



**For information
via circulation**

AOM-P1682

Hospital Authority

Report on Key Performance Indicators **(KPI Report No. 51, up to June 2021)**

Advice Sought

Members are invited to note for information the quarterly report on Key Performance Indicators (KPI) of the Hospital Authority (HA), covering KPIs of clinical services, human resources (HR) and financial performance for the period ended June 2021¹. Detailed reports for clinical services, HR and finance performance were submitted to the Medical Services Development Committee (MSDC), Human Resources Committee (HRC) and Finance Committee (FC) respectively² via circulation in August 2021.

Background

2. In this report, the reporting period is mainly from July 2020 to June 2021, unless otherwise specified. The key observations on KPI performance are highlighted in the ensuing paragraphs, while the detailed statistical reports are available electronically at the Members' Corner for reference.

3. In view of the emergence of the Coronavirus Disease 2019 (COVID-19) epidemic in Hong Kong since early 2020, HA has adjusted its services in response to the epidemic along with tightening up infection control measures. During the reporting period from July 2020 to June 2021, there has been a mix of service adjustments and service resumption, and the challenges have been wax and wane.

Key Observations

Clinical Services (Appendix 1)

4. With the impact of COVID-19 epidemic on HA's **service volume** across a wide spectrum of services in this reporting period, HA overall was below the year-to-date (YTD) estimates for most of the Controlling Officer's Report (COR) service throughput items, including inpatient, day hospital, community and outreach services. Among these, day hospital services (including rehabilitation day and palliative care day attendances,

¹ The last quarterly report on KPIs (up to March 2021) was submitted to the Board on 24 June 2021 via Administrative and Operational Meeting Paper No. 1668. For HR KPIs, performance on manpower situation and staff wellness are reported quarterly, while KPIs on training are reported annually and with those covering the period from 1 April 2020 to 31 March 2021 first reported to HRC on 11 May 2021 and the Board on 24 June 2021.

² Via HRC Paper No. 665; MSDC Paper No. 637 and FC Paper No. 904.

geriatric day attendances and psychiatric day attendances), where more stringent infection control is in place for the respective groups of vulnerable patients, had more than 45% negative variance against the YTD estimates.

5. With the continuing easing local epidemic situation, services have been gradually resumed to activity levels before the COVID-19 epidemic. YTD service throughput for all items, except for psychiatric day attendances, was higher than that of prior year, with the following items above the service throughput in prior year by more than 35% :

- Allied health (outpatient) attendances;
- Rehabilitation day and palliative care day attendances;
- Geriatric day attendances;
- Psychiatric outreach attendances; and
- Psychogeriatric outreach attendances.

6. HA has suitably adjusted its service model where practicable to continue to serve patients. Some services were provided with the use of video conferencing technologies, and the activity might not be fully captured under COR / KPI reporting. For example, psychiatric consultation services were provided through telehealth. Allied health staff followed up on patients' progress via phone or video calls, or provided videos of rehabilitation exercises to patients through HA's rehabilitation mobile application under "HA Go", so as to allow patients to continue with their scheduled home training programmes. On the other hand, to support the service adjustments, HA has expanded the service scope of some of the existing Public-Private Partnership Programmes and launched new public-private collaboration initiatives, with a view to diverting suitable patients from public hospitals to receive treatment in the private sector.

● *Waiting time for Accident & Emergency (A&E) services*

7. HA's overall **percentage of A&E patient attendances seen within target waiting time** for Triage I (critical) and II (emergency) met the targets. For Triage III (urgent) and IV (semi-urgent), HA overall fell short of the targets by 11.6% points (78.4% vs. target 90%) and 8.4% points (66.6% vs. target 75%) respectively. Compared with prior year, respective decreases of 0.2% point and 3.4% points were observed for Triage III and Triage IV in meeting the target waiting time.

● *Waiting time for SOP new case bookings*

8. All clusters met the target overall **median waiting time for first appointment for Priority 1 (P1) and Priority 2 (P2) cases** within two weeks and eight weeks respectively.

9. On the **90th percentile waiting time for Routine cases**, amongst the eight specialties being monitored, HA overall's waiting time for **Ear, Nose & Throat (ENT), Medicine, Ophthalmology (OPH) and Orthopaedics & Traumatology** were above 100 weeks, at 105 weeks, 134 weeks, 131 weeks and 114 weeks respectively. When compared with prior year, ENT had the greatest increase in waiting time by 11 weeks from 94 weeks to 105 weeks, followed by OPH which increased nine weeks from 122 weeks to 131 weeks.

- *Waiting time for elective surgery*

10. In response to COVID-19 epidemic, HA has adjusted non-emergency and non-essential services to conserve manpower and resource in managing emergency cases. Some elective surgeries have been rescheduled to support service adjustment. For total joint replacement (TJR), **waiting time at 90th percentile for patients receiving the treatment of TJR** was 56 months for HA overall, which was lengthened by four months when compared with prior year.

- *Disease specific quality indicators*

11. While HA has adjusted non-emergency and non-essential medical services during the COVID-19 epidemic, emergency and essential treatment to patients are maintained. For example, for colorectal cancer and breast cancer which mainly require essential surgical treatment, their respective waiting time at **90th percentile for patients receiving first treatment after diagnosis** (January to December 2020) was both at 73 days and 64 days respectively, which was two days and 13 days shorter than that of prior year.

12. For other diseases specific quality indicators, such as stroke, hip fracture, diabetes mellitus, hypertension and cardiac services, etc., variances in KPI performance of disease specific quality indicators against prior year were generally within 5% range of normal fluctuation.

Human Resources (Appendix 2)

13. As at 30 June 2021, HA had a staffing position of 88 459, which represented a growth of 4.1% when compared with prior year. The workforce in all staff groups had increased and the greatest increase was “Supporting (Care-related)” staff group (+5.1%). As for the attrition (wastage) rate of full-time staff, the HA overall rate (July 2020 to June 2021) was 8.9%, in which the “Others”³ staff group had the highest rate (12.0%).

14. During the reporting period, the HA overall average sick leave days taken per staff was 6.8 days, which represented a 8.1% reduction when compared with prior year. The average sick leave days taken per staff had decreased by 15.7% in “Allied Health (AH)” staff group. The proportion of staff taken long sick leave (≥ 50 days) in HA had slightly increased (2.4%).

15. During the reporting period, the HA overall number of injury on duty (IOD) cases per 100 full time equivalent (FTE) staff decreased from 4.4 cases to 3.9 cases when compared with prior year. “AH” staff group had the lowest rate (1.8 cases), whereas “Supporting (Care-related)” staff group had the highest rate (6.2 cases). As for the number of IOD leave days per 100 FTE staff, HA overall was 65.3 days, representing a decrease of 6.0 days. All staff groups had a reduction of IOD leave days per 100 FTE staff except “AH” staff group when compared with the same period of prior year and “Supporting (Care-related)” staff group had the most significant improvement (-14.9 days).

³ Staff group of “Others” includes management/administrative staff as well as other supporting staff, e.g. clerks, secretaries, workmen, operation assistants, executive assistants, etc.

Finance

16. Every year, the HA receives Government subvention in 12 monthly instalments while most of its spending is incurred towards latter part of the year given its business / operation cycle. Thus, a year-to-date underspending position is often reported by HA during earlier months of the financial year. For the quarter ended 30 June 2021, HA recorded an overall underspending of \$2,106 million in its recurrent operating results.

