

**For discussion
on 15 April 2019**

**Legislative Council Panel on Health Services
Second Ten-year Hospital Development Plan**

Purpose

This paper briefs Members on the second ten-year Hospital Development Plan (HDP).

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. 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.

3. Hong Kong is facing the challenge of an ageing population which puts tremendous pressure on the healthcare services. The Government recognizes the importance of proper long-term planning in order to facilitate timely commencement, progression and completion of major hospital development projects for meeting future service needs. Subsequent to our last report to the Panel on the update of public hospital developments on 18 January 2016 vide LC Paper No. CB(2)652/15-16(04), the Government and HA have commenced implementation of the first ten-year HDP, for which \$200 billion has been earmarked for a total of 16 projects to provide over 5 000 additional public hospital

beds and more than 90 additional operating theatres. A summary of projects under the first ten-year HDP with their bed deliverables is at **Annex A**.

4. To date, the Government has upgraded three projects under the first ten-year HDP in full and partially upgraded six projects to Category A at a total funding commitment of around \$38 billion in money-of-the-day prices, which is about 19% of the cost ceiling of \$200 billion. In the 2018-19 legislative session, we plan to seek the Finance Committee's funding approval for two new projects and two ongoing projects, namely Redevelopment of Kwai Chung Hospital, phases 2 and 3, Redevelopment of Prince of Wales Hospital, phase 2 (stage 1) - demolition and foundation works, Expansion of North District Hospital - preparatory works and Expansion of Lai King Building in Princess Margaret Hospital - preparatory works, after consulting the Panel on these projects at the meeting on 18 March 2019 vide LC Paper No. CB(2)964/18-19(03).

5. As many of the hospital redevelopment projects have to take place in-situ, the highly complicated project-phasing leads to unusually long planning lead time. To ensure that future hospital development can proceed expeditiously, the Government announced in the 2018 Policy Address that HA has been invited to start planning the second ten-year HDP instead of waiting for the mid-term review of the first ten-year HDP to be conducted in 2021.

Planning of the Second Ten-year HDP

6. 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. HA has recently completed an update of service demand projection based on a new set of population projection and distribution across districts released by the Census and Statistics Department and the Planning Department respectively for inpatient, ambulatory and outreach services up to year

2036. Based on the identified service needs in the respective geographical districts and taking into consideration the major hospital capital works projects under the first ten-year HDP, HA has identified a number of hospital projects for inclusion in the second ten-year HDP with a view to boosting its inpatient capacity, enhancing service quality, and renewing its building facilities.

7. Similar to the first ten-year HDP, the arrangement of the second ten-year HDP can provide more certainty for resource planning. It can also facilitate HA's planning and taking forward of various major hospital capital works projects in the next ten-year cycle (2026 – 2035). The second ten-year HDP covers a total of 18 hospital projects and one Community Health Centre project for a budget of \$270 billion. Upon completion of the second ten-year HDP, there will be a planned capacity of over 9 000 additional beds and other additional hospital facilities that will largely meet the projected service demand up to 2036. A summary of the planned additional beds for each project under the second ten-year HDP is at **Annex B**.

8. The initial thinking and status of the projects under the second ten-year HDP are set out in the ensuing paragraphs.

Hong Kong East Cluster

9. We plan to expand the Pamela Youde Nethersole Eastern Hospital (PYNEH) by using the current Chai Wan Laundry site upon its relocation to the proposed new HA Supporting Services Centre in North Lantau by 2025. An Ambulatory Care Block will be constructed at the vacated site for accommodating both clinical and support facilities. In turn, the vacated areas in the main block of PYNEH will be renovated to accommodate additional beds to cope with the demand for ambulatory and inpatient services arising from the ageing population in the Eastern and Wan Chai districts.

Hong Kong West Cluster

10. We have commenced the preparatory works of Phase 1 redevelopment of Grantham Hospital (GH) and the main works of Phase 1 redevelopment of Queen Mary Hospital (QMH) under the first ten-year HDP in 2018. To cater for the increase in demand for medical services arising from the ageing population of the Southern and Central & Western districts, we will proceed with the Phase 2 redevelopment of GH and QMH under the second ten-year HDP.

11. Phase 1 redevelopment of GH will include the provision of additional beds, an additional oncology centre and three additional operating theatres, and project construction is planned for completion in 2024. Necessary supporting facilities with capacities will also be incorporated to cater for the additional beds in the Phase 2 redevelopment.

