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Panel on Health Services

**Background brief prepared by the Legislative Council Secretariat
for the meeting on 18 March 2019**

Four hospital projects under the first 10-year Hospital Development Plan

Purpose

This paper provides background information on the four hospital projects under the first 10-year Hospital Development Plan ("the first Development Plan") which the Administration plans to seek funding approval in the 2018-2019 legislative session, and summarizes the concerns of members of the Panel on Health Services ("the Panel") on certain projects.

Background

The first 10-year Hospital Development Plan

2. It was announced in the 2016 Policy Address that the Government had worked with the Hospital Authority ("HA") to devise a long-term public hospital development plan in order to facilitate timely commencement, progression and completion of major public hospital development projects for meeting future service needs. A dedicated provision of \$200 billion was earmarked for the implementation of the first Development Plan in the next 10 years. The first Development Plan covers (a) construction of a new acute public hospital at Kai Tak Development Area; (b) redevelopment or expansion of 11 existing public hospitals; (c) construction of three new Community Health Centres; and (d) construction of one new Supporting Services Centre. The projects would provide, among others, some 5 000 additional public hospital beds, over 90 new operating theatres, as well as around 2 800 000 additional annual capacity of specialist outpatient clinic attendances and 430 000 additional annual capacity of general outpatient clinic attendances. The gist of the four hospital projects

which the Administration plans to seek funding approval in the 2018-2019 legislative session are summarized in the following paragraphs.

Phases two and three redevelopment of Kwai Chung Hospital

3. Established in 1981, Kwai Chung Hospital ("KC Hospital") is a psychiatric hospital located in the Kowloon West ("KW") Cluster, serving people with psychiatric illness across all age range who reside in Kwai Ching, Tsuen Wan, Sham Shui Po, Lantau, Mongkok and Wong Tai Sin Districts. There are 920 beds in KC Hospital, accounting for about a quarter of HA's total psychiatric bed capacity. Redevelopment of KCH was formulated in 2013 to outline the model of service delivery with high-quality, person-centred care based on effective treatment and recovery of individuals with the aim of community reintegration and social inclusion. The phase one redevelopment works which included refurbishments and constructions of facilities to cater for decantation of services commenced in 2016. The proposed phase two redevelopment comprises (a) demolition of the existing buildings of KC Hospital except Blocks L/M and J; and (b) design and construction of new hospital blocks. The proposed scope of the phase three redevelopment comprises the demolition of Block L/M for the construction of a rehabilitation garden following the completion of phase 2.

Expansion of Lai King Building in Princess Margaret Hospital

4. Established in 1975, Princess Margaret Hospital ("PM Hospital") is an acute general hospital in the KW Cluster providing 24-hour emergency and comprehensive secondary services for Kwai Tsing District, as well as the tertiary centre for the KW Cluster and the quaternary centre for specific territory-wide services. There are 1 733 beds in PM Hospital (including 268 beds in Lai King Building). As an annex block of PM Hospital, Lai King Building provides inpatient convalescent and rehabilitation services, and ambulatory rehabilitation service with 60 Geriatric Day Hospital places. The proposed expansion of Lai King Building comprises construction of a new extension block at the existing rehabilitation garden and car park of Lai King Building with link bridges connecting to the existing hospital building as well as renovation of the existing building. The proposed preparatory works for the above works comprise site investigation, building survey and consultancy services for design as well as tender documentation and assessment for the main works.

Expansion of North District Hospital

5. Commenced service in 1998, North District Hospital ("ND Hospital") is an acute hospital in the New Territories East ("NTE") Cluster serving mainly

population of North District. There are 623 beds in ND hospital. It provides a range of secondary care services covering inpatient and outpatient services with a focus on ambulatory care, as well as community outreach services. The proposed expansion of NH Hospital comprises construction of a new hospital block, renovation and alterations of the existing hospital building, as well as provision of associated external and landscaping works. The proposed preparatory works for the above project comprise site investigation, studies and building surveys, and consultancy services for design as well as tender documentation and assessment for the main works.

Phase two (stage 1) redevelopment of Prince of Wales Hospital

6. Commenced operation in 1984, Prince of Wales Hospital ("PW Hospital") is an acute general hospital and the tertiary referral centre for the NTE Cluster. It provides a range of secondary care services for population in Sha Tin District, as well as tertiary and quaternary range of services to patients from within and outside the NTE Cluster. It is also the teaching hospital of the Faculty of Medicine of The Chinese University of Hong Kong. While the phase one redevelopment of PW Hospital was completed in 2010, there is an imminent need to proceed with the phase two redevelopment due to the increasing service demand and outdated design and facilities of PW Hospital. The proposed phase two (stage 1) redevelopment of PW Hospital comprises (a) piling, excavation and lateral support works for a new In-patient Extension Block and construction of a link bridge for connecting the In-patient Extension Block to the Main Clinical Block and Trauma Centre; (b) demolition works of Staff Quarters Blocks A and D; (c) utilities diversion; and (d) related access and road works in PW Hospital, including the construction of a temporary ramp to serve the surrounding hospital blocks.

Deliberations of the Panel

7. The Panel discussed the redevelopment of KC Hospital at two meetings held in February 2013 and July 2014 respectively, and the redevelopment of PW Hospital at a meeting held in May 2017. The deliberations and concerns of members are summarized in the following paragraphs.

Redevelopment of Kwai Chung Hospital

8. While supporting the redevelopment of KC Hospital, members were gravely concerned about the undesirable physical conditions of the heavily-congested inpatient wards, in particular the lack of activity area and privacy due to undesirable space between beds. There was a view that a

non-institutional design should be adopted for the redevelopment. HA should also incorporate greening features in the new hospital campus of KC Hospital for more effective treatment and recovery of patients.