17. HA's full-year financial position for 2021-22 remains uncertain and may be further revised subject to a number of factors, including the evolving pandemic situation of COVID-19 and its impact on HA's operation, the anticipated winter surge in late 2021, as well as the continued development of HA's manpower situation during the year.

Way Forward

18. HA will continue to closely monitor the epidemic situation, support the Government's overall infectious disease prevention strategy and suitably adjust the scale of service provision when necessary.

Report on Key Performance Indicators - Clinical Services
For reporting to the Administrative and Operational Meeting in September 2021
(KPI Report No. 51, up to June 2021)

*** The figures serve as comparison/reference only. They are not pledged performance/target of the Hospital Authority. ***

Reporting Period : YTD Jun 2021 (unless specified) for Service Growth in response to Population Change & Ageing Effect ;

1.7.2020 - 30.6.2021 (unless specified) for other items

Special note

Figures of current year / period presented in this report are provisional. Figures of prior year / previous period have been revised after data reprocessing and may be different from those presented in the reports earlier.

Rounding of figures

There may be a slight discrepancy between the variance and the change derived from individual items as shown in the tables due to rounding.

The following symbols are used throughout the report

- Figures equal zero

N.A. Not applicable

§ Figures within 0 and 0.5 (for Service Capacity only) / within 0% and 0.05% / within 0%pt and 0.05%pt

		Current Year	Estimate		Prior Year	
		YTD Jun 2021	YTD Jun 2021	Variance	YTD Jun 2020	Variance
		A	B	C = (A - B) or (A - B) / B	D	E = (A - D) or (A - D) / D
Service Growth in response to Population Change & Ageing Effect						
Service Capacity	* No. of hospital beds (overall)	29 850	29 850	-	29 435	+ 415
(as at 30 Jun 2021)					(as at 30 Jun 2020)	
	* No. of geriatric day places	703	N.A.	N.A.	669	+ 34
					(as at 30 Jun 2020)	
	* No. of psychiatric day places	889	N.A.	N.A.	889	-
					(as at 30 Jun 2020)	
Inpatient Services	No. of inpatient discharges and deaths					
	* Overall	266 709	301 942	- 11.7%	231 975	+ 15.0%
	* General (acute and convalescent)	261 293	296 562	- 11.9%	227 106	+ 15.1%
	No. of inpatient patient days					
	* Overall	1 971 385	2 161 669	- 8.8%	1 812 970	+ 8.7%
	* General (acute and convalescent)	1 584 912	1 757 840	- 9.8%	1 429 100	+ 10.9%
	* No. of day inpatient discharges and deaths	185 238	182 332	+ 1.6%	154 362	+ 20.0%
Accident & Emergency (A&E) Services	* No. of A&E attendances	483 343	551 795	- 12.4%	407 276	+ 18.7%
	No. of A&E first attendances					
	* triage I (Critical cases)	5 485	N.A.	N.A.	5 258	+ 4.3%
	* triage II (Emergency cases)	12 958	N.A.	N.A.	11 824	+ 9.6%
	* triage III (Urgent cases)	182 455	N.A.	N.A.	150 121	+ 21.5%
Specialist Outpatient (SOP) Services	* No. of SOP (clinical) first attendances	208 222	N.A.	N.A.	168 787	+ 23.4%
	* No. of SOP (clinical) follow-up attendances	1 798 345	N.A.	N.A.	1 571 372	+ 14.4%
	* Total no. of SOP (clinical) attendances	2 006 567	1 972 956	+ 1.7%	1 740 159	+ 15.3%
Primary Care Services	* No. of general outpatient attendances	1 482 955	1 515 913	- 2.2%	1 305 612	+ 13.6%
	* No. of family medicine specialist clinic attendances	80 435	79 665	+ 1.0%	74 839	+ 7.5%
	* Total no. of primary care attendances	1 563 390	1 595 578	- 2.0%	1 380 451	+ 13.3%
Allied Health Outpatient Services	* No. of allied health (outpatient) attendances	760 425	735 492	+ 3.4%	549 661	+ 38.3%
Day Hospital Services	* No. of rehabilitation day and palliative care day attendances	10 783	27 777	- 61.2%	7 119	+ 51.5%
	* No. of geriatric day attendances	19 685	38 638	- 49.1%	11 125	+ 76.9%
	* No. of psychiatric day attendances	3 469	57 118	- 93.9%	21 940	- 84.2%
Community & Outreach Services	* No. of community nurse attendances	228 094	228 142	- §	223 639	+ 2.0%
	* No. of allied health (community) attendances	6 986	8 942	- 21.9%	6 738	+ 3.7%
	* No. of geriatric outreach attendances	187 950	185 626	+ 1.3%	179 038	+ 5.0%
	* No. of geriatric elderly persons assessed for infirmary care service	338	N.A.	N.A.	327	+ 3.4%
	* No. of psychiatric outreach attendances	56 349	78 950	- 28.6%	40 097	+ 40.5%
	* No. of psychogeriatric outreach attendances	22 970	26 400	- 13.0%	16 564	+ 38.7%

Blue

> 5% above estimate / prior year

Green

> 5% below estimate / prior year

Remark:

* COR item

Current period (R51)								Previous period		
HKEC	HKWC	KCC	KEC	KWC	NTEC	NTWC	Overall HA	Overall HA		
Jul 2020 - Jun 2021								Jul 2019 - Jun 2020	Variance	
A								B	C = (A - B) or (A - B) / B	

