block with other existing buildings at CMC.

8. Apart from the physical upgrading and centralization of the building blocks and clinical services, the opportunity is also taken to increase the clinical space and facilities of CMC to meet present-day standard and rising demand from the growing population. While completion of the new acute block, Wai Shun Block, in 2002 under phase 1 of the redevelopment project has provided additional space at CMC, the increasing population in the district will continue to exert pressure on service provision from CMC. According to the latest population projections by the Planning Department (PlanD), population in the Sham Shui Po (SSP) district, where 65% of the patients of CMC come from, will increase from around 381,100 in 2006 to 449,200 in 2015, representing a

17.9% rise. One of the services which has experienced tremendous pressure is SOPC where the number of attendances has grown from 257,000 in 1996-97 by 27.3% to 327,182 in 2005-06. The surge in demand over the years has caused serious overcrowding in the SOPC and doctors have to share consultation rooms, thus compromising patients' privacy.

9. With an ageing population that is more prone to chronic illnesses and disabilities, the demand for rehabilitation and geriatric services is increasing as well. The SSP district has the second highest percentage (16%) of elderly population aged 65 or above in the territory. At present, CMC runs a GDH which is operated by a multi-disciplinary team of health care professionals and providing comprehensive day care programmes for the treatment, rehabilitation, and health maintenance of elderly patients. The total attendance was 8,870 in 2005/06. As projected by the PlanD, the elderly population aged 65 or above in the SSP district will increase from around 59,600 in 2005 by 19.6% to around 71,300 in 2015. To meet the increasing service demand, the Hospital Authority (HA) propose to expand the GDH's capacity from the existing 40 places to 60 places through the redevelopment project, to cater for an annual attendance of 15,000. The HA also propose to increase the number of convalescent/rehabilitation beds at CMC from 242 to 260.

10. In line with the international trend to provide surgical services on ambulatory rather than in-patient basis, the HA propose to set up an expanded day surgery centre with a pre-admission clinic and three designated operating theatres in CMC. Development of ambulatory surgical services not only enhances cost-effectiveness but also improves patient satisfaction in terms of convenience and quality of care. By increasing the number of operating theatres in the day surgery centre from two to three, the number of operations the centre can handle each year will increase from 3,300 to 5,000. The HA also propose to increase the number of day beds in CMC from 18 to 50. 42 of these day beds will be used for day procedures and post-operative recovery, and the remaining eight for day hospice care.

11. The new block, scheduled for completion in August 2011, will accommodate 260 convalescent/rehabilitation beds; 50 beds for day surgery (including 42 beds for day procedures and 8 for day hospice care); and 60 day places for geriatric day hospital. Upon completion of the phase 2 redevelopment project, CMC will have a total of 1,276 in-patient beds and will be able to handle 596,000 outpatient attendances annually.

12. Plans showing the existing and proposed layouts of CMC after the redevelopment project are at **Enclosures 1 and 2** respectively.

## **Project Implementation**

13. The phase 2 redevelopment of CMC is comprised of two stages –
- (a) Stage I – preparatory works, covering -
    - (i) site investigation; and
    - (ii) consultancy services for outline sketch design, detailed design, as well as tender documentation and assessment for the main works.
  - (b) Stage II – main works, covering -
    - (i) demolition of the existing Wai Ming Block for the construction of a new ambulatory/rehabilitation block on the same site, to accommodate 260 convalescent/rehabilitation beds, ambulatory care and clinical support facilities;
    - (ii) site formation and excavation;
    - (iii) piling works;
    - (iv) refurbishment of Wai Oi Block to accommodate tele-health service, nurse specialist office, community nursing office, maintenance department, central domestic services, security and transport services, a training and conference centre, a library, Red Cross School and staff changing facilities reprovisioned from Wai Ming Block, Wai On Block and Wai Yan Block;
    - (v) construction of two link bridges connecting Wai Shun Block with the new ambulatory/rehabilitation block and Wai Oi Block respectively and a walkway linking Wai Yee Block and Wai Shun Block;
    - (vi) demolition of Wai On Block, Wai Tak Block and Wai Yan Block for the construction of a rehabilitation garden, external landscaping, and improvement works of access road and hospital entrances; and
    - (vii) consultancy services for contract administration and site

supervision of the main works.

14. Stage 1 of the works described in paragraph 13(a) will be substantially completed by April 2007. We shall then proceed to seek funding approval for Stage II of the works i.e. the main works, as described in paragraph 13(b) above from the FC in May 2007. According to the latest schedule, Stage II of the works will start in November 2007 and the new ambulatory/rehabilitation block and rehabilitation garden will be completed by August 2011 and March 2012 respectively. The estimated cost of the main works is about \$1,300 million in MOD prices. The CMC Board has undertaken to contribute no less than \$50 million for the project.

