

CHAPTER 2 WORK OF THE STEERING COMMITTEE

OVERVIEW

2.1 This chapter introduces the overall work of the SC in conducting the Review.

2.2 The SC had held a total of nine meetings between September 2013 and March 2015. At the first two meetings, the SC discussed the major challenges faced by HA and identified the following priority areas for review –

- (a) Management and organisation structure;
- (b) Resource management;
- (c) Staff management;
- (d) Cost effectiveness and service management; and
- (e) Overall management and control.

2.3 The SC then went through each priority area by examining the present situation and the arrangements/approach being adopted by HA, considering the views of various stakeholders and deliberating areas warranting changes and enhancement and the possible improvement measures.

PUBLIC ENGAGEMENT PROGRAMME

2.4 The services provided by HA understandably touch on every sector of the community. Engagement of stakeholders like HA staff, patient groups as well as the wider public will help provide useful inputs to the Review. The SC has conducted, as part of the Review and with the assistance of a consultant, a Public Engagement Programme to gauge the stakeholders' views.

2.5 The Public Engagement Programme ran from January to July 2014. During this period, the SC had conducted a series of activities, namely –

- (a) SC Members held meetings with four major medical and patients'

groups in January 2014. These stakeholders are the Hong Kong Medical Association, Hong Kong Academy of Medicine (HKAM), Hong Kong Patients' Rights Association of the Society for Community Organisation, and Hong Kong Alliance of Patients' Organisations;

- (b) the SC visited HAHO and each of the seven clusters during February to April 2014 to meet with the HA Board, HAHO staff, cluster management and cluster staff;
- (c) the SC held stakeholders' fora in March 2014. A total of 27 organisations, comprising five medical bodies, seven nursing bodies, 11 allied health bodies and four patient groups took part in three sessions of fora;
- (d) the Public Engagement Programme consultant had luncheon meetings with opinion leaders in May 2014. A total of five sessions of luncheon had been held for opinion leaders including community leaders, academics and researchers, columnists, electronic media programme hosts, and other media professionals;
- (e) the Public Engagement Programme consultant conducted focus group sessions with representatives from major stakeholders in June 2014. These major stakeholders came from patient groups, healthcare professional bodies, healthcare related NGOs, and Members of the Hospital Governing Committees (HGC)⁸ and the Regional Advisory Committees (RAC)⁹ of HA; and
- (f) the SC conducted public fora in July 2014 with one held in each of the three regions in Hong Kong Island, Kowloon and the New Territories. A total of 350 members from the public participated in the fora. Participants came from diverse background, including those from Kai Fong Associations, District Councils, patient or concern groups, HA staff and ordinary members of public.

⁸ In accordance with Section 13, paragraph 2(b) of the HA Ordinance (Cap 113), HA has established HGCs to govern public hospitals. HGCs receive regular management reports from HCEs, monitor operational and financial performance of the hospitals, participate in human resources and procurement functions, as well as hospital and community partnership activities.

⁹ In accordance with Section 13, paragraph 2(a) of the HA Ordinance (Cap 113), HA has established three RACs, one each for Hong Kong Island, Kowloon and the New Territories. With a focus on their respective regions, each of the RACs is responsible for advising HA on public healthcare service planning; reviewing the performance of public hospitals; monitoring public opinion and suggesting improvements about hospital services; advising HA and public hospitals on allocation of resources; and advising HA on specific matters at the request of HA.

More details of the Public Engagement Programme are available in the programme report at [Annex 2](#).

2.6 Having regard to the consideration of the present situation and stakeholders' views, the SC has formulated a set of recommendations to identify the directions towards which HA should refine and improve its operation. The details are set out in the ensuing chapters.