Quality Improvement

Waiting Time for Accident & Emergency (A&E) Services		% of A&E patient attendances seen within target waiting time	HKEC	HKWC	KCC	KEC	KWC	NTEC	NTWC	Overall HA	Jul 2019 - Jun 2020	Variance
*	triage I (critical cases : 0 minute, 100%)		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	+§
*	triage II (emergency cases : < 15 minutes, 95%)		96.4%	98.6%	94.7%	99.0%	98.3%	95.6%	98.7%	97.4%	97.8%	- 0.5%pt
*	triage III (urgent cases : < 30 minutes, 90%)		79.0%	86.0%	69.0%	73.2%	85.3%	75.8%	84.5%	78.4%	78.5%	- 0.2%pt
	triage IV (semi-urgent cases : < 120 minutes, 75%)		57.4%	76.3%	63.6%	49.8%	79.9%	73.1%	56.9%	66.6%	70.0%	- 3.4%pt
Waiting Time for Specialist Outpatient (SOP) New Case Bookings		Median waiting time (weeks) for first appointment at specialist outpatient clinics (SOPCs)	HKEC	HKWC	KCC	KEC	KWC	NTEC	NTWC	Overall HA	Jul 2019 - Jun 2020	Variance
*	Priority 1 (P1) cases		<1	<1	<1	<1	<1	<1	<1	<1	<1	-
*	Priority 2 (P2) cases		6	4	4	6	5	5	5	5	5	-
Ear, Nose and Throat												
	% of P1 cases at SOPCs with waiting time within 2 weeks		99.2%	99.5%	98.6%	99.6%	98.9%	98.2%	98.9%	98.8%	98.8%	+§
	% of P2 cases at SOPCs with waiting time within 8 weeks		95.9%	97.9%	99.2%	98.8%	97.2%	95.8%	97.5%	97.3%	96.3%	+ 0.9%pt
	90 th percentile waiting time (weeks) of Routine cases at SOPCs		107	80	154	103	106	94	80	105	94	+ 11.7%
Gynaecology												
	% of P1 cases at SOPCs with waiting time within 2 weeks		99.7%	98.3%	98.2%	99.0%	98.4%	99.0%	96.7%	98.5%	98.9%	- 0.4%pt
	% of P2 cases at SOPCs with waiting time within 8 weeks		98.8%	98.1%	98.7%	98.6%	98.0%	96.3%	80.2%	97.4%	98.2%	- 0.8%pt
	90 th percentile waiting time (weeks) of Routine cases at SOPCs		41	57	41	90	63	82	72	73	80	- 8.8%
Medicine												
	% of P1 cases at SOPCs with waiting time within 2 weeks		98.6%	97.7%	91.8%	96.9%	97.6%	97.8%	97.7%	96.9%	97.6%	- 0.7%pt
	% of P2 cases at SOPCs with waiting time within 8 weeks		98.5%	97.5%	98.1%	96.8%	97.6%	97.8%	97.4%	97.6%	97.0%	+ 0.7%pt
	90 th percentile waiting time (weeks) of Routine cases at SOPCs		107	116	114	151	117	134	124	134	133	+ 0.8%
Ophthalmology												
	% of P1 cases at SOPCs with waiting time within 2 weeks		99.5%	99.6%	99.1%	99.6%	99.9%	99.1%	98.6%	99.2%	99.4%	- 0.1%pt
	% of P2 cases at SOPCs with waiting time within 8 weeks		98.8%	99.5%	98.6%	98.2%	98.7%	98.6%	98.6%	98.6%	97.8%	+ 0.8%pt
	90 th percentile waiting time (weeks) of Routine cases at SOPCs		77	60	138	127	116	76	71	131	122	+ 7.4%
Orthopaedics and Traumatology												
	% of P1 cases at SOPCs with waiting time within 2 weeks		99.2%	96.6%	99.5%	99.3%	99.3%	99.2%	98.9%	99.0%	99.0%	+ 0.1%pt
	% of P2 cases at SOPCs with waiting time within 8 weeks		96.9%	98.6%	99.4%	98.3%	98.3%	97.8%	98.0%	98.2%	97.6%	+ 0.7%pt
	90 th percentile waiting time (weeks) of Routine cases at SOPCs		118	77	142	116	103	122	98	114	122	- 6.6%
Paediatrics and Adolescent Medicine												
	% of P1 cases at SOPCs with waiting time within 2 weeks		96.8%	98.1%	99.2%	99.2%	98.7%	95.5%	97.2%	98.7%	98.7%	+§
	% of P2 cases at SOPCs with waiting time within 8 weeks		97.2%	97.5%	99.4%	97.9%	97.3%	94.0%	96.8%	97.6%	95.9%	+ 1.7%pt
	90 th percentile waiting time (weeks) of Routine cases at SOPCs		14	14	18	51	16	27	26	25	38	- 34.2%
Psychiatry												
	% of P1 cases at SOPCs with waiting time within 2 weeks		100.0%	100.0%	100.0%	100.0%	99.7%	99.6%	100.0%	99.9%	99.3%	+ 0.6%pt
	% of P2 cases at SOPCs with waiting time within 8 weeks		99.3%	99.8%	100.0%	99.8%	99.0%	99.7%	99.9%	99.7%	99.4%	+ 0.3%pt
	90 th percentile waiting time (weeks) of Routine cases at SOPCs		35	87	35	93	80	98	70	89	99	- 10.1%
Surgery												
	% of P1 cases at SOPCs with waiting time within 2 weeks		97.7%	97.0%	98.8%	98.6%	96.6%	95.0%	97.2%	97.2%	97.4%	- 0.1%pt
	% of P2 cases at SOPCs with waiting time within 8 weeks		97.4%	99.6%	91.8%	98.4%	96.6%	95.7%	77.0%	93.3%	93.7%	- 0.3%pt
	90 th percentile waiting time (weeks) of Routine cases at SOPCs		76	107	91	113	71	81	95	87	82	+ 6.1%

Blue > 5% / 5%pt above previous period

Green > 5% / 5%pt below previous period

Remark:

* COR item

Current period (R51)								Previous period		
HKEC	HKWC	KCC	KEC	KWC	NTEC	NTWC	Overall HA	Overall HA		
<i>Jul 2020 - Jun 2021</i>								<i>Jul 2019 - Jun 2020</i>		
								A	B	C = (A - B) or (A - B) / B

Quality Improvement (continued)

		HKEC	HKWC	KCC	KEC	KWC	NTEC	NTWC	Overall HA	Overall HA	Variance
Waiting Time for Allied Health Outpatient (AHOP) New Case Bookings	Occupational Therapy										
	% of P1 cases at AHOP clinics with waiting time within 2 weeks	97.6%	98.1%	98.6%	98.0%	98.5%	99.3%	98.7%	98.6%	97.9%	+ 0.6%pt
	% of P2 cases at AHOP clinics with waiting time within 8 weeks	98.3%	95.5%	97.5%	98.6%	95.2%	99.0%	95.6%	97.3%	94.9%	+ 2.4%pt
	90 th percentile waiting time (weeks) of Routine cases at AHOP clinics	19	22	20	30	24	32	16	25	25	- 2.0%
	Physiotherapy										
	% of P1 cases at AHOP clinics with waiting time within 2 weeks	98.5%	98.1%	97.4%	98.7%	98.5%	97.8%	97.7%	98.0%	98.0%	-§
	% of P2 cases at AHOP clinics with waiting time within 8 weeks	98.7%	98.3%	94.6%	97.7%	97.0%	96.8%	96.5%	96.8%	96.2%	+ 0.6%pt
	90 th percentile waiting time (weeks) of Routine cases at AHOP clinics	35	23	30	33	35	31	30	33	38	- 13.2%

