



For information on 15.12.2022

HAB-P330

Hospital Authority

Progress Report on Strategic Priorities

Advice Sought

Members are invited to note for information the progress of implementation of the strategic priorities of the Hospital Authority (HA) in the third quarter of 2022 (3Q22), as set out in this paper, for regular reporting to the HA Board (HAB).

Background

- 2. At the HAB meeting held on 31 March 2022¹, Members approved the HA's service priorities for 2022-23 as set out in the HA Annual Plan for the year. To recap, the 2022-23 HA Annual Plan sets out the following four strategic goals with 22 strategies to guide the work of HA throughout the year:
 - (a) Provide smart care;
 - (b) Develop smart hospitals;
 - (c) Nurture smart workforce; and
 - (d) Enhance service supply.

Progress of Implementing the Strategic Priorities

- 3. The following programme targets were planned for completion in 3Q22:
 - (a) nine programmes reported under corporate plans, including three deferred from previous quarters; and
 - (b) 15 programmes reported under cluster plans², including five deferred from previous quarters.

¹ Via HAB Paper No. 320 on "Hospital Authority Annual Plan 2022-23".

² Including 10 programmes also reported under corporate plans.

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4. As detailed in the <u>Annex</u>, five programmes reported under corporate plans and 11 under cluster plans were achieved on schedule. Four programmes under corporate plans and four under cluster plans experienced delay, as elaborated below:

Item No. on	Objectives / Strategies /	Brief Description of Reasons for
<u>Annex</u>	Programmes	<u>Deferral</u>
No. 1 (Corporate target) / No. 5 (KCC target)	inpatient services at Kowloon Central Cluster (KCC) by providing one additional Intensive Care Unit (ICU) bed	Due to severe shortage of experienced nursing staff in ICU, the opening of an additional ICU bed at QEH was deferred to 1Q23.
No. 3 (Corporate target)	staff by developing and implementing electronic and virtual corporate staff activities under the new normal situation by piloting the HA Esports	A new module "myFitness" under myHR App was originally planned for roll out in February/March 2022 to promote healthy lifestyles and virtual activities, including Virtual Run. User Acceptance Test was completed in February 2022. The roll out of the module was suspended due to the fifth wave of COVID-19 epidemic. It was planned that module would be rolled out by 4Q22.
No. 7 (KWC target)	-	Due to the shortage of manpower, the remaining two OT sessions were scheduled to open in 4Q22.
No. 8 (NTWC target)	planning and treatment by acquiring a Magnetic Resonance (MR) simulator at HA by installing an additional	Basic installation of the diagnostic MRI scanner part was completed in 1Q22. The installation of the localisation laser system was further postponed pending replacement of an incorrectly delivered item. The overall setup of the MR-simulator at TMH was deferred to 4Q22.

Item No. on	Objectives / Strategies /	Brief Description of Reasons for
Annex	Programmes	<u>Deferral</u>
No. 9 (Corporate target)	telemedicine in HA by providing an electronic sick leave certificate for	As a smart village initiative, the provision of telehealth consultation to patients living in rural areas commenced in 3Q22 in collaboration with a number of Rural Committee Organisations. The launch of electronic sick leave certificate function was rescheduled to 4Q22 to tie in with wider promotion within HA and in the community.
No. 10 (Corporate target) / No. 18 (KCC target)	Hong Kong Children's Hospital (HKCH) in phases, to provide territory-wide services for paediatric patients with complex and rare conditions under the hub-and-spoke model by providing two additional HDU beds, one acute bed by 3Q22; provide emergency OT services at weekends by 3Q22; provide six additional OT sessions per week by 4Q22; build capacity for genomic and genetic and oncology tests by	September 2022. To prepare for the translocation of Paediatric Orthopaedic service to HKCH, some services have been reorganised for alignment. In this regard, the acute surgical bed originally scheduled to be opened at HKCH in 3Q22 was deferred to 4Q22 to cater for the smooth commencement of Paediatric

Way Forward

5. HA strives to resume its services along the stabilisation of the local epidemic but the scale of service resumption is subject to the volatile epidemic development, as well as the impending winter surge in late 2022 and early 2023. HA will stay vigilant, and put in its utmost effort to combat the epidemic and make the best use of the capacity available to support HA's services amid the rapidly changing epidemic situation.