12. Phase 1 redevelopment of QMH will construct a new block with 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, project construction for Phase 1 redevelopment of QMH is planned for completion in 2024. Phase 2 redevelopment will connect with the new block with a view to forming a mega-block to accommodate other key clinical services. The redeveloped QMH will become 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.

Kowloon East Cluster (KEC)

13. Subject to site availability and suitable reprovisioning arrangement, we plan to expand Tseung Kwan O Hospital (TKOH), United Christian Hospital (UCH) and Haven of Hope Hospital (HHH) to meet the long-term healthcare demand of KEC.

14. TKOH was last expanded with the completion of the new Ambulatory Care Block in 2012. Having regard to the escalating service demands arising from the increasing and ageing population, we are exploring the feasibility of further expanding TKOH by making use of the open car park within TKOH as well as other potential sites nearby.

15. Expansion of UCH under the first ten-year HDP is currently underway, which aims to improve cancer, ambulatory, rehabilitation and convalescent services, as well as streamlining the emergency services of UCH. We are exploring the feasibility of using other potential sites nearby for further expansion of UCH in order to meet the rising demand for ambulatory and inpatient services arising from population growth and ageing demographics in KEC.

16. Currently, expansion of HHH under the first ten-year HDP is in progress with a view to completing the project construction in 2021. The expansion project will increase the capacity of convalescent / rehabilitation beds, re-provision the infirmary wards, expand the geriatric day hospital capacity and set up an integrated carer support centre. To cope with the rising service demand, we are exploring the potential site for the further expansion of HHH to provide new facilities meeting prevailing standards in order to strengthen the future infirmary care services in HHH.

Kowloon Central Cluster

17. With the project construction for New Acute Hospital (NAH) in Kai Tak Development Area planned for completion in 2024, the redevelopment at the King's Park site will be carried out after the trans-location of services of Queen Elizabeth Hospital to NAH in Kai Tak Development Area.

18. Wong Tai Sin Hospital (WTSH) is a convalescent and rehabilitation hospital established in 1965. Most of its buildings were constructed over 50 years

ago and their physical conditions have deteriorated to an undesirable state. The existing facilities of WTSH also lag behind modern health care standards in terms of space provision, ward layout, structural loading and infection control. In view of this, we are exploring the feasibility of redeveloping and expanding WTSH by making use of the reserved site at the existing water supplies service reservoir nearby after its relocation to cavern.

Kowloon West Cluster (KWC)

19. Having established for over 40 years, the design of existing facilities in Princess Margaret Hospital (PMH) is outdated and no longer meets the service requirements and workflow logistics of a modern tertiary acute hospital. The clinical space is also insufficient to cope with the rising service demand. We plan to redevelop PMH and a concept plan for the long-term redevelopment of PMH to maximise the development potentials of the current hospital site is being finalised in order to ensure that the redeveloped hospital will support improved service delivery and increase capacity.

20. Caritas Medical Centre (CMC) provides a full range of services from acute to rehabilitation, and inpatient to ambulatory and community services. CMC has completed its phase 2 redevelopment project in 2015. The existing Wai Yee Block is proposed to be redeveloped to further expand CMC to provide additional beds.

21. North Lantau Hospital (NLTH) is a community hospital serving the fast-growing local population on the Lantau Island, especially at the Tung Chung New Town. Apart from 24-hour Accident and Emergency (A&E) service, NLTH provides inpatient service, featured by Emergency Medicine Ward with extended roles and other beds for extended care, ambulatory surgical service, day rehabilitation service, specialist out-patient clinic service as well as general out-

patient clinic service. We plan to embark on the phase 2 development of NLTH to provide additional beds using the adjoining reserved site.

22. Yan Chai Hospital is an acute hospital conveniently located at the centre of Tsuen Wan district. In 2015, a new ambulatory block commenced its services to provide paediatrics and adolescent ambulatory service, integrated diabetes mellitus and renal ambulatory service, as well as geriatric day hospital service. We plan to construct a new building to provide additional beds using the existing open car park next to the community health and wellness centre.

New Territories East Cluster (NTEC)

23. The phase 2 redevelopment of Prince of Wales Hospital (PWH) aims to position the hospital as a major acute hospital and a hub for the NTEC academic health sciences network, with additional space to meet operational needs and service developments, as well as promote integrated research, teaching and education. Currently, stage 1 of the PWH phase 2 redevelopment under the first ten-year HDP is in progress with a view to completing the project construction in 2027.

24. To tackle the long-term healthcare needs of the community in NTEC, we plan to use the existing car park located between Tai Po Hospital and Alice Ho Miu Ling Nethersole Hospital for the development of a hospital complex connecting the two hospitals.