15. To enable commencement of the main works, services and facilities of Wai Ming Block will first be decanted to other premises within CMC before it is demolished for construction of the new block in situ. At the same time, Wai Oi Block will be refurbished for accommodation of administrative offices. Upon completion of the new block, services and facilities earlier decanted from Wai Ming Block and those at Wai On Block, Wai Tak Block and Wai Yan Block will be reprovisioned at the new block and the refurbished Wai Oi Block. The Wai On Block, Wai Tak Block and Wai Yan Block will then be demolished to make way for a rehabilitation garden. The HA will ensure that disturbance to patient services during the construction period will be minimized.

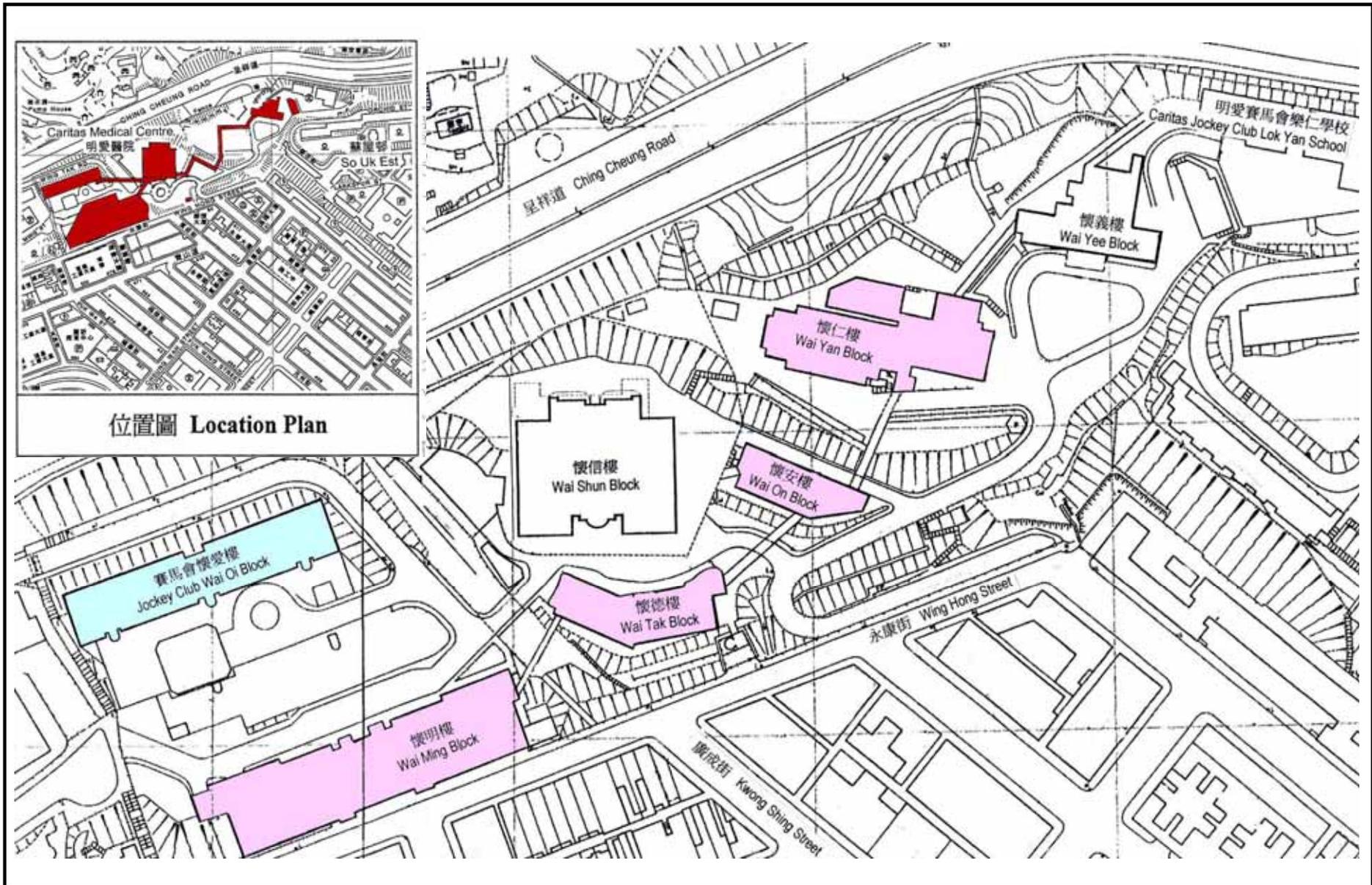
### **Public Consultation**

16. The HA consulted the Sham Shui Po District Council (SSPDC) on 17 October 2006 on the proposed project. Members of the SSPDC supported the proposed project.