Hospital Authority HAB\PAPER\330 8 December 2022

Annual Plan Targets Planned for Completion in 3Q22

PROGRESS

[Note: Where appropriate, ten individual programmes of cluster plans are also reported under corporate plans, with corresponding remark added thereon for indication. For references to the Hospital Authority's (HA) clusters, hospitals and institutions, please see the list of abbreviations at the end of this annex.]

N	o. Objectives / Strategies / Programmes	Target Date	Actual Status End 3Q22	Latest Position
(.	A) Annual Plan Targets Deferred From	n Previous Q	uarters	
(CORPORATE PLANS			
0	ptimise Demand Management			
	Raise the capacity of priority services			
	Increase capacity of high demand services			
1.	Enhance the capacity of inpatient services at KCC by providing one additional Intensive Care Unit (ICU) bed and two additional High Dependency Unit (HDU) beds at QEH by 4Q21 (Same as KCC Target No. 5)	Deferred from 4Q21		For the part of the target deferred from 4Q21: Two additional HDU beds were opened at QEH in June 2022. Due to severe shortage of experienced nursing staff in ICU, the opening of
2.	Continue to enhance the capacity of Operating Theatre (OT) services by providing 17 additional OT sessions per week, including six at PMH, two at AHNH, four at PWH by 4Q21 and five at NTWC by 1Q22 (Same as KWC Target No. 6)	Deferred from 4Q21	Achieved	an additional ICU bed at QEH was deferred to 1Q23. For the part of the target deferred from 4Q21: Six additional OT sessions per week were provided at PMH since August 2022.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 3Q22	Latest Position	
Attı	ract & retain staff				
	Promote staff engagement & well-being				
	Develop ways to better engage & communicate with state	ff			
3.	Enhance the engagement with staff by developing and implementing electronic and virtual corporate staff activities under the new normal situation by piloting the HA Esports Competition and Virtual Run by 1Q22		Deferred to 4Q22	For the part of the target deferred from 1Q22: A new module "myFitness" under myHR App was originally planned for roll out in February/March 2022 to promote healthy lifestyles and virtual activities, including Virtual Run. User Acceptance Test (UAT) was completed in February 2022. The roll out of the module was suspended due to the fifth wave of COVID-19 epidemic. It was planned that module would be rolled out by 4Q22.	
H	LUSTER PLANS KEC Targets imise Demand Management				
4.	Expand the coverage of Primary Percutaneous Coronary Intervention (PPCI) for patients with ST-Elevation Myocardial Infarction (STEMI) to KEC as well as the Hong Kong Island network by 1Q20, after setting up the service in KCC in 2018-19	Deferred from 1Q20	Achieved	For the part of the target deferred from 1Q20: The provision of 24-hour PPCI service at HKEC commenced in September 2022.	
K	KCC Targets				
Opt	imise Demand Management				
5.	Enhance the capacity of inpatient services at KCC by providing one additional ICU bed and two additional HDU beds at QEH by 4Q21 (Same as Corporate Target No. 1)	Deferred from 4Q21	Deferred to 1Q23	For the part of the target deferred from 4Q21: Two additional HDU beds were opened at QEH in June 2022. Due to severe shortage of experienced nursing staff in ICU, the opening of an additional ICU bed at QEH was deferred to 1Q23.	

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 3Q22	Latest Position	
K١	WC Targets				
Opt	timise Demand Management				
6.	Continue to enhance the capacity of OT services by providing 17 additional OT sessions per week, including six at PMH, two at AHNH, four at PWH by 4Q21 and five at NTWC by 1Q22	Deferred from 4Q21	Achieved	For the part of the target deferred from 4Q21: Six additional OT sessions per week were provided at PMH since August 2022.	
	(Same as Corporate Target No. 2)				
7.	Open 20 additional beds in the emergency medicine (EM) ward and extended care ward respectively, provide gynaecology and paediatric Specialist Outpatient Clinic (SOPC) services, and add five elective OT sessions at NLTH by 4Q19	Deferred from 4Q19		For the part of the target deferred from 4Q19: Due to the shortage of manpower, the remaining two OT sessions were scheduled to open in 4Q22.	
	NTWC Targets				
	timise Demand Management	D.C. 1.C. 2022	D. C 1 1022		
8.	Modernise radiotherapy planning and treatment by acquiring a Magnetic Resonance (MR) simulator at HA by installing an additional MR-simulator at TMH by 1Q22.	Deferred from 2Q22		For the part of the target deferred from 2Q22: Basic installation of the diagnostic MRI scanner part was completed in 1Q22. The installation of the localisation laser system was further postponed pending replacement of an incorrectly delivered item. The overall setup of the MR-simulator at TMH was deferred to 4Q22.	