Blue > 5% / 5%pt above previous period

Green > 5% / 5%pt below previous period

		Current period (R51)							Previous period		
		HKEC	HKWC	KCC	KEC	KWC	NTEC	NTWC	Overall HA	Overall HA	
		Jul 2020 - Jun 2021							Jul 2019 - Jun 2020	Variance	
		A							B	C = (A - B) or (A - B) / B	
Quality Improvement (continued)											
Waiting Time for Elective Surgery	Total Joint Replacement										
	Waiting time (months) at 90 th percentile for patients receiving the treatment of total joint replacement	70	50	37	54	52	55	69	56	52	+ 7.7%
	Benign Prostatic Hyperplasia										
	% of patients provided with surgery within 2 months for P1 patients (Apr 2020 - Mar 2021)	92.2%	70.7%	24.2%	36.7%	64.1%	61.4%	29.9%	58.2%	74.8%	- 16.7%pt (Apr 2019 - Mar 2020)
	% of patients provided with surgery within 12 months for P2 patients (Jul 2019 - Jun 2020)	100.0%	83.3%	87.5%	60.4%	69.2%	83.1%	58.8%	77.8%	96.1%	- 18.2%pt (Jul 2018 - Jun 2019)
Waiting Time for Diagnostic Radiological Investigations	CT										
	% of urgent cases with examination done within 24 hours	99.3%	99.6%	99.1%	97.5%	98.9%	99.2%	99.5%	99.1%	99.2%	- 0.2%pt
	Δ Median waiting time (weeks) of P1 cases	4	6	13	13	1	<1	4	4	N.A.	N.A.
	Δ Median waiting time (weeks) of P2 cases	16	59	30	39	26	28	17	26	N.A.	N.A.
	Δ 90 th percentile waiting time (weeks) of Routine cases	146	185	170	192	209	182	213	188	N.A.	N.A.
	MRI										
	% of urgent cases with examination done within 24 hours	100.0%	88.2%	96.9%	97.3%	94.6%	98.3%	94.2%	96.3%	97.6%	- 1.3%pt
	Δ Median waiting time (weeks) of P1 cases	1	<1	15	7	1	6	4	4	N.A.	N.A.
	Δ Median waiting time (weeks) of P2 cases	12	10	57	56	18	25	24	26	N.A.	N.A.
	Δ 90 th percentile waiting time (weeks) of Routine cases	64	124	189	91	106	148	72	128	N.A.	N.A.
	Ultrasonography										
	% of urgent cases with examination done within 24 hours	99.0%	98.4%	95.6%	96.3%	94.4%	94.0%	95.8%	95.6%	94.2%	+ 1.4%pt
	Δ Median waiting time (weeks) of P1 cases	2	1	2	<1	1	3	1	1	N.A.	N.A.
	Δ Median waiting time (weeks) of P2 cases	23	15	47	36	59	29	23	26	N.A.	N.A.
	Δ 90 th percentile waiting time (weeks) of Routine cases	135	102	161	175	245	161	112	165	N.A.	N.A.
	Mammogram										
	Δ Median waiting time (weeks) of P1 cases	2	2	1	<1	1	1	1	1	N.A.	N.A.
	Δ Median waiting time (weeks) of P2 cases	13	24	18	56	15	74	12	26	N.A.	N.A.
Δ 90 th percentile waiting time (weeks) of Routine cases	103	112	187	164	197	150	69	181	N.A.	N.A.	

Blue > 5% / 5%pt above previous period

Green > 5% / 5%pt below previous period

Remark:

- Δ The data coverage of KPIs on waiting time for diagnostic radiological investigations has been refined with effect from April 2020 to exclude cancelled appointments from the calculation. Figures of previous period(s) straddling April 2020 with rolling 12-month data under different data coverages are not reported. Comparison against previous period(s) is not applicable.

Quality Improvement (continued)

Access Block
MonitoringNumber / percentage of patients with access block time more than [4 hours, 12 hours] ^{N1}**Exception Reporting**Hospitals with **more than 5% of patients with access block time above 4 hours will be listed.**

Their number and percentage of patients with access block time more than 12 hours will also be shown.

Current period

Apr - Jun 2021

	No. / % of patients with access block time more than 4 hours		No. / % of patients with access block time more than 12 hours	
	No.	%	No.	%
Alice Ho Miu Ling Nethersole Hospital	1 211	19.6%	-	-
Caritas Medical Centre	578	5.3%	2	§
Kwong Wah Hospital	694	8.0%	17	0.2%
North District Hospital	561	8.6%	-	-
Prince of Wales Hospital	1 507	10.7%	-	-
Queen Elizabeth Hospital	6 788	35.3%	1 430	7.4%
United Christian Hospital	1 781	17.1%	364	3.5%

Previous period

Jan - Mar 2021

	No. / % of patients with access block time more than 4 hours		No. / % of patients with access block time more than 12 hours	
	No.	%	No.	%
Alice Ho Miu Ling Nethersole Hospital	781	13.6%	-	-
Caritas Medical Centre	895	9.1%	5	0.1%
Kwong Wah Hospital	1 062	13.1%	40	0.5%
North District Hospital	526	9.1%	-	-
Prince of Wales Hospital	1 248	9.8%	-	-
Queen Elizabeth Hospital	6 252	37.3%	1 745	10.4%
United Christian Hospital	2 335	24.2%	703	7.3%

Remark:

N1 Hospitals with admission ward managed by same clinical team of AED are excluded from KPI reporting.

Current period (R51)								Previous period			
HKEC	HKWC	KCC	KEC	KWC	NTEC	NTWC	Overall HA	Overall HA			
Jul 2020 - Jun 2021								Jul 2019 - Jun 2020	Variance		
								A	B	C = (A - B) or (A - B) / B	

Quality Improvement (continued)

Access to General Outpatient Clinic (GOPC) Episodic Illness Service	GOPC quota availability (for elders) (%)	99.8%	99.9%	99.5%	98.8%	99.2%	99.4%	98.7%	99.3%	97.2%	+ 2.1%pt
Appropriateness of Care	Standardised admission rate for A&E patients (%)	44.9%	44.0%	38.4%	34.7%	39.0%	38.6%	33.0%	38.1%	36.3%	+ 1.9%pt
	* Unplanned readmission rate within 28 days for general inpatients (%) (Jun 2020 - May 2021)	10.2%	9.6%	10.2%	11.0%	12.3%	10.4%	11.5%	10.9%	10.7%	+ 0.1%pt (Jun 2019 - May 2020)
Breastfeeding Rate	Breastfeeding rate on discharge (%) (Jun 2020 - May 2021)	92.3%	90.4%	83.0%	69.0%	84.5%	88.5%	81.1%	83.9%	83.1%	+ 0.7%pt (Jun 2019 - May 2020)
Infection Rate	MRSA bacteraemia in acute beds per 1 000 acute patient days	0.1792	0.1434	0.1649	0.1403	0.1785	0.1498	0.1658	0.1613	0.1594	+ 1.2%
Access to Outreach Service	% of residential care home for the elderly covered by Community Geriatric Assessment Service (CGAS) (as at 31 Mar 2021)	84.1%	95.4%	90.3%	86.0%	86.3%	97.5%	92.8%	90.3%	92.6%	- 2.3%pt (as at 31 Mar 2020)

Blue > 5% / 5%pt above previous period

Green > 5% / 5%pt below previous period

Remark:

* COR item

Current period (R51)								Previous period		
HKEC	HKWC	KCC	KEC	KWC	NTEC	NTWC	Overall HA	Overall HA		
Jul 2020 - Jun 2021								Jul 2019 - Jun 2020	Variance	
								A	B	C = (A - B) or (A - B) / B

Quality Improvement (continued)