9. According to HA, the space provisions of KC Hospital lagged behind present-day standards for patient privacy and quality care. The original hospital design of KC Hospital also did not cater for the provision of ambulatory psychiatric services and could not accommodate the modernization in the service delivery model. Its plan was to redevelop KC Hospital into a new hospital complex of inpatient accommodation, rehabilitation and ambulatory care facilities, patient resources and social centres, as well as therapeutic leisure areas for the provision of mental health services.

10. Some members were concerned that the number of inpatient beds of the redeveloped KC Hospital would only be increased from 920 to 1 000 beds. In their view, the addition of 80 beds would not be sufficient to meet the increasing psychiatric service need in the KW Cluster. There was a suggestion that in designing the redeveloped KC Hospital, HA should improve the floor area per bed which was currently set at 6.5 square meter to 7.5 square meter.

11. The Administration and HA explained that in line with the emphasis of modern psychiatric care, the redeveloped KC Hospital would provide a more integrated patient-centred service with a balance of inpatient service, ambulatory care, community outreach services and in-reach service of partner organizations. In addition, with the development of different community and outreach mental health programmes, the demand for inpatient care had remained steady. HA would explore the feasibility to increase the floor area per bed under each individual public works for public hospitals.

12. Some members expressed support for the new mental health service model which focused on community and ambulatory services. However, some other members cast doubt about the viability of this service model given the absence of a community treatment order, the inadequacy of halfway house places for discharged patients, the shortfall of community psychiatric nurses and social workers to provide outreach services, and the lack of medical-social collaboration in the provision of community mental health services. Question was raised about how patients would be benefited from the development of an ambulatory care centre at the redeveloped KC Hospital. According to the Administration, the ambulatory care centre would provide dynamic space for specialized clinics, day hospital, treatment and community mental health services, and facilitate support and education to families and carers.

13. Members were concerned that the decantation and construction works during redevelopment would affect patients staying at KC Hospital. Members

were advised that KC Hospital would remain functional at all times and any disruption of services, if unavoidable, would be kept to a minimum. The number of inpatient beds in KC Hospital would remain the same during the project period. Discharge of patients would be based solely on the clinical conditions of individual patients.

Redevelopment of Prince of Wales Hospital

14. Members in general were in support of the phase 2 redevelopment of PW Hospital. However, they were concerned about the estimated cost of the whole redevelopment project and whether the service capacity of the redeveloped PW Hospital was adequate to meet the growing healthcare needs of the NTE Cluster. There was a view that the redevelopment project should further increase the number of hospitals beds, enhance the provision of inpatient convalescent and rehabilitation services, and improve the long waiting time for Accident & Emergency services of the Hospital.

15. HA advised that stage 1 of the phase 2 redevelopment of PW Hospital, being a project under the first Development Plan, was estimated to cost about \$30 billion for the provision of 450 additional inpatient beds. Stage 2 of the phase 2 redevelopment project, which would provide additional inpatient beds and day beds, was beyond the coverage of the first Development Plan. Separately, HA would strengthen the convalescent and rehabilitation services in the NTE Cluster by enhancing the service capacity of Cheshire Home, Shatin through minor works projects. Consideration would also be given to co-locating the acute and rehabilitation services at an integrated wing or in the new block of PW Hospital under its phase 2 redevelopment to facilitate the early commencement of acute rehabilitation for those patients in stable condition.

16. Concern was raised about the shortage of parking spaces for staff members of and visitors to public hospitals. There was a view that the Administration and HA should review the standard provision ratio of car parking spaces to hospital beds and address the shortage problem through appropriate planning under the redevelopment of various public hospitals.

Recent developments

Redevelopment of Kwai Chung Hospital

17. According to the Administration, subject to the funding approval by the Finance Committee ("FC"), the works of the phase two redevelopment of KC Hospital will be commenced in the second or third quarter of 2019 for

completion in the first half of 2023. The works of the phase three redevelopment will be commenced in the third quarter of 2023 for completion in 2024.

Expansion of Lai King Building in Princess Margaret Hospital

18. According to the Administration, subject to the funding approval by FC, the preparatory works of expansion of Lai King Building in PM Hospital will be commenced in the third quarter of 2019 for completion in the first quarter of 2021. Separately, the Administration has invited HA to kick-start the planning on the second 10-year Hospital Development Plan, which includes the study of in-situ redevelopment of PM Hospital.

Expansion of North District Hospital

19. According to the Administration, subject to the funding approval by FC, the preparatory works of expansion of ND Hospital will be commenced in the third quarter of 2019 for completion in the second quarter of 2021.

Redevelopment of Prince of Wales Hospital

20. FC approved in July 2017 an amount of \$1,377.6 million in money-of-the-day prices for the preparatory works for phase two (stage 1) redevelopment of PW Hospital. According to the Administration, subject to the funding approval by FC, the foundation and excavation and lateral support works of the new In-patient Extension Block and the associated works for PW Hospital would be commenced in the second quarter of 2019 for completion in the third quarter of 2021.

Relevant papers

21. A list of the relevant papers on the Legislative Council website is in the **Appendix**.

**Relevant papers on four hospital projects under
the first 10-year Hospital Development Plan**

Committee	Date of meeting	Paper
Panel on Health Services	18.2.2013 (Item IV)	Agenda Minutes
	15.7.2013 (Item II)	Agenda Minutes
	21.7.2014 (Item III)	Agenda Minutes
	19.1.2015 (Item III)	Agenda Minutes
	18.1.2016 (Item V)	Agenda Minutes
	15.5.2017 (Item V)	Agenda Minutes

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