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 3Q22	Latest Position
(B	3Q22 Annual Plan Targets			
C	ORPORATE PLANS			
Pro	vide Smart Care			
	Leverage on big data and advanced technology			
	Build up telemedicine and telecare			
9.	Promulgate the use of telemedicine in HA by providing an electronic sick leave certificate for telemedicine by 3Q22; promote and launch the model of smart village by 3Q22	3Q22		As a smart village initiative, the provision of telehealth consultation to patients living in rural areas commenced in 3Q22 in collaboration with a number of Rural Committee Organisations. The launch of electronic sick leave certificate function was rescheduled to 4Q22 to tie in with wider promotion within HA and in the community.
Enh	ance Service Supply		•	
	Increase healthcare capacity			
	Implement Hospital Development Plans			
10.	Commence the operation of HKCH in phases, to provide territory-wide services for paediatric patients with complex and rare conditions under the hub-and-spoke model by providing two additional HDU beds, one acute bed by 3Q22; provide emergency OT services at weekends by 3Q22; provide six additional OT sessions per week by 4Q22; build capacity for genomic and genetic and oncology tests by 1Q23; provide 190 additional Magnetic Resonance Imaging (MRI) scans by 1Q23 (Same as KCC Target No. 18)	3Q22		For the part of the target to be completed by 3Q22: Two additional HDU beds were opened at HKCH in September 2022. To prepare for the translocation of Paediatric Orthopaedic service to HKCH, some services have been re-organised for alignment. In this regard, the acute surgical bed originally scheduled to be opened at HKCH in 3Q22 was deferred to 4Q22 to cater for the smooth commencement of Paediatric Orthopaedic service in HKCH. Emergency OT services at weekends would be ready by 4Q22 upon completion of related training of the newly recruited nursing staff.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 3Q22	Latest Position
	Bolster the capability of healthcare facilities in meeting	demand		
11.	Enhance the capacity of inpatient services at HKEC by providing one additional ICU bed at RH and two additional neurosurgical HDU beds at PYNEH by 3Q22 (Same as HKEC Targets No. 15 & 16)	3Q22	Achieved	One additional ICU bed was opened at RH in August 2022. Two additional neurosurgical HDU beds were opened at PYNEH in September 2022.
12.	Enhance the capacity of inpatient services at KEC by providing additional acute beds, 10 at TKOH and 26 at UCH by 3Q22, and 40 extended care beds at HHH by 3Q22 (Same as KEC Targets No. 20, 21 & 22)	3Q22	Achieved	Additional 10 acute medical beds at TKOH, 26 acute medical beds at UCH and 40 extended care beds at HHH were opened in September 2022.
13.	Enhance the provision of Child & Adolescent (C&A) psychiatry day services by providing additional psychiatric day hospital places, five at PYNEH by 3Q22 and five at KH by 4Q22; providing paediatrics inpatient consultation services at QEH and KWH by 1Q23; and providing 500 additional nursing assessment at KEC by 1Q23 (Same as HKEC Target No. 17)	3Q22	Achieved	For the part of the target to be completed by 3Q22: Five additional psychiatric day hospital places were opened at PYNEH in July 2022.
14.	Continue to augment cardiac services by providing additional Cardiac Care Unit (CCU) beds and enhancing the service capacity of Cardiac Catheterisation Laboratory (CCL) by providing additional CCU beds, two at TKOH by 3Q22 and two at PMH by 4Q22; and provide two additional CCL sessions per week at TKOH by 3Q22 (Same as KEC Target No. 24)	3Q22	Achieved	For the part of the target to be completed by 3Q22: Two additional CCU beds were opened and two additional CCL sessions per week were provided at TKOH in September 2022.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 3Q22	Latest Position
CI	LUSTER PLANS			
H	KEC Targets			
Enh	ance Service Supply			
15.	Provide an additional ICU bed at RH	3Q22	Achieved	One additional ICU bed was opened at RH in August 2022.
	(Same as Corporate Target No. 11)			
16.	Provide two additional neurosurgical HDU beds at PYNEH	3Q22	Achieved	Two additional neurosurgical HDU beds were opened at PYNEH in
	(Same as Corporate Target No. 11)			September 2022.
17.	Enhance C&A mental health services by providing five additional psychiatric day places at PYNEH	3Q22	Achieved	Five additional psychiatric day hospital places were opened at PYNEH in July 2022.
	(Same as Corporate Target No. 13)			
K	CC Targets			
Enh	ance Service Supply			
18.	Provide two additional HDU beds, and an additional acute bed at HKCH	3Q22	Deferred to 4Q22	Two additional HDU beds were opened at HKCH in September 2022.
	(Same as Corporate Target No. 10)			To prepare for the translocation of Paediatric Orthopaedic service to HKCH, services have been re-organised for alignment. In this regard, the acute surgical bed originally scheduled to be opened at HKCH in 3Q22 was deferred to 4Q22 to cater for the smooth commencement of Paediatric Orthopaedic service in HKCH.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 3Q22	Latest Position
KF	EC Targets			
Nur	ture Smart Workforce			
19.	Enhance the HA's complaints management system by establishing a cluster-based, patient relations office structure at KEC	3Q22	Achieved	A cluster-based patient relations office was established at KEC in 3Q22.
Enh	ance Service Supply			1
20.	Provide 26 additional acute medical beds at UCH	3Q22	Achieved	26 additional acute medical beds were opened at UCH in September 2022.
	(Same as Corporate Target No. 12)			
21.	Provide 10 additional acute medical beds at TKOH	3Q22	Achieved	10 additional acute medical beds were opened at TKOH in September 2022.
	(Same as Corporate Target No. 12)			
22.	Provide 40 additional extended care beds at HHH	3Q22	Achieved	40 additional extended care beds were opened at HHH in September 2022.
	(Same as Corporate Target No. 12).			
23.	Strengthen manpower to enhance ICU services at TKOH	3Q22	Achieved	Medical manpower has been strengthened to enhance ICU services at TKOH.
24.	Enhance cardiac services at TKOH by providing two additional CCU beds and two additional CCL sessions per week	3Q22	Achieved	Two additional CCU beds were opened and two additional CCL sessions per week were provided at TKOH in September 2022.
	(Same as Corporate Target No. 14)			