Disease Specific Quality Indicators	Stroke	Hip Fracture	Cancer						Diabetes Mellitus	Hypertension	Mental Health Services	Cardiac Services	Technology
% of acute ischaemic stroke patients received IV tPA treatment	6.0%	6.5%	12.9%	12.8%	13.9%	10.3%	14.1%	11.7%	11.2%	+ 0.4%pt			
% of patients indicated for surgery on hip fracture with surgery performed ≤ 2 days after admission through A&E	77.7%	77.2%	36.3%	44.3%	52.4%	60.1%	66.8%	56.4%	58.9%	- 2.6%pt			
Waiting time (days) at 90 th percentile from decision to treat to start of radiotherapy (RT) for cancer patients requiring radical RT	29	28	28	N.A.	28	31	28	28	30	- 6.7%			
Waiting time (days) at 90 th percentile for patients with colorectal cancer receiving first treatment after diagnosis (Jan - Dec 2020)	59	87	75	63	75	70	78	73	75	- 2.7%			
Waiting time (days) at 90 th percentile for patients with breast cancer receiving first treatment after diagnosis (Jan - Dec 2020)	52	54	72	45	67	77	64	64	77	- 16.9%			
Waiting time (days) at 90 th percentile for patients with nasopharynx cancer receiving first treatment after diagnosis	47	55	60	N.A.	55	62	60	59	60	- 1.7%			
% of diabetes mellitus patients with HbA1c < 7%	55.5%	56.6%	59.1%	54.1%	49.8%	54.2%	60.6%	55.6%	53.8%	+ 1.8%pt			
% of hypertension patients treated in GOPCs with blood pressure < 140/90 mmHg	74.2%	77.7%	83.3%	72.5%	73.3%	70.5%	75.2%	75.2%	77.7%	- 2.5%pt			
Average length of stay (LOS) (days) of acute inpatient care (with LOS ≤ 90 days)	29.4	35.7	29.7	34.9	30.5	32.0	31.4	30.9	30.2	+ 2.5%			
% of compulsory psychiatric admissions under the Mental Health Ordinance via AED for patients receiving active Personalised Care Programme care	1.1%	1.8%	1.4%	2.1%	1.9%	1.8%	2.0%	1.8%	1.8%	+ 0.1%pt			
% of acute myocardial infarction patients prescribed with Statin at discharge	93.7%	90.7%	88.4%	93.4%	88.7%	85.3%	90.5%	89.5%	88.0%	+ 1.5%pt			
% of ST-elevation myocardial infarction patients received primary percutaneous coronary intervention	26.0%	53.9%	77.2%	40.8%	17.4%	45.0%	28.6%	43.4%	37.7%	+ 5.7%pt			
% of medical equipment with age beyond the expected life (as at 31 Mar 2021)	24.3%	30.2%	22.9%	23.5%	24.5%	26.2%	22.9%	24.7%	25.0%	- 0.3%pt			(as at 31 Mar 2020)

Blue > 5% / 5%pt above previous period

Green > 5% / 5%pt below previous period

Current period (R51)								Previous period		
HKEC	HKWC	KCC	KEC	KWC	NTEC	NTWC	Overall HA	Overall HA		
Jul 2020 - Jun 2021								Jul 2019 - Jun 2020	Variance	
A								B	C = (A - B) or (A - B) / B	

Efficiency in Use of Resources

Capacity and Throughput of Specialist Outpatient (SOP) Services	Throughput for SOP services / Waiting list management	Current period (R51)								Previous period		
		HKEC	HKWC	KCC	KEC	KWC	NTEC	NTWC	Overall HA	Jul 2019 - Jun 2020	Variance	
Jul 2020 - Jun 2021												
A												
B												
C = (A - B) or (A - B) / B												
Efficiency in Use of Resources												
Capacity and Throughput of Specialist Outpatient (SOP) Services	Throughput for SOP services / Waiting list management											
	Ear, Nose and Throat											
	Δ	No. of SOP first attendances per doctor	619	476	800	671	558	705	812	669	603	+ 11.0%
	Δ	No. of SOP follow-up attendances per doctor	3 245	2 426	2 738	2 565	1 781	2 589	2 223	2 462	2 233	+ 10.3%
		Growth of waiting list against throughput (%)	8.5%	1.7%	4.1%	4.3%	11.3%	12.3%	- 14.7%	3.8%	8.0%	- 4.2%pt
	Gynaecology											
	Δ	No. of SOP first attendances per doctor	168	127	150	216	228	209	129	172	173	- 1.0%
	Δ	No. of SOP follow-up attendances per doctor	940	1 130	1 011	1 090	722	657	639	885	869	+ 1.9%
		Growth of waiting list against throughput (%)	0.9%	5.3%	8.9%	3.9%	9.9%	6.2%	- 0.5%	5.7%	- 11.1%	+ 16.8%pt
	Medicine											
	Δ	No. of SOP first attendances per doctor	60	77	63	83	65	80	53	69	67	+ 2.5%
	Δ	No. of SOP follow-up attendances per doctor	1 582	1 472	1 243	1 086	1 767	1 354	1 466	1 418	1 480	- 4.2%
		Growth of waiting list against throughput (%)	9.0%	15.0%	16.4%	32.1%	32.9%	22.7%	12.9%	21.1%	4.4%	+ 16.7%pt
	Ophthalmology											
	Δ	No. of SOP first attendances per doctor	587	517	533	655	717	572	734	616	626	- 1.7%
	Δ	No. of SOP follow-up attendances per doctor	5 210	5 337	5 821	4 529	6 082	4 562	6 313	5 424	5 495	- 1.3%
		Growth of waiting list against throughput (%)	2.7%	7.1%	13.7%	1.0%	- 5.3%	5.0%	- 3.6%	2.7%	- 6.6%	+ 9.2%pt
	Orthopaedics and Traumatology											
	Δ	No. of SOP first attendances per doctor	208	198	170	227	154	224	172	191	196	- 2.2%
	Δ	No. of SOP follow-up attendances per doctor	1 489	1 305	1 409	1 454	1 363	1 321	1 385	1 383	1 396	- 0.9%
		Growth of waiting list against throughput (%)	- 7.3%	2.4%	- 2.1%	- 4.8%	13.6%	- 16.2%	5.9%	- 2.3%	- 11.9%	+ 9.5%pt
	Paediatrics and Adolescent Medicine											
	Δ	No. of SOP first attendances per doctor	22	53	25	64	65	40	39	40	43	- 7.2%
	Δ	No. of SOP follow-up attendances per doctor	373	447	388	578	465	407	570	442	479	- 7.6%
		Growth of waiting list against throughput (%)	4.1%	- 4.8%	0.4%	-	2.6%	- 2.6%	- 19.1%	- 1.9%	- 9.1%	+ 7.2%pt
	Psychiatry											
	Δ	No. of SOP first attendances per doctor	72	82	61	114	124	87	69	90	91	- 1.5%
Δ	No. of SOP follow-up attendances per doctor	2 130	2 151	1 780	2 496	2 836	1 914	2 058	2 229	2 217	+ 0.6%	
	Growth of waiting list against throughput (%)	4.5%	18.4%	2.4%	14.5%	8.7%	10.4%	14.6%	10.7%	- 7.6%	+ 18.3%pt	
Surgery												
Δ	No. of SOP first attendances per doctor	183	128	184	231	192	220	204	191	190	+ 0.3%	
Δ	No. of SOP follow-up attendances per doctor	1 317	1 209	1 078	1 191	1 143	961	1 039	1 117	1 114	+ 0.3%	
	Growth of waiting list against throughput (%)	0.8%	9.6%	12.3%	18.9%	21.2%	9.1%	6.7%	12.0%	- 2.5%	+ 14.5%pt	
Operating Theatre (OT) Utilisation	Ratio of scheduled to expected elective OT session hours (%)											
			102.2%	97.5%	94.4%	99.1%	97.0%	96.9%	99.7%	97.6%	97.4%	+ 0.2%pt
	Utilisation rate of scheduled elective OT sessions (%)											
			96.7%	99.9%	97.2%	91.5%	93.9%	100.4%	94.0%	96.7%	94.7%	+ 2.0%pt

Blue > 5% / 5%pt above previous period

Green > 5% / 5%pt below previous period

Remark:

- Δ Starting from April 2021, the calculation of "No. of SOP first/follow-up attendances per doctor" has been revised. For comparison purposes, the figures for previous period(s) have been adjusted accordingly.