### **Advice Sought**

17. Members are invited to support the proposed main works of phase 2 redevelopment of CMC as outlined in this paper.

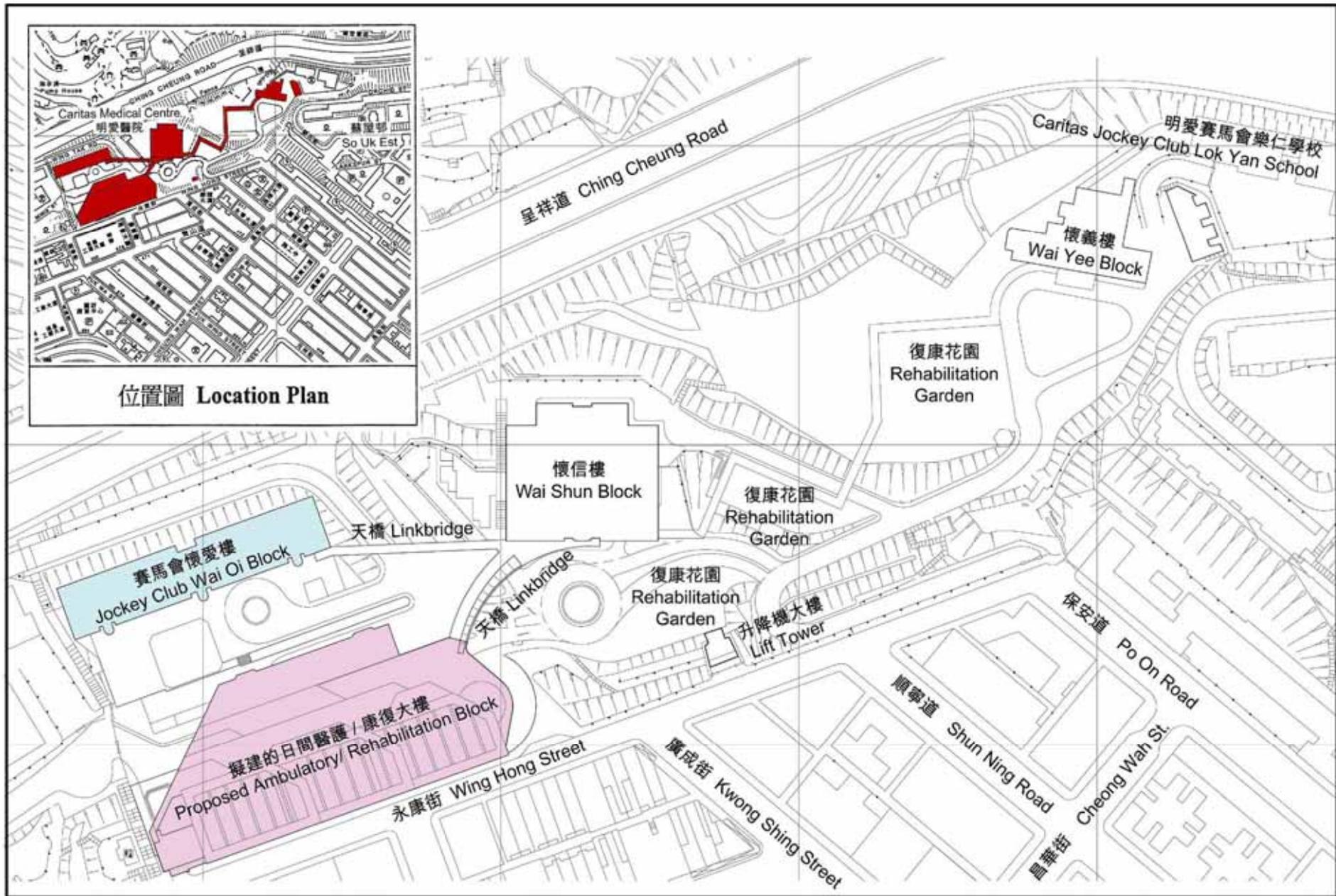
**Health, Welfare and Food Bureau  
Hospital Authority  
January 2007**



**8008MA - Redevelopment of Caritas Medical Centre, phase 2**

**明愛醫院第二期重建計劃**

Site Plan of Existing Caritas Medical Centre (N.T.S.) 明愛醫院現時平面圖(不按比例)



**8008MA - Redevelopment of Caritas Medical Centre, phase 2**

**明愛醫院第二期重建計劃**

Site Plan of Caritas Medical Centre upon completion of Phase 2 Redevelopment (N.T.S.) 明愛醫院二期重建後平面圖(不按比例)