



**For information  
on 21.3.2024**

**HAB-P345**

## **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 fourth quarter of 2023 (**4Q23**), 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<sup>1</sup>.

#### **Programme Targets Planned for Completion in 4Q23**

4. There are a total of 21 programme targets planned for completion in 4Q23 (i.e. those covered in this report). Seven programmes are reported under corporate plans; and 14 programmes are reported under cluster plans. All programme targets were achieved as scheduled. Details are provided in the **Annex**.

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

## **Way Forward**

5. To support a sustainable development of its services to meet the escalating demand, HA will continue its endeavours to build up its capacity through attracting, developing and retaining talents within and outside Hong Kong, as well as formulating and implementing more innovative initiatives to enhance patient-centric services and hospital safety.

**Annual Plan Targets Planned for Completion in 4Q23**

**PROGRESS**

[Note: For references to the Hospital Authority'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 4Q23
<b><u>4Q23 Annual Plan Targets</u></b>			
<b>CORPORATE PLANS</b>			
<b><u>Provide Smart Care</u></b>			
<b>Re-orientate service models</b>			
<b>Promote ambulatory care</b>			
1.	Establish a paediatric ambulatory care centre at QMH to provide services for medical, cardiac and surgical paediatric day patients at QMH by 4Q23	4Q23	Achieved
<b><u>Enhance Service Supply</u></b>			
<b>Increase healthcare capacity</b>			
<b>Bolster the capability of healthcare facilities in meeting demand</b>			
2.	Enhance the capacity of inpatient services at HKEC by providing 26 additional acute beds at PYNEH by 4Q23	4Q23	Achieved
3.	Enhance the capacity of inpatient services at KCC by providing six additional acute beds at QEH and two additional extended care beds at KH by 4Q23	4Q23	Achieved
4.	Enhance the capacity of inpatient services at NTEC by providing 16 additional acute beds at PWH by 4Q23	4Q23	Achieved
5.	Enhance the capacity of inpatient services at NTWC by providing eight additional acute beds at TMH by 4Q23	4Q23	Achieved

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 4Q23
6.	<p>Continue to enhance the diagnostic radiology services by installing a new angiography system at AHNH by 1Q24; installing an additional computed tomography scanner at the Accident and Emergency (A&amp;E) department of RH by 4Q23; installing a new magnetic resonance imaging scanner at YCH by 1Q24; providing services for 400 additional attendances for ultrasound scan at KWC by 1Q24; and strengthening the care-related supporting staff for diagnostic radiology services by 1Q24</p> <p>Part(s) to be achieved by 4Q23:</p> <ul style="list-style-type: none"> <li>• Install an additional computed tomography scanner at the A&amp;E department of RH</li> </ul>	4Q23	Achieved
7.	<p>Continue to enhance pharmacy services by implementing clinical pharmacy services on discharge medication management for patients admitted to acute medical wards at PYNEH, QMH, QEH, UCH, PMH, YCH, PWH, AHNH and TMH by 4Q23 and medical wards at TWH by 1Q24; implementing clinical pharmacy services for haematology oncology patients at PYNEH by 1Q24; and implementing drug refill services for selected high-risk elderly patient groups in specialist outpatient clinics at QEH, KWH, PMH, NLTH by 1Q24</p> <p>Part(s) to be achieved by 4Q23:</p> <ul style="list-style-type: none"> <li>• Implement clinical pharmacy services on discharge medication management for patients admitted to acute medical wards at PYNEH, QMH, QEH, UCH, PMH, YCH, PWH, AHNH and TMH</li> </ul>	4Q23	Achieved

**CLUSTER PLANS**

***HKEC Targets***

**Enhance Service Supply**

8.	Provide 26 additional acute orthopaedics and traumatology beds at PYNEH	4Q23	Achieved
9.	Install an additional computed tomography scanner at the A&E department of RH	4Q23	Achieved
10.	Implement clinical pharmacy services on discharge medication management for patients admitted to acute medical wards at PYNEH	4Q23	Achieved

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 4Q23
<b><i>HKWC Targets</i></b>			
<b><u>Provide Smart Care</u></b>			
11.	Establish an ambulatory care centre to provide day services for medical, cardiac and surgical paediatric patients at QMH	4Q23	Achieved
<b><i>KCC Targets</i></b>			
<b><u>Provide Smart Care</u></b>			
12.	Provide advanced assisted technology services for patients with debilitating conditions at Community Rehabilitation Services Support Centre	4Q23	Achieved
<b><u>Enhance Service Supply</u></b>			
13.	Provide six additional acute emergency medicine beds at QEH	4Q23	Achieved
14.	Provide two additional rehabilitation beds at KH	4Q23	Achieved
15.	Implement clinical pharmacy services on discharge medication management for patients admitted to acute medical wards at QEH	4Q23	Achieved
<b><i>KEC Targets</i></b>			
<b><u>Enhance Service Supply</u></b>			
16.	Implement clinical pharmacy services on discharge medication management for patients admitted to acute medical wards at UCH	4Q23	Achieved
<b><i>KWC Targets</i></b>			
<b><u>Enhance Service Supply</u></b>			
17.	Implement clinical pharmacy services on discharge medication management for patients admitted to acute medical wards at PMH and YCH	4Q23	Achieved

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 4Q23
<b><i>NTEC Targets</i></b>			
<b><u>Enhance Service Supply</u></b>			
18.	Provide 10 additional acute medical beds and six additional acute emergency medical beds at PWH	4Q23	Achieved
19.	Implement clinical pharmacy services on discharge medication management for patients admitted to acute medical wards at PWH and AHNH	4Q23	Achieved
<b><i>NTWC Targets</i></b>			
<b><u>Enhance Service Supply</u></b>			
20.	Provide eight additional acute surgical beds at TMH	4Q23	Achieved
21.	Implement clinical pharmacy services on discharge medication management for patients admitted to acute medical wards at TMH	4Q23	Achieved

## 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>