Current period (R51)								Previous period		
HKEC	HKWC	KCC	KEC	KWC	NTEC	NTWC	Overall HA	Overall HA		
<i>Jul 2020 - Jun 2021</i>								<i>Jul 2019 - Jun 2020</i>	<i>Variance</i>	
								A	B	C = (A - B) or (A - B) / B

Efficiency in Use of Resources (continued)

		HKEC	HKWC	KCC	KEC	KWC	NTEC	NTWC	Overall HA	Overall HA	Variance
Bed Management	Inpatient bed occupancy rate (%)										
	* Overall	78.4%	68.4%	79.6%	87.8%	83.8%	80.7%	82.3%	80.5%	82.8%	- 2.4%pt
	* General (acute and convalescent)	80.1%	67.3%	79.7%	88.6%	87.8%	81.7%	91.9%	82.5%	85.0%	- 2.5%pt
	* Average length of stay (days) for general inpatients	5.9	5.6	7.2	6.4	5.5	6.7	6.5	6.3	6.1	+ 2.9%
Day and Same Day Surgery Services	Rate of day surgery plus same day surgery (%)										
	Surgery	60.8%	39.9%	37.1%	79.7%	59.8%	60.9%	62.7%	55.7%	55.6%	+ 0.1%pt
	Orthopaedics and Traumatology	62.5%	23.5%	33.4%	88.1%	53.8%	68.2%	49.7%	53.4%	49.4%	+ 4.0%pt
	Ophthalmology	52.3%	31.1%	84.2%	88.7%	69.6%	69.0%	28.2%	61.8%	66.5%	- 4.7%pt

Blue > 5% / 5%pt above previous period
Green > 5% / 5%pt below previous period

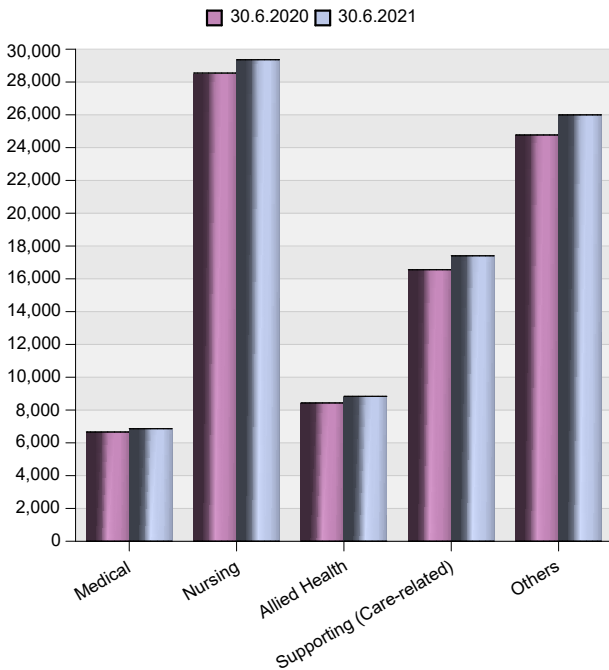
Remark:

* COR item

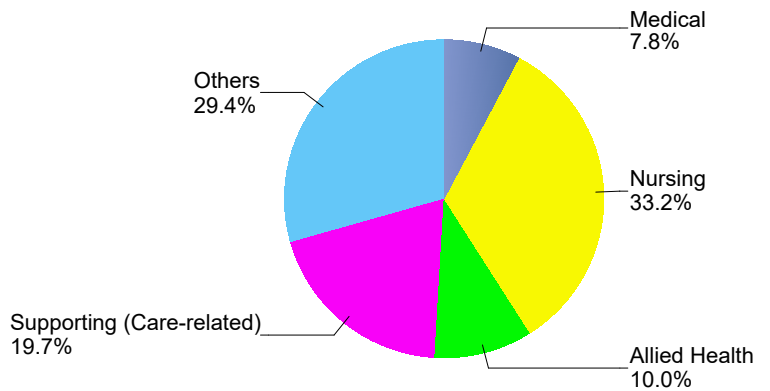
Manpower position by Staff Group (as at 30.06.2021)

Staff group	Prior year	Current year	COR Estimate as at 31.03.2022 ⁽²⁾	Variance from			
	30.06.2020	30.06.2021 ⁽¹⁾		COR estimate		prior year	
	A	B		C	D = B - C	D / C	E = B - A
Medical ⁽³⁾	6,661	6,862	7,149	- 287	- 4.0%	+ 201	+ 3.0%
Nursing	28,544	29,359	30,810	- 1,451	- 4.7%	+ 815	+ 2.9%
Allied Health	8,432	8,835	9,250	- 415	- 4.5%	+ 403	+ 4.8%
Supporting (Care-related)	16,556	17,405	44,670	- 1,268	- 2.8%	+ 849	+ 5.1%
Others	24,771	25,997				+ 1,226	+ 4.9%
Total⁽⁴⁾	84,965	88,459	91,879	- 3,420	- 3.7%	+ 3,494	+ 4.1%

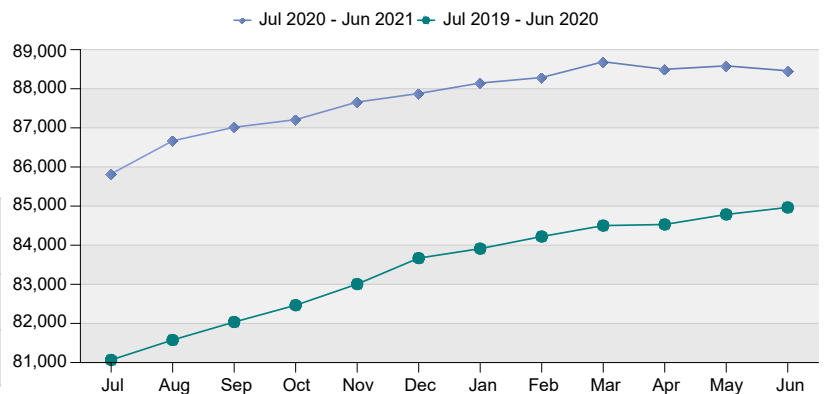
Blue >3% above COR estimate/prior year
Green >3% below COR estimate/prior year



Distribution % by Staff Group (as at 30.06.2021)



