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Panel on Health Services

Background brief prepared by the Legislative Council Secretariat for the meeting on 20 March 2020

Four projects under the first 10-year Hospital Development Plan and the role of Architectural Services Department in the implementation of public hospital projects

Purpose

This paper provides background information on the four hospital projects under the first 10-year Hospital Development Plan ("HDP") which the Administration plans to seek funding approval in the 2019-2020 legislative session, and summarizes the concerns of members of the Panel on Health Services ("the Panel") on certain projects and the role of Architectural Services Department ("ArchSD") in the implementation of public hospital 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 10-year HDP in the next 10 years. The first 10-year HDP 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 2019-2020 legislative session are summarized in the following paragraphs.

Expansion of United Christian Hospital – main works (superstructure and refurbishment works)

3. United Christian Hospital ("UCH") was established in 1973 and had an extension project completed in 1999. It is a regional acute general hospital with 1 499 beds (as at 31 March 2019), providing a comprehensive range of acute, extended care, ambulatory and community medical services to residents in the catchment area of the Kowloon East ("KE") Cluster covering Kwun Tong and Sai Kung districts. The Administration briefed the Panel in March 2012 on the proposed expansion of UCH which involves demolition of three existing hospital blocks (i.e. Blocks F, G and H) and low block of Block P of UCH for the construction of a new ambulatory block (i.e. Block A). An extension to one of the existing hospital blocks (i.e. Block S) will also be constructed. Some services at existing hospital blocks will be moved to the new ambulatory block and the new extension block upon their completion. The areas so vacated will then be converted and renovated for improvement, expansion and rationalization of clinical and supporting services. The Finance Committee ("FC") approved in July 2012 an amount of \$352.3 million in money-of-the-day ("MOD") prices to carry out the preparatory works of the expansion of UCH. In January 2015, the Administration briefed the Panel on the proposed main works for the expansion. In consideration of the long construction period for the main works of the project and the complex nature of this large-scale expansion project, HA proposed to adopt phased implementation of the main works with a view to minimizing the risk of higher-than-expected tender prices due to additional premium allowed for long contract periods, as well as reducing both programme and cost risks. FC approved in July 2015 an amount of \$1,791.6 million in MOD prices to carry out the demolition and substructure works for the expansion of UCH.

4. The scope of the remainder of the main works is for carrying out superstructure and refurbishment works. The proposed scope comprises (a) construction of a new ambulatory block; (b) construction of a new extension to Block S and the auxiliary electrical and mechanical building; (c) construction of linkages between the blocks; (d) refurbishment of Blocks P and S for expansion of facilities; (e) landscaping, utilities diversion and road works; (f) other associated alteration and addition works inside the existing blocks; and (g) refurbishment of Blocks K and L after removal of decanted facilities and demolition of the decanting buildings. Upon completion of the expansion

project, UCH will have increased space and upgraded facilities to improve, expand and rationalize the clinical services, such as the development of an oncology centre to provide one-stop services including radiotherapy, chemotherapy and psycho-social care to cancer patients in the districts.

Redevelopment of Grantham Hospital, phase one - demolition, site formation and foundation works

5. Established in 1957, Grantham Hospital ("GH") is one of the seven hospitals in the Hong Kong West ("HKW") Cluster with 389 beds (as at 31 March 2019), serving the residents of the Central and Western District as well as the Southern District. GH is a major tertiary referral centre specializing in comprehensive medical treatment for adult heart and lung diseases and provides geriatric medicine and palliative medicine services. In 2013, HA proposed to redevelop GH into an academic ambulatory care centre, with strong presence of cancer service, integrating clinical services, teaching and research. The redevelopment project is planned to be carried out in two phases and comprises the demolition of existing buildings of GH for the construction of three new hospital blocks and link bridges, landscaping and road works. The Administration briefed the Panel in March 2018 on the proposed phase one redevelopment project which will provide a Cancer Centre, an Ambulatory Care Centre, a Clinical and Translational Research Centre, ancillary as well as administrative and supporting services. The Finance Committee approved in May 2018 an amount of \$422.5 million in MOD prices to carry out the preparatory works of the phase one redevelopment project of GH.

6. The proposed demolition, site formation and foundation works for phase one redevelopment project of GH comprises the (a) demolition of the Senior Staff Quarters and Blocks 1 and 2 of the Nurse Quarters; (b) diversion of underground utilities; (c) tree felling and transplanting; (d) excavation and lateral support works; and (e) piling works and construction of pile cap.