Abbreviations for Clusters, Hospitals and Institutions

Clusters	
HKEC	Hong Kong East Cluster
HKWC	Hong Kong West Cluster
KCC	Kowloon Central Cluster
KEC	Kowloon East Cluster
KWC	Kowloon West Cluster
NTEC	New Territories East Cluster
NTWC	New Territories West Cluster
Hospitals an	d Institutions
AHNH	Alice Ho Miu Ling Nethersole Hospital
BTS	Hong Kong Red Cross Blood Transfusion Service
CCH	Cheshire Home, Chung Hom Kok
CMC	Caritas Medical Centre
CPH	Castle Peak Hospital
DKCH	The Duchess of Kent Children's Hospital at Sandy Bay
FYKH	Tung Wah Group of Hospitals Fung Yiu King Hospital
GH	Grantham Hospital
ННН	Haven of Hope Hospital
HKCH	Hong Kong Children's Hospital
HKEH	Hong Kong Eye Hospital
KCH	Kwai Chung Hospital
KH	Kowloon Hospital
KWH	Kwong Wah Hospital
MMRC	MacLehose Medical Rehabilitation Centre
NDH	North District Hospital
NLTH	North Lantau Hospital
OLMH	Our Lady of Maryknoll Hospital
PMH	Princess Margaret Hospital
POH	Pok Oi Hospital

PWHPrince of Wales Hospital **PYNEH** Pamela Youde Nethersole Eastern Hospital QEHQueen Elizabeth Hospital QMHQueen Mary Hospital RHRuttonjee Hospital SHShatin Hospital TKOHTseung Kwan O Hospital TMHTuen Mun Hospital TPHTai Po Hospital TSKHTang Shiu Kin Hospital Tin Shui Wai Hospital **TSWH** Tung Wah Eastern Hospital **TWEH** TWHTung Wah Hospital TYHTsan Yuk Hospital UCHUnited Christian Hospital Tung Wah Group of Hospitals Wong Tai Sin Hospital WTSH YCHYan Chai Hospital