New Territories West Cluster (NTWC)

25. Tuen Mun Hospital (TMH) is the major acute hospital and the tertiary referral centre for NTWC for the management of patients with complex medical needs. To cope with the increasing service demand arising from the population growth in NTWC, we plan to redevelop TMH by phases to expand its clinical

service capacity. Phase 1 redevelopment of TMH will be covered under the second ten-year HDP.

26. We will proceed with the construction of a new hospital in Hung Shui Kiu (HSK) New Development Area (NDA) to meet the growing healthcare demand of the population in Tuen Mun and Yuen Long districts. A site has been reserved at HSK NDA for the construction of a new hospital.

27. Tin Shui Wai Hospital (TSWH) has commenced services in phases starting from 2016-17, providing A&E services, inpatient services, and ambulatory and community care services. In view of the increasing demand for hospital services in NTWC, we plan to expand TSWH in order to meet the long-term medical needs of the community by exploring the feasibility of using potential sites nearby. A planning study is currently underway to explore whether accessibility for emergency vehicles to the expanded hospital may be enhanced.

28. The current Pok Oi Hospital (POH) building was completed in 2006. To meet increasing service demands from the local elderly population, the expansion of POH is proposed in order to provide additional beds.

29. Apart from the above hospital projects, we also plan to construct a new Community Health Centre in Yuen Long in order to meet the projected service demand.

Advice sought

30. Members are invited to note the current position and the planning of the second ten-year HDP projects as outlined in this paper.

Food and Health Bureau

Hospital Authority

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Summary of Projects under the First Ten-year Hospital Development Plan

Hospital Cluster	Proposed Projects	Planned Additional Beds #	
Hong Kong West	Redevelopment of Grantham Hospital, Phase 1	-	
	Redevelopment of Queen Mary Hospital, Phase 1 - main works	-	
Kowloon East	Expansion of Haven of Hope Hospital	160	
	Expansion United Christian Hospital - main works (superstructure and remaining works)	560	
Kowloon Central	Redevelopment of Our Lady of Maryknoll Hospital	56	
	New Acute Hospital at Kai Tak Development Area	2 400	
	Redevelopment of Kwong Wah Hospital - main works	520	
	Community Health Centre (site to be confirmed)	-	
Kowloon West	Redevelopment of Kwai Chung Hospital	Phase 1	-
		Phases 2 and 3	80
	Expansion of Lai King Building in Princess Margaret Hospital	400	
	Hospital Authority Supporting Services Centre	-	
	Community Health Centre in Shek Kip Mei	-	
New Territories East	Redevelopment of Prince of Wales Hospital, Phase 2 (Stage 1)	450	
	Expansion of North District Hospital	1 500	
	Development of a Community Health Centre in North District	-	
New Territories West	Extension of Operating Theatre Block for Tuen Mun Hospital	-	
Total		6 126	

Actual number of additional beds of individual projects may be varied subject to detailed planning and design.

Summary of Projects under the Second Ten-year Hospital Development Plan

Hospital Cluster	Proposed Projects	Planned Additional Beds #
Hong Kong East	Ambulatory Care Block at Pamela Youde Nethersole Eastern Hospital	500
Hong Kong West	Redevelopment of Grantham Hospital, Phase 2	550
	Redevelopment of Queen Mary Hospital, Phase 2	350
Kowloon East	Tseung Kwan O Hospital Extension	700
	Extension of United Christian Hospital	500
	Extension of Haven of Hope Hospital	340
Kowloon Central	New Hospital at King's Park Site *	-
	Redevelopment of Wong Tai Sin Hospital	300
Kowloon West	Redevelopment of Princess Margaret Hospital	710
	Expansion of Caritas Medical Centre	500
	North Lantau Hospital, Phase 2	320
	Expansion of Yan Chai Hospital	300
New Territories East	Redevelopment of Prince of Wales Hospital, Phase 2 (Stage 2)	850
	Expansion of Tai Po Hospital / Alice Ho Miu Ling Nethersole Hospital	800
New Territories West	Redevelopment of Tuen Mun Hospital, Phase 1	-
	New Hospital in Hung Shui Kiu New Development Area	1 500
	Expansion of Tin Shui Wai Hospital	800
	Expansion of Pok Oi Hospital	300
	Community Health Centre in Yuen Long	-
Total		9 320

Actual number of additional beds of individual projects may be varied subject to detailed planning and design.

* The current beds in Queen Elizabeth Hospital will be reprovided.