Community health centre cum social welfare facilities at Pak Wo Road, North District

7. The proposed project is for the demolition of the existing two-storey vacated school building at Pak Wo Road, North District and the subsequent design and construction of a community health centre cum social welfare facilities building. The proposed scope comprises (a) the provision of a community health centre operated by HA, to provide medical consultation, dispensary, X-ray services, chronic disease management services, integrated allied health services, community outreach services, patient empowerment services, and other ancillary facilities; (b) the provision of facilities to be

operated by the Department of Health, including (i) a maternal and child health centre; (ii) reprovisioning of the elderly health centre, the office of Visiting Health Team and the student health service centre (with a new special assessment centre) from Shek Wu Hui Jockey Club Clinic; and (iii) the office of School Immunisation Team from North District Government Offices; and (c) the provision of a day care centre for elderly and an integrated community centre for mental wellness operated by non-governmental organizations to be subvented by the Social Welfare Department.

Hospital Authority Supporting Services Centre

8. The proposed project is for the design and construction of a Hospital Authority Supporting Services Centre building to be operated by HA in Tung Chung. The proposed scope comprises (a) a central laundry centre; (b) a central food production unit for providing patient food service; (c) an information technology corporate data centre; and (d) central emergency stores for critical personal protective equipment and key linen items.

Deliberations of the Panel

9. The Panel discussed the expansion of UCH at meetings held in March 2012 and January 2015 and the redevelopment of GH in March 2018. Issues relating to the role of ArchSD under the first 10-year HDP were discussed in the context of the proposed creation of a supernumerary Chief Quantity Surveyor post in ArchSD at a Panel meeting in April 2018. The deliberations and concerns of members are summarized in the following paragraphs.

Expansion of United Christian Hospital

10. Members were generally in support of the project which would expand the service capacity of the ambulatory care service, cancer service, inpatient convalescent and rehabilitation service, and accident and emergency ("A&E") service of UCH. They were concerned about whether the increase in the number of beds from around 1 400 to around 1 960 after the expansion could meet the service demand having taken into account a projected growth of about 12 000 persons each year in the population of the Kwun Tong and Sai Kung districts. Replying in the affirmative, the Administration advised that the proposal had taken into account the service needs arising from the anticipated growing and aging population in the KE cluster and the 1 960 beds after the expansion included both inpatient beds and day beds.

11. On the question of whether the expansion would improve the existing inadequate inpatient convalescent and rehabilitation service as well as the A&E service in the KE cluster, the Administration advised that the opening of additional extended care wards would increase the capacity of the convalescent and rehabilitation service at UCH. In addition, an Emergency Medicine Ward would be provided under the project to help reduce the inpatient burden of UCH and avoid unnecessary hospitalization.

12. In response to members' concern about how HA could ensure that patients would not be affected during the construction period, the Administration advised that HA would carry out necessary decanting works for demolition of three existing hospital blocks and an annex building to ensure that patient services would not be affected. All the clinical and allied health services would be maintained during the construction period. Citing the inconvenience caused by the traffic control measures implemented in the vicinity of UCH to visitors of patients during the preparation works stage, some members were concerned about the relevant arrangements during the main works stage. HA advised that given the insufficient parking spaces of UCH, there might be certain periods of time that no parking spaces could be provided to visitors. It was hoped that measures such as provision of clear signage would minimize inconvenience caused to the public during the project period.

13. Expressing concern about the long completion time of the project, some members called on the Administration to shorten the completion period and enquired whether any contingency plan in the provision of clinical services to the catchment population was in place in case there was a delay in the completion of the project. HA advised that UCH would remain functional at all times during the whole project period. In the annual planning exercise of the hospital clusters of HA, efforts would be made by UCH and the other hospitals in the KE Cluster to ensure that the overall clinical services would not be affected during the project period.

Redevelopment of Grantham Hospital

14. Given that the elderly population of the HKW Cluster would increase by 48% from 2016 to 2024, some members urged the Administration to enhance the transport network serving GH and provide barrier-free access between the redeveloped GH and Ocean Park MTR Station. The Administration advised that the consultant to be engaged by HA to carry out the preparatory works of the phase one redevelopment of GH would be required to, among others, make recommendations on improving the accessibility of the redeveloped GH.

