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 third quarter of 2023 **(3Q23)**, 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.   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 Open Board Meeting held on 23 March 2023[1].

Programme Targets Planned for Completion in 3Q23

4.   There are a total of 11 programme targets planned for completion in 3Q23 (i.e. those covered in this report).   Five programmes are reported under corporate plans; and six programmes are reported under cluster plans.   All programme targets were achieved as scheduled.   Details are provided in the **Annex**.

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

Way Forward

5.   HA is taking steady strides in service development and enhancements through increased utilisation of healthcare technology while staying vigilant on the local situation of infectious diseases including COVID-19, seasonal influenza and Mycoplasma pneumoniae. In support to this, concerted efforts will continue to attract, develop and retain talents to augment manpower supply. Going forward, more innovative initiatives will be formulated and implemented to enhance hospital safety, patient services and sustainable development of HA.

Hospital Authority
HAB\PAPER\342
14 December 2023

Annual Plan Targets Planned for Completion in 3Q23

[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 3Q23
(A)	**Annual Plan Targets Deferred From Previous Quarters**		
	CORPORATE PLANS		
	Develop Smart Hospitals		
	Enable smart hospital support and management		
	Establish IT platforms to facilitate operational efficiency		
1.	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 Part(s) deferred from previous quarter(s) and to be achieved by 3Q23: • Implement eAED at PMH and eResus at NLTH	Deferred from 1Q23 and 2Q23	Achieved
	Enhance Service Supply		
	Increase healthcare capacity		
	Bolster the capability of healthcare facilities in meeting demand		
2.	Improve the standard of care for acute ischaemic stroke patients by providing Intra-Arterial Mechanical Thrombectomy in a phased approach by providing 24-hour Intra-Arterial Mechanical Thrombectomy service for acute ischaemic stroke patients at KWC by 1Q23	Deferred from 1Q23	Achieved

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 3Q23
CLUSTER PLANS			
KWC Targets			
Develop Smart Hospitals			
3.	Roll out the phase one eAED service model to the Accident and Emergency (**A&E**) department of PMH and the eResus service model to the A&E department of NLTH	Deferred from 1Q23 and 2Q23	Achieved
Enhance Service Supply			
4.	Provide 24-hour Intra-arterial Mechanical Thrombectomy services for acute ischaemic stroke patients at KWC	Deferred from 1Q23	Achieved

(B) 3Q23 Annual Plan Targets

CORPORATE PLANS

Provide Smart Care			
	Leverage on big data and advanced technology		
	Build up telemedicine and telecare		
5.	Alleviate the waiting time for allied health support by extending allied health care services through telehealth to specific target group of patients with communication disorders at KCC by 3Q23	3Q23	Achieved
Enhance Service Supply			
	Increase healthcare capacity		
	Bolster the capability of healthcare facilities in meeting demand		
6.	Enhance the capacity of inpatient services at KEC by providing 10 additional acute beds at TKOH by 3Q23	3Q23	Achieved
7.	Enhance the capacity for ophthalmology services by providing two additional ophthalmology inpatient consultation sessions per week at RH by 3Q23; providing 975 additional inpatient consultations at QMH by 1Q24 and strengthening the Specialist Outpatient Clinic (**SOPC**) services at NTEC by 1Q24 Part(s) to be achieved by 3Q23: ● Provide two additional ophthalmology inpatient consultation sessions per week at RH	3Q23	Achieved

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 3Q23
CLUSTER PLANS			
HKEC Targets			
Enhance Service Supply			
8.	Provide two additional ophthalmology inpatient consultation sessions per week at RH	3Q23	Achieved
9.	Enhance radiotherapy services for cancer treatment by preparing for the installation of an additional Linear Accelerator at HKEC by 3Q23; and strengthening the manpower for radiotherapy services at NTEC by 1Q24 Part(s) to be achieved by 3Q23: • Prepare for the installation of an additional Linear Accelerator at HKEC	3Q23	Achieved
KCC Targets			
Provide Smart Care			
10.	Extend allied health telehealth services to specific target group of patients with communication disorders	3Q23	Achieved
KEC Targets			
Enhance Service Supply			
11.	Provide 10 additional acute medical beds at TKOH	3Q23	Achieved

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 and 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*
HHH	*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*
PWH	*Prince of Wales Hospital*
PYNEH	*Pamela Youde Nethersole Eastern Hospital*
QEH	*Queen Elizabeth Hospital*
QMH	*Queen Mary Hospital*
RH	*Ruttonjee Hospital*
SH	*Shatin Hospital*
TKOH	*Tseung Kwan O Hospital*
TMH	*Tuen Mun Hospital*
TPH	*Tai Po Hospital*
TSKH	*Tang Shiu Kin Hospital*
TSWH	*Tin Shui Wai Hospital*
TWEH	*Tung Wah Eastern Hospital*
TWH	*Tung Wah Hospital*
TYH	*Tsan Yuk Hospital*
UCH	*United Christian Hospital*
WTSH	*Tung Wah Group of Hospitals Wong Tai Sin Hospital*
YCH	*Yan Chai Hospital*