HA Total

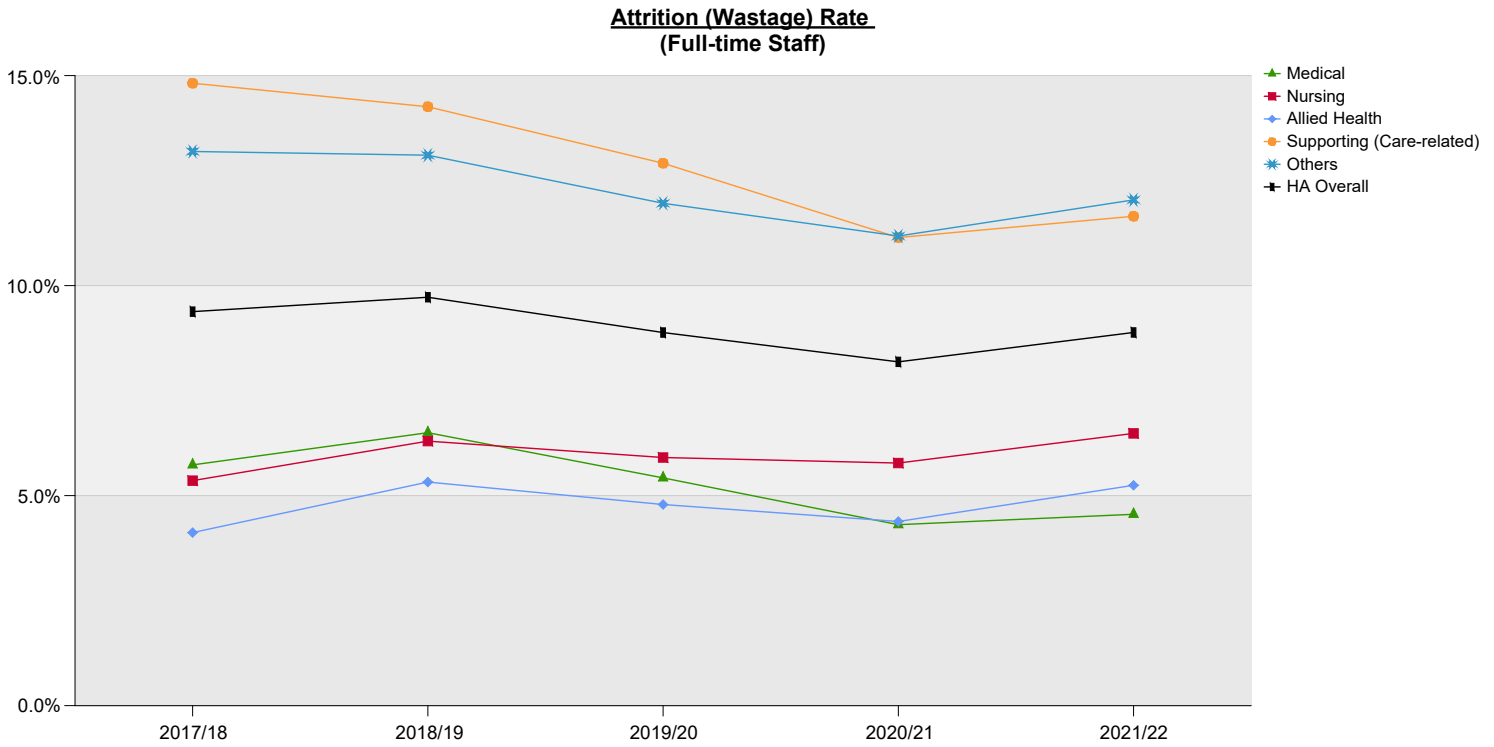


	Medical	Nursing	Allied Health	Supporting (Care-related)	Others
Prior Year 30.06.2020	6,661	28,544	8,432	16,556	24,771
Current Year 30.06.2021	6,862	29,359	8,835	17,405	25,997

Remarks:

- (1) Provisional data for reference only. The data will be updated in the following month to include any backdated transactions
- (2) Grouping is based on COR
- (3) Medical staff group includes Intern & Dental Officers
- (4) Individual figures may not add up to the total due to rounding

Attrition (Wastage) Rate (%)⁽¹⁾ by Staff Group



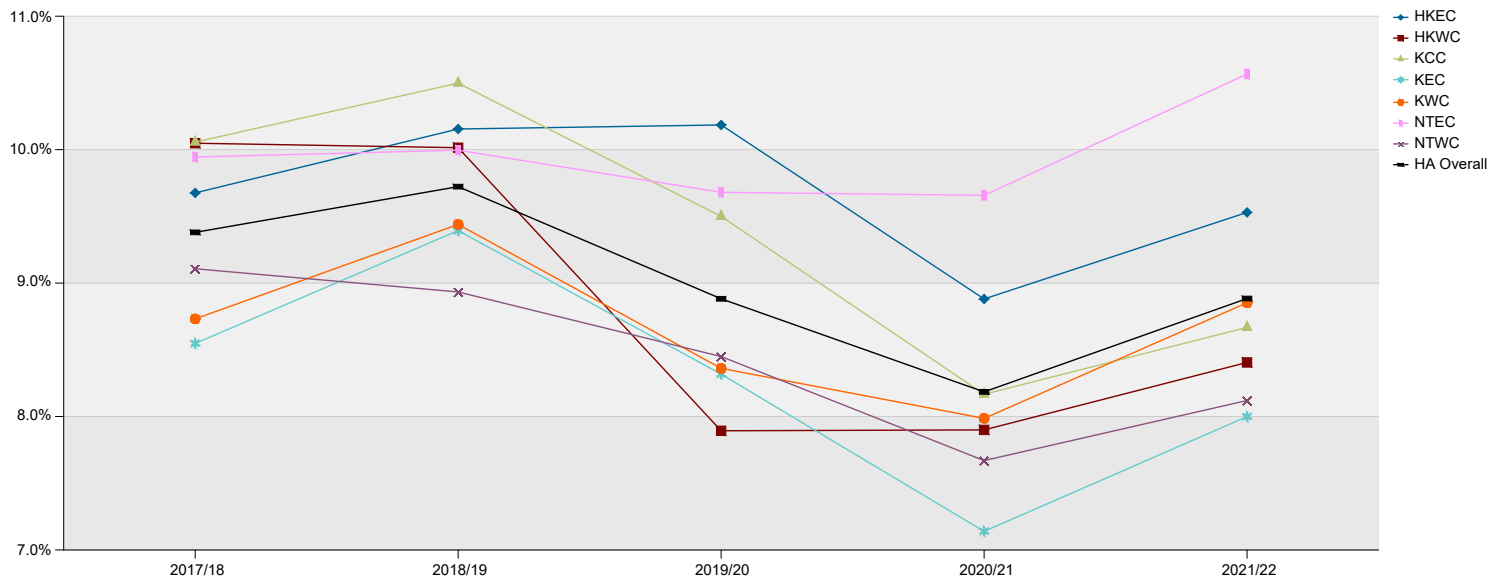
Staff Group	Full-time ⁽⁴⁾					Part-time ⁽⁴⁾⁽⁵⁾				
	2017/18	2018/19	2019/20	2020/21	2021/22 (Rolling from Jul 20 to Jun 21) ⁽³⁾	2017/18	2018/19	2019/20	2020/21	2021/22 (Rolling from Jul 20 to Jun 21) ⁽³⁾
Medical ⁽²⁾	5.7%	6.5%	5.4%	4.3%	4.6%	29.4%	24.3%	15.6%	11.5%	10.5%
Nursing	5.4%	6.3%	5.9%	5.8%	6.5%	16.0%	15.6%	15.7%	15.0%	17.9%
Allied Health	4.1%	5.3%	4.8%	4.4%	5.2%	22.2%	15.4%	13.9%	8.3%	13.7%
Supporting (Care-related)	14.8%	14.3%	12.9%	11.1%	11.7%	14.9%	14.5%	17.0%	10.2%	14.8%
Others	13.2%	13.1%	12.0%	11.2%	12.0%	14.1%	38.5%	28.3%	31.4%	32.6%
HA Overall	9.4%	9.7%	8.9%	8.2%	8.9%	23.5%	21.0%	16.4%	13.9%	15.3%

Remarks:

- (1) Attrition (Wastage) includes all types of cessation of service from HA for permanent and contract staff on Headcount basis
- (2) Medical staff group includes Intern & Dental Officers
- (3) Rolling Attrition (Wastage) Rate = Total no. of staff left HA in the past 12 months / Average strength in the past 12 months x 100%
- (4) Under situation where the total count of staff left HA in the 12-month period is higher than the average strength in the period, the attrition (wastage) rate will be higher than 100%
- (5) "N/A" will be displayed when the average staff strength (part-time) is ≤ 3 staff

Attrition (Wastage) Rate (%)⁽¹⁾ by Cluster

**Attrition (Wastage) Rate
(Full-time Staff)**



Cluster	Full-time ⁽³⁾					Part-time ⁽³⁾⁽⁴⁾				
	2017/18	2018/19	2019/20	2020/21	2021/22 (Rolling from Jul 20 to Jun 21) ⁽²⁾	2017/18	2018/19	2019/20	2020/21	2021/22 (Rolling from Jul 20 to Jun 21) ⁽²⁾
HKEC	9.7%	10.2%	10.2%	8.9%	9.5%	25.1%	22.8%	18.0%	16.8%	15.3%
HKWC	10.0%	10.0%	7.9%	7.9%	8.4%	25.1%	25.3%	21.0%	17.5%	22.1%
KCC	10.1%	10.5%	9.5%	8.2%	8.7%	15.3%	24.7%	19.1%	9.3%	13.1%
KEC	8.5%	9.4%	8.3%	7.1%	8.0%	22.3%	15.0%	14.6%	13.4%	17.0%
KWC	8.7%	9.4%	8.4%	8.0%	8.9%	32.7%	21.5%	8.5%	11.4%	8.3%
NTEC	9.9%	10.0%	9.7%	9.7%	10.6%	15.0%	17.8%	19.4%	20.3%	16.9%
NTWC	9.1%	8.9%	8.4%	7.7%	8.1%	38.0%	15.7%	11.1%	10.3%	11.3%
HA Overall	9.4%	9.7%	8.9%	8.2%	8.9%	23.5%	21.0%	16.4%	13.9%	15.3%

Remarks:

- (1) Attrition (Wastage) includes all types of cessation of service from HA for permanent and contract staff on Headcount basis
- (2) Rolling Attrition (Wastage) Rate = Total no. of staff left HA in the past 12 months / Average strength in the past 12 months x 100%
- (3) Under situation where the total count of staff left HA in the 12-month period is higher than the average strength in the period, the attrition (wastage) rate will be higher than 100%
- (4) "N/A" will be displayed when the average staff strength (part-time) is ≤ 3 staff

Resignation Number and Rate

Staff Group		No. of resignations				Resignation rate				
		2020		2021		Previous period	Current period	Previous period	Current period	Variance from previous period % pt
		3Q	4Q	1Q	2Q	(Jul19 - Jun20)	(Jul20 - Jun21)	(Jul19 - Jun20) %	(Jul20 - Jun21) %	
Doctor	Senior Staff ⁽¹⁾	17	22	38	27	126	104	4.5%	3.6%	- 0.9
	Junior Staff ⁽²⁾	29	16	26	14	98	85	3.1%	2.5%	- 0.6
	Overall	46	38	64	41	224	189	3.7%	3.0%	- 0.7
Nursing	Senior Staff ⁽³⁾	20	32	27	76	56	155	0.9%	2.4%	+ 1.5
	Junior Staff ⁽⁴⁾	200	279	284	335	981	1,098	4.8%	5.3%	+ 0.5
	Overall	220	311	311	411	1,037	1,253	3.9%	4.6%	+ 0.7
Allied Health ⁽⁵⁾ Overall		68	56	74	98	200	296	2.4%	3.5%	+ 1.1
Supporting (Care-related) Overall		321	263	302	338	1,212	1,224	7.7%	7.3%	- 0.4

Remarks:

- (1) Doctor Senior Staff include permanent and contract full time staff in the rank group of Consultant, Associate Consultant and Senior Medical Officer
- (2) Doctor Junior Staff include permanent and contract full time staff in the rank group of Medical Officer/Resident and Medical Officer (Specialist)/Resident (Specialist)
- (3) Nursing Senior Staff include permanent and contract full time staff in the rank group of Chief Nursing Officer, Nursing Consultant, Department Operations Manager, Senior Nursing Officer, Ward Manager, Nursing Officer and Advanced Practice Nurses
- (4) Nursing Junior Staff include permanent and contract full time staff in the rank group of Registered Nurse, Enrolled Nurse, Midwife, Student Nurse
- (5) Allied Health includes radiographers, medical technologists/ medical laboratory technicians, occupational therapists, physiotherapists, pharmacists, medical social workers, etc

Sick Leave ⁽¹⁾⁽²⁾

(A) Average sick leave days taken per staff

Staff Group	Previous period	Current period	Variance from previous period
	Jul 19 - Jun 20	Jul 20 - Jun 21	C = (B - A) / A
	A	B	
Medical	3.1	3.2	+ 3.2%
Nursing	8.1	7.5	- 7.4%
Allied Health	5.1	4.3	- 15.7%
Supporting (Care-related)	8.9	8.6	- 3.4%
Others	7.4	6.8	- 8.1%
HA Overall	7.4	6.8	- 8.1%

(B) % of staff with sick leave taken ≥ 50 days

Staff Group	Previous period	Current period	Variance from previous period
	Jul 19 - Jun 20	Jul 20 - Jun 21	C = B - A
	A	B	% pt
Medical	0.8	1.1	+ 0.3
Nursing	2.7	2.8	+ 0.1
Allied Health	1.3	1.2	- 0.1
Supporting (Care-related)	2.9	2.9	0
Others	2.3	2.3	0
HA Overall	2.3	2.4	+ 0.1

Blue

> 5%pt above previous period

Green

> 5%pt below previous period

Remarks:

- (1) Include sick leave for full time HA staff on permanent & contract terms of employment, Civil Servants & subvented staff.
Exclude sick leave for temporary & part-time staff.
- (2) Exclude EC (employee compensation) sick leave.

Injury on Duty

(A) No. of IOD cases per 100 FTE staff

Staff Group	Previous period	Current period	Variance from previous period C = B - A
	Jul 19 - Jun 20	Jul 20 - Jun 21	
	A	B	
Medical	4.9	4.6	- 0.3
Nursing	4.5	4.1	- 0.4
Allied Health	1.7	1.8	+ 0.1
Supporting (Care-related)	7.0	6.2	- 0.8
Others	3.3	2.7	- 0.6
HA Overall	4.4	3.9	- 0.5

(B) No. of IOD leave days per 100 FTE staff ⁽¹⁾

Staff Group	Previous period	Current period	Variance from previous period C = B - A
	Jul 19 - Jun 20	Jul 20 - Jun 21	
	A	B	
Medical	8.9	3.4	- 5.5
Nursing	63.2	55.0	- 8.2
Allied Health	12.8	19.1	+ 6.3
Supporting (Care-related)	137.4	122.5	- 14.9
Others	73.4	70.7	- 2.7
HA Overall	71.3	65.3	- 6.0

Remarks:

(1) As per audit recommendation, with effect from June 2011 report, all leave days taken in the reporting period will be counted, regardless of the year in which the IOD took place.