



**For information
on 21.9.2023**

HAB-P339

Hospital Authority

Progress Report on Strategic Priorities

Advice Sought

Members are invited to note the progress of implementation of the strategic priorities of the **Hospital Authority (HA)** in the **second quarter of 2023 (2Q23)**, as set out in this paper, for regular reporting to the **HA Board (HAB)**.

Background

2. HA delivers a comprehensive range of subsidised healthcare services ranging from acute, convalescence and rehabilitation, through to community care. The Annual Plan outlines the major programmes and activities that HA will focus on for the next 12 months. In the Annual Plan 2023-24, four strategic goals and 22 strategies are being implemented by HA through the corresponding programme targets. They are developed in accordance with the HA Strategic Plan 2022-2027. The strategic goals, which set out what HA wants to achieve, are as follows:

- ◆ Provide Smart Care
- ◆ Develop Smart Hospitals
- ◆ Nurture Smart Workforce
- ◆ Enhance Service Supply

3. The HA's service priorities for 2023-24 as set out in the HA Annual Plan for the year was approved by the Board at the HAB meeting held on 23 March 2023¹.

Progress Report on Strategic Priorities

4. To facilitate monitoring by the Board, a Progress Report on Strategic Priorities is submitted quarterly at the Open Board Meeting. To enhance readability and allow focused attention, the format of the Progress Report has been further refined. **Annex 1** provides a full list of programmes with their implementation status marked as "Achieved", "Partially Achieved"² or "Deferred". **Annex 2** gives a brief account of the deferred programmes and

¹ Via HAB Paper No. 332 on "Hospital Authority Annual Plan 2023-24".

² Programmes which in principle have fulfilled the original intent and/or have achieved the major targets will be marked as "Partially Achieved".

the partially achieved programmes. Revised timeline for completion is included where appropriate. We will keep the Board informed of the implementation status of the deferred programmes at subsequent reporting. For partially achieved programmes, they will continue to be monitored under internal mechanism.

Programme Targets Planned for Completion in 2Q23

5. There are a total of 12 programme targets planned for completion in 2Q23 (i.e. those covered in this report). Five programmes are reported under corporate plans, including three deferred from previous quarters; and seven programmes are reported under cluster plans, including six deferred from previous quarters. Among these, one programme reported under both corporate and cluster plans experienced delay. Others were achieved as scheduled. Details are provided in **Annexes 1 and 2**.

Way Forward

6. HA is in full pursuit of service resumption and enhancements while closely monitoring the local situation of infectious diseases including new mutant strains of COVID-19, seasonal influenza and monkey pox. In support to this, concerted efforts will continue to attract, develop and retain talents both in and outside Hong Kong to address bottlenecks in manpower supply. More strategies are also formulated for implementation of measures to enhance safety of patients, staff and visitors of HA. Going forward, more innovative initiatives will be formulated and implemented towards the sustainable development of HA.

Annual Plan Targets Planned for Completion in 2Q23

[Note: For references to HA’s clusters, hospitals and institutions, please see the list of abbreviations at the end of this paper.]

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 2Q23
(A) <u>Annual Plan Targets Deferred From Previous Quarters</u>			
CORPORATE PLANS			
<u>Develop Smart Hospitals</u>			
Enable smart care provision			
Develop smart ward, smart clinic and smart pharmacy			
1.	<p>Optimise medication safety and efficiency through extending the Inpatient Medication Order Entry (IPMOE) system to more specialties in a phased approach by rolling out the IPMOE system chemotherapy module to the oncology department of QMH and QEH; and rolling out the IPMOE system at KWH by 1Q23</p> <p><u>Part(s) deferred from previous quarter(s) and to be achieved by 2Q23:</u></p> <ul style="list-style-type: none"> Rollout of the IPMOE system at KWH 	Deferred from 1Q23	Achieved

