

## Attract and Retain Staff

HA will facilitate flexible employment, enhance career progression of staff, and reinforce ways to foster occupational safety and health. Relevant measures include:

- Recruit additional non-locally trained doctors under Limited Registration recruitment scheme to alleviate the workload of frontline doctors.
- Continue the Special Retired and Rehire Scheme to re-employ suitable staff upon their retirement or completion of service.
- Extend locum employment to supporting staff and enlarge the locum pool of professionals.
- Provide additional promotion opportunities for doctors, nurses and allied health staff.
- Strengthen nursing roles in clinical care by improving clinical supervision, specialty training, and recruiting additional manpower.
- Enhance career progression and continue to implement enhancement measures for supporting staff.
- Reinforce ways to support the health of staff by enhancing service capacity of staff clinic and psychological services.

## Enhance Staff Training and Development

There are continued efforts to strengthen staff training and development. Key initiatives include:

- Continue to provide simulation training and corporate scholarship programme for clinical staff.
- Continue to provide clinical attachment opportunities for nursing staff at palliative care units to strengthen their competency in supporting terminally ill patients.
- Continue to recruit clinical preceptors to enhance the proficiency and competency of junior nurses.
- Continue to support non-clinical staff to attend trainings for career development.

## Drive Accountable and Efficient Use of Financial Resources

HA will continue to advise the Government of HA's resource requirements in the next triennium funding cycle through conducting a medium-term financial projection, using a refined methodology.

### Budget

For 2020-21, the recurrent subvention to HA amounts to \$75 billion, representing an increase of 5% as compared to the baseline allocation in 2019-20. HA will continue to make use of the government subvention and its internal resources to meet the challenges arising from growing service demand, attract and retain staff and to implement new services in the coming year. For 2020-21, HA will be able to support a total of around

- **1.92 million** inpatient and day inpatient discharge episodes
- **2.20 million** A&E attendances
- **8.01 million** specialist outpatient (clinical) attendances
- **2.94 million** allied health (outpatient) attendances
- **6.54 million** primary care attendances
- **2.12 million** community outreach visits



醫院管理局  
HOSPITAL  
AUTHORITY

# ANNUAL PLAN 2020-21 An Overview



## Introduction

The Hospital Authority (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. The annual planning process involves a broadly participative approach. Clusters and Head Office Divisions converge and plan prospectively for HA's service provision in the coming financial year, with guidance from Members of the HA Board Functional Committees.

## Planning Context

Overall, the priorities of the Annual Planning Exercise are guided by the strategic goals and directions outlined in the HA Strategic Plan 2017-2022. It channels resources to specific programmes for translating the five-year Strategic Plan into actions. The Annual Plan 2020-21 is the fourth action plan derived from the HA Strategic Plan 2017-2022.

## Strategic Goals and Programmes Targets

In Annual Plan 2020-21, five strategic goals and 19 strategies will be implemented by HA through the corresponding programme targets. They are developed in accordance with the three strategic foci of the Strategic Plan, namely (i) provide patient-centred care, (ii) develop a committed and competent workforce, and (iii) enhance financial sustainability.

Corresponding to the respective strategic focus, strategic goals, which set out what HA wants to achieve are as follows :

### Provide Patient-centred Care

- Improve service quality
- Optimise demand management

### Develop a Committed and Competent Workforce

- Attract and retain staff
- Enhance staff training and development

### Enhance Financial Sustainability

- Drive accountable and efficient use of financial resources

## Improve Service Quality

To improve service quality, HA will continue to promote day services and collaborative care, develop more care options, enhance community-based care and refine technology adoption. Examples include the following:

- Promote day services by providing additional day beds, and enhance the service capacity for day surgery and day rehabilitation.
- Enhance the service capacity for Outpatient Parenteral Antimicrobial Therapy to reduce length of stay.
- Relieve access block and reduce unnecessary admission by establishing a fast track clinic at the day medical centre of Tseung Kwan O Hospital to provide rapid assessment, diagnostic and therapeutic procedures.
- Enhance geriatric support for elderly patients attending the Accident & Emergency Department.
- Enhance Pre-anaesthetic Assessment Clinic services at Hong Kong East Cluster (HKEC), Hong Kong West Cluster (HKWC) and Kowloon Central Cluster.
- Set up a discharge lounge at Pamela Youde Nethersole Eastern Hospital (PYNEH) and a cluster-based nursing triage team at Kowloon East Cluster to facilitate discharge planning.
- Extend the ortho-geriatric collaborative care model to Prince of Wales Hospital for elderly patients with hip or other fragility fractures.
- Expand the adult palliative care consultative services to more Clusters to improve the accessibility for cancer and non-cancer patients.
- Enhance community-based care by strengthening the Community Geriatric Assessment Team support and providing additional psychogeriatric outreach services for patients living in Residential Care Homes for the Elderly.
- Expand the programme of school-based medical-education-social collaboration platform, in collaboration with the Education Bureau and Social Welfare Department, to enhance support for students with mental health needs.
- Enhance genetic services and colonoscopy screening for hereditary colorectal cancer patients and their families.

## Optimise Demand Management

HA will continue to increase service capacity for high demand services, improve chronic disease management and services for time-critical care, address waiting time issue and share out demand with community partners. Examples include:

- **Hospital capacity:** A total of 416 additional beds will be provided across Clusters. Service capacity of Tin Shui Wai Hospital, North Lantau Hospital and Hong Kong Children's Hospital will continue to be expanded by phases.
- **Chronic disease management:** Cancer care will be enhanced, by increasing the capacity of inpatient, consultative oncology services and chemotherapy services. The service hours for radiotherapy will also be extended. Additional hospital haemodialysis places will be provided for patients with end-stage kidney disease. Service capacity for managing diabetes mellitus will be increased. In addition, laboratory tests, nurse clinic and antenatal clinic services will be enhanced for better management of viral hepatitis.
- **High demand life threatening diseases:** The cluster-based intra-arterial mechanical thrombectomy services network will be established to improve the standard of care for acute ischaemic stroke patients. Service networks at HKEC, New Territories East Cluster (NTEC), New Territories West Cluster will provide extended service hours during weekdays, and HKWC will provide 24-hour services. Cardiac care will be strengthened by extending the provision of 24-hour Primary Percutaneous Coronary Intervention service to NTEC for patients with ST-Elevation Myocardial Infarction (STEMI). Additional patient monitors with electrocardiogram data transmission function will also be procured for ambulances for early detection of patients with STEMI.
- **Services with pressing issues of waiting time and access:** Operating theatre and endoscopic sessions will be increased across Clusters. Magnetic Resonance Imaging, Computed Tomography and breast imaging services will also be enhanced. To address the waiting time issues, General Outpatient Clinic and Specialist Outpatient Clinic will be enhanced to improve the access of target users to public healthcare services.
- **Public-private partnership (PPP):** HA will continue to reinforce PPP programmes with qualified service providers in the community, including those for cataract surgeries, radiological imaging, haemodialysis, primary care, colon assessment, infirmary services and glaucoma care in private sectors.