MANAGING HEALTH CARE PROJECTS IN HONG KONG: A CASE STUDY OF THE NORTH DISTRICT HOSPITAL

Albert PC CHAN, Professor, Edwin HW CHAN, Associate Professor and Ada PL CHAN, Research Student

Department of Building and Real Estate, Hong Kong Polytechnic University, Hung Hom, Kowloon. e-mail: bsachan@polyu.edu.hk

Abstract
The difficulties of coordinating end-user requirements and minimising subsequent changes, with the consequent delays and unforeseen extra costs, have been a feature of hospital procurement. Several successful cases to procure hospitals more quickly and less expensively by using alternative procurement systems are employed in U.K. This paper examines the characteristics and difficulties in running health care projects. By way of a detailed case study, the latest state-of-the-art approach, such as adopting the enhanced design and build system, well-defined project management system, partnering and value management, in managing a health care project in Hong Kong is presented and analysed. It also compares and contrasts the distinctive features of the enhanced design and build system and the pure design and build system.

Keywords:
Case study, health care projects, project management, Hong Kong.

INTRODUCTION

A construction project is completed as a result of a combination of many events and interactions, planned or unplanned, over the project life cycle, with changing participants and processes (Sanvido et al., 1992). Project managers face increasing challenges today in their project environment tasks (Naoum, 1991). The environment has become more dynamic with increasing uncertainties in technology, budgets, and development processes (Walker, A. 1996; Walker, D. 1994). Thus project managers increasingly need tools for monitoring and feedback that enable a proactive response to troubled areas (Pinto and Slevin, 1987; Liu, 1995). Project success means different things to different people (Freeman and Beale, 1992; Beale and Freeman, 1991). It is important that the project participants arrive upon common determinants of project success in order to accurately assess the success or failure of a project (Mohsini and Davidson, 1992; Pinto and Prescott, 1988; Pinto and Slevin, 1987; 1988). Additional progress is needed in the identification and measurement of determining factors for project success (Chan, 1996; 2000; Chan et al., 2002).

The difficulties of co-ordinating end-user requirements and minimising subsequent changes, with the consequent delays and unforeseen extra costs, have been a feature of hospital procurement (Wilkins, 1997). The need to identify critical success factors is particularly acute in the provision of major health care projects due to their complexity, long design and construction periods, ongoing developments in health care planning and technology, and the need for a highly accountable approach to procurement by health authorities (Baker, 1995;