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 2Q23
Enable smart hospital support and management			
Establish IT platforms to facilitate operational efficiency			
2.	<p>Create smart emergency departments by digitalisation of documentation and workflow by rolling out phase one eAED service model to QMH, KWH, UCH, PMH, PWH, AHNH and TMH; and rolling out the eResus service model to RH, NLTH and POH by 1Q23</p> <p><u>Part(s) deferred from previous quarter(s) and to be achieved by 2Q23:</u></p> <ul style="list-style-type: none"> • Rollout of the eAED service model to QMH and TMH • Rollout of the eResus service model to RH and NLTH 	Deferred from 1Q23	Further deferred to 3Q23. Please refer to Annex 2 for details.
<u>Enhance Service Supply</u>			
Increase healthcare capacity			
Bolster the capability of healthcare facilities in meeting demand			
3.	<p>Expand the coverage of Primary Percutaneous Coronary Intervention (PPCI) for patients with ST-Elevation Myocardial Infarction (STEMI) by providing cluster-based 24-hour PPCI for eligible patients with STEMI at KWC by 1Q23 and NTWC by 4Q22</p> <p><u>Part(s) deferred from previous quarter(s) and to be achieved by 2Q23:</u></p> <ul style="list-style-type: none"> • Implementation of cluster-based 24-hour PPCI service at KWC 	Deferred from 1Q23	Achieved

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 2Q23
CLUSTER PLANS			
<i>HKEC Targets</i>			
<u>Develop Smart Hospitals</u>			
4.	Roll out the eResus service model to the Accident and Emergency (A&E) department of RH	Deferred from 1Q23	Achieved
<i>HKWC Targets</i>			
<u>Develop Smart Hospitals</u>			
5.	Roll out the phase one eAED service model to the A&E department of QMH	Deferred from 1Q23	Achieved
<i>KCC Targets</i>			
<u>Develop Smart Hospitals</u>			
6.	Roll out the IPMOE system at KWH, as well as roll out the IPMOE chemotherapy module to the oncology department of QEH <u>Part(s) deferred from previous quarter(s) and to be achieved by 2Q23:</u> <ul style="list-style-type: none"> • Rollout of the IPMOE system at KWH 	Deferred from 1Q23	Achieved

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 2Q23
<i>KWC Targets</i>			
<u>Develop Smart Hospitals</u>			
7.	Roll out the phase one eAED service model to the A&E department of PMH and the eResus service model to the A&E department of NLTH <u>Part(s) deferred from previous quarter(s) and to be achieved by 2Q23:</u> <ul style="list-style-type: none"> • Rollout of the eResus service model to NLTH 	Deferred from 1Q23	Further deferred to 3Q23. Please refer to Annex 2 for details.
<u>Enhance Service Supply</u>			
8.	Provide cluster-based 24-hour PPCI for eligible patients with STEMI at KWC	Deferred from 1Q23	Achieved
<i>NTWC Targets</i>			
<u>Develop Smart Hospitals</u>			
9.	Roll out the phase one eAED service model to the A&E department of TMH and the eResus service model to the A&E department of POH <u>Part(s) deferred from previous quarter(s) and to be achieved by 2Q23:</u> <ul style="list-style-type: none"> • Rollout of the eAED service model to TMH 	Deferred from 1Q23	Achieved

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 2Q23
(B) <u>2Q23 Annual Plan Targets</u>			
CORPORATE PLANS			
<u>Provide Smart Care</u>			
Leverage on big data and advanced technology			
Develop personalised care			
10.	Enhance medical device management by aligning the provision of medical devices used in 134 interventional procedures under specific clinical indications by providing additional medical devices used in interventional procedures under specific clinical indications by 2Q23	2Q23	Achieved
<u>Enhance Service Supply</u>			
Increase healthcare capacity			
Bolster the capability of healthcare facilities in meeting demand			
11.	Expand the drug access in HA by improving the alignment of the HA Drug Formulary with current clinical evidence and international guidelines on the use of drugs by widening the indications of Special Drugs and repositioning Self-financed Drugs as Special Drugs for managing asthma, cancer, tuberculosis, ulcerative colitis, cardiovascular disease and diabetes mellitus by 2Q23	2Q23	Achieved

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 2Q23
CLUSTER PLANS			
<i>NTEC Targets</i>			
<u>Nurture Smart Workforce</u>			
12.	Enhance clinical leadership for anaesthetic services at PWH	2Q23	Achieved

Programme Target with Target Date Deferred Beyond 2Q23

[Note: For references to HA's clusters, hospitals and institutions, please see the list of abbreviations at the end this paper.]