Role of the Architectural Services Department under the first 10-year Hospital Development Plan

15. Members sought elaboration about the role of ArchSD as the vote controller of all capital works projects under the first 10-year HDP, as well as the respective responsibilities of ArchSD and HA when the latter served as the works agent of the individual capital works projects, and vice versa. Some members considered that professionals of ArchSD in both the architectural and quantifying surveying disciplines should play a greater role in the design process of the healthcare projects to enhance cost control.

16. According to the Administration, the Food and Health Bureau assumed an overall policy role in overseeing the delivery of the first 10-year HDP. ArchSD, being the vote controller of all healthcare projects under the 10-year HDP, was responsible to ensure government funds were spent in a cost-effective manner on these projects. ArchSD or HA would assume the role of works agent for individual projects under the 10-year HDP, and be responsible for building design and engagement of works contractors to implement the projects concerned.¹ For those projects where HA took up the role of works agent,² ArchSD would act as the technical adviser to ensure that these projects conformed to government requirements.

17. There were suggestions that the design of healthcare infrastructure should be patient-centred, and additional space should be provided for future expansion to meet the healthcare needs of a growing population. The Administration advised that many of the healthcare projects adopted the design-and-build procurement approach. ArchSD would maintain close communication with the contractors during the design process.

¹ Projects whereby ArchSD served as the works agent included: (a) redevelopment of Queen Mary Hospital (Phase 1); (b) redevelopment of Kwai Chung Hospital; (c) Community Health Centre in North District; (d) Community Health Centre in Shek Kip Mei; (e) Community Health Centre in ex-Mong Kok Market Site; and (f) Hospital Authority Supporting Services Centre.

² Projects whereby HA served as the works agent included: (a) New acute hospital at Kai Tak Development Area; (b) redevelopment of Prince of Wales Hospital (Phase 2) (Stage 1); (c) extension of Operating Theatre Block for Tuen Mun Hospital; (d) expansion of North District Hospital; (e) expansion of Lai King Building in Princess Margaret Hospital; (f) redevelopment of Kwong Wah Hospital; (g) expansion of UCH; (i) expansion of Haven of Hope Hospital; (j) redevelopment of GH, Phase one; and (k) redevelopment of Our Lady of Maryknoll Hospital.

Recent developments

Expansion of United Christian Hospital – main works (superstructure and refurbishment works)

18. According to the Administration, subject to the funding approval by FC, the superstructure and refurbishment works of the expansion of UCH are tentatively scheduled to commence in the second quarter of 2020 for completion in the fourth quarter of 2024.

Redevelopment of Grantham Hospital, phase one - demolition, site formation and foundation works

19. According to the Administration, subject to the funding approval by FC, the works of the phase one redevelopment of GH are tentatively scheduled to commence in the second quarter of 2020 for completion in the third quarter of 2022.

Community health centre cum social welfare facilities at Pak Wo Road, North District

20. According to the Administration, subject to the funding approval by FC, the construction works of the community health centre cum social welfare facilities building are tentatively scheduled to commence in the third quarter of 2020 for completion in the fourth quarter of 2023.

Hospital Authority Supporting Services Centre

21. According to the Administration, subject to the funding approval by FC, the construction works of Hospital Authority Supporting Services Centre are tentatively scheduled to commence in the fourth quarter of 2020 for completion in the first quarter of 2024.

22. The Administration will consult the Panel on 20 March 2020 the above four projects, and the staffing proposal for creating one supernumerary Government Architect post in ArchSD to steer and oversee the multidisciplinary professional team for the delivery of projects under the first 10-year HDP.

Relevant papers

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

Council Business Division 2
Legislative Council Secretariat
18 March 2020

**Relevant papers on four hospital projects under
the first 10-year Hospital Development Plan and
the role of Architectural Services Department
in the implementation of public hospital projects**

Committee	Date of meeting	Paper
Panel on Health Services	12.3.2012 (Item V)	<u>Agenda</u> <u>Minutes</u>
	15.7.2013 (Item II)	<u>Agenda</u> <u>Minutes</u>
	19.1.2015 (Item III & IV)	<u>Agenda</u> <u>Minutes</u>
	18.1.2016 (Item V)	<u>Agenda</u> <u>Minutes</u>
	19.3.2018 (Item IV)	<u>Agenda</u> <u>Minutes</u>
	24.4.2018 (Item IV)	<u>Agenda</u> <u>Minutes</u> <u>CB(2)1479/17-18(01)</u>