<u>Item No. on Annex 1</u>	<u>Objectives / Strategies / Programmes</u>	<u>Brief Description of the Programme Status and Reasons for Deferral</u>
No. 2 (Corporate target) / No. 7 (KWC Target)	<p>Create smart emergency departments by digitalisation of documentation and workflow by rolling out phase one eAED service model to QMH, KWH, UCH, PMH, PWH, AHNH and TMH; and rolling out the eResus service model to RH, NLTH and POH by 1Q23</p> <p><u>Part(s) deferred from previous quarter(s) and to be achieved by 2Q23:</u></p> <ul style="list-style-type: none"> • Rollout of the eAED service model to QMH and TMH • Rollout of the eResus service model to RH and NLTH 	<p>eAED service model: eAED was rolled out to QMH, KWH, UCH, PWH, AHNH and TMH by 2Q23.</p> <p>As mentioned in the previous report³, the rollout of eAED to PMH was deferred to 3Q23 due to the need to align with the renovation of the Accident and Emergency Department of PMH.</p> <p>eResus service model: eResus was rolled out to RH and POH by 2Q23.</p> <p>Due to technical difficulties, more time was required for the preparatory work. The rollout of eResus to NLTH was deferred to 3Q23.</p>

³ Via HAB Paper No.336 on "Progress Report on Strategic Priorities" on 29 June 2023

Abbreviations for Clusters, Hospitals and Institutions

Clusters

<i>HKEC</i>	<i>Hong Kong East Cluster</i>
<i>HKWC</i>	<i>Hong Kong West Cluster</i>
<i>KCC</i>	<i>Kowloon Central Cluster</i>
<i>KEC</i>	<i>Kowloon East Cluster</i>
<i>KWC</i>	<i>Kowloon West Cluster</i>
<i>NTEC</i>	<i>New Territories East Cluster</i>
<i>NTWC</i>	<i>New Territories West Cluster</i>

Hospitals and Institutions

<i>AHNH</i>	<i>Alice Ho Miu Ling Nethersole Hospital</i>
<i>BTS</i>	<i>Hong Kong Red Cross Blood Transfusion Service</i>
<i>CCH</i>	<i>Cheshire Home, Chung Hom Kok</i>
<i>CMC</i>	<i>Caritas Medical Centre</i>
<i>CPH</i>	<i>Castle Peak Hospital</i>
<i>DKCH</i>	<i>The Duchess of Kent Children's Hospital at Sandy Bay</i>
<i>FYKH</i>	<i>Tung Wah Group of Hospitals Fung Yiu King Hospital</i>
<i>GH</i>	<i>Grantham Hospital</i>
<i>HHH</i>	<i>Haven of Hope Hospital</i>
<i>HKCH</i>	<i>Hong Kong Children's Hospital</i>
<i>HKEH</i>	<i>Hong Kong Eye Hospital</i>
<i>KCH</i>	<i>Kwai Chung Hospital</i>
<i>KH</i>	<i>Kowloon Hospital</i>
<i>KWH</i>	<i>Kwong Wah Hospital</i>
<i>MMRC</i>	<i>MacLehose Medical Rehabilitation Centre</i>
<i>NDH</i>	<i>North District Hospital</i>
<i>NLTH</i>	<i>North Lantau Hospital</i>
<i>OLMH</i>	<i>Our Lady of Maryknoll Hospital</i>
<i>PMH</i>	<i>Princess Margaret Hospital</i>
<i>POH</i>	<i>Pok Oi Hospital</i>
<i>PWH</i>	<i>Prince of Wales Hospital</i>
<i>PYNEH</i>	<i>Pamela Youde Nethersole Eastern Hospital</i>
<i>QEH</i>	<i>Queen Elizabeth Hospital</i>
<i>QMH</i>	<i>Queen Mary Hospital</i>
<i>RH</i>	<i>Ruttonjee Hospital</i>
<i>SH</i>	<i>Shatin Hospital</i>
<i>TKOH</i>	<i>Tseung Kwan O Hospital</i>
<i>TMH</i>	<i>Tuen Mun Hospital</i>
<i>TPH</i>	<i>Tai Po Hospital</i>
<i>TSKH</i>	<i>Tang Shiu Kin Hospital</i>
<i>TSWH</i>	<i>Tin Shui Wai Hospital</i>
<i>TWEH</i>	<i>Tung Wah Eastern Hospital</i>
<i>TWH</i>	<i>Tung Wah Hospital</i>
<i>TYH</i>	<i>Tsan Yuk Hospital</i>
<i>UCH</i>	<i>United Christian Hospital</i>
<i>WTSH</i>	<i>Tung Wah Group of Hospitals Wong Tai Sin Hospital</i>
<i>YCH</i>	<i>Yan Chai Hospital</i>