



**For information
on 31.3.2022**

HAB-P321

Hospital Authority

Progress Report on Strategic Priorities

Advice Sought

Members are invited to note for information the progress of implementation of the strategic priorities of the Hospital Authority (HA) in the fourth quarter of 2021 (4Q21), as set out in this paper, for regular reporting to the HA Board.

Background

2. At the HA Board (HAB) meeting held on 25 March 2021¹, Members approved the HA's service priorities for 2021-22 as set out in the HA Annual Plan for the year. To recap, the 2021-22 HA Annual Plan sets out the following five strategic goals with 17 strategies to guide the work of HA throughout the year:

- (a) Improve service quality
- (b) Optimise demand management
- (c) Attract and retain staff
- (d) Enhance staff training and development
- (e) Drive accountable and efficient use of financial resources

Progress of Implementing the Strategic Priorities

3. For programme targets planned for completion in 4Q21, there were 15 programmes reported under corporate plans, including two deferred from the previous quarter; and 29 programmes were under cluster plans², including four deferred from previous quarters. As detailed in the **Annex**, nine programmes under corporate plans and 23 under cluster plans were achieved on schedule. One programme reported under corporate plan, one under cluster plan and five others under both plans experienced delay. The reasons for delay varied and included the COVID-19 epidemic, recruitment difficulties, manpower shortage, complexity of site preparation and extensive processes relating to receipt of donation, as elaborated below:

¹ Via HAB Paper No 308 on "Hospital Authority Annual Plan 2021-22".

² 22 individual programmes of cluster plans are also reported under corporate plans.

<u>Item No. on Annex</u>	<u>Objectives / Strategies / Programmes</u>	<u>Brief Description of Reasons for Deferral</u>
No. 1 (Corporate target) / No. 5 (KEC target)	Enhance the capacity of inpatient services at Kowloon East Cluster (KEC) by providing an additional of one Intensive Care Unit (ICU) bed and 10 acute beds at Tseung Kwan O Hospital (TKOH), and 40 extended care beds at Haven of Hope Hospital (HHH) by 3Q21.	Due to the COVID-19 epidemic, works on the Extension Block of HHH were delayed. The opening of 40 additional extended care beds at HHH is deferred to 1Q22.
No. 6 (KWC target)	Open 20 additional beds in the emergency medicine (EM) ward and extended care ward respectively, provide gynaecology and paediatric Specialist Outpatient Clinic (SOPC) services, and add five elective Operating Theatre (OT) sessions at North Lantau Hospital (NLTH) .	Three elective OT sessions per week were added at NLTH in 4Q19. There were difficulties in recruiting an Associate Consultant (AC) for Gynaecology to support the service enhancement. The next recruitment exercise will commence in 3Q22. The remaining two additional OT sessions are planned to be opened in 3Q22 upon reporting duty of the AC.
No. 7 (Corporate target) / No. 22 (KEC target)	Relieve the reliance on inpatient care by providing 25 additional day beds at TKOH , 15 at Alice Ho Miu Ling Nethersole Hospital (AHNH), 15 at Tin Shui Wai Hospital (TSWH) by 4Q21.	Five additional day beds were opened at TKOH in October 2021. Due to works delay arising from the complexity of site preparation at the new Ambulatory Medical Centre, the opening of the remaining 20 additional day beds at TKOH is deferred to 1Q22.
No. 10 (Corporate target) / No. 21 (KCC target)	Enhance the capacity of inpatient services at Kowloon Central Cluster (KCC) by providing one additional ICU bed and two additional High Dependency Unit (HDU) beds at Queen Elizabeth Hospital (QEH) by 4Q21.	Due to severe shortage of experienced nursing staff in ICU, the opening of an additional ICU bed at QEH is deferred to 1Q22. For the two additional HDU beds at QEH, staff recruitment and procurement of medical equipment were completed. Due to the COVID-19 epidemic, facility set up was postponed. The opening of two additional HDU beds is deferred to 1Q22 upon the completion of facility set up.

<u>Item No. on Annex</u>	<u>Objectives / Strategies / Programmes</u>	<u>Brief Description of Reasons for Deferral</u>
No. 13 (Corporate target) / No. 39 (NTWC target)	Enhance the capacity of inpatient services at New Territories West Cluster (NTWC) by providing an additional of one HDU bed, two ICU beds and 12 acute beds at Tuen Mun Hospital (TMH) by 4Q21; 10 acute beds at Pok Oi Hospital (POH); and 40 extended care beds at TSWH by 4Q21.	Due to the COVID-19 epidemic, work schedule for the OT Extension Block of TMH was impacted by various difficulties including manpower shortage, slow material delivery and the longer than expected time required for the statutory approval process. The opening of two additional ICU beds at TMH is deferred to 1Q23.
No. 14 (Corporate target)	Continue to enhance the capacity of OT services by providing 17 additional OT sessions per week, including six at Princess Margaret Hospital (PMH) , two at AHNH, four at PWH by 4Q21 and five at NTWC by 1Q22.	Due to critical medical manpower shortage, the opening of six additional OT sessions per week at PMH is deferred to 1Q22.
No. 18 (Corporate target) / No. 28 (KWC target)	Continue to augment cardiac services by providing additional Cardiac Care Unit (CCU) beds and enhancing the service capacity of Cardiac Catheterisation Laboratory (CCL) through providing four additional CCU beds at Ruttonjee Hospital (RH) and two at POH by 4Q21; providing two additional CCU beds at PMH and four at Yan Chai Hospital (YCH) and setting up a CCL at YCH by 1Q22; and providing five additional CCL sessions per week at POH by 4Q21.	For the four additional CCU beds at YCH, the opening of the beds is deferred to 1Q22, due to time taken in the processing of the donation on the construction work.

Way Forward

4. Hong Kong was enormously affected by the fifth wave of COVID-19 outbreak in the past months. To cope with the upsurges in confirmed cases both in the community and within HA, rigorous measures have been implemented to focus HA's resources in combatting the epidemic towards the strategic priority of minimising mortality and the management of critical and serious COVID-19 cases, including augmentation of in-patient capacity through mobilising first-tier and second-tier isolation beds, conversion of general wards and designation of hospitals to receive COVID-19 patients, opening of community treatment and isolation facilities, and deploying manpower to support the activation of beds and new treatment/isolation facilities alongside with adjustment of hospital services. As such, implementation of the Annual Plan programmes is inevitably affected. That said, HA will continue to closely monitor the situation and suitably adjust its services in light of the development. Further progress of the implementation of the strategic priorities will be updated in the next cycle of reporting scheduled for June 2022.

Annual Plan Targets Planned for Completion in 4Q21

PROGRESS

[Note: Where appropriate, 22 individual programmes of cluster plans are also reported under corporate plans, with corresponding remark added thereon for indication.]

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 4Q21	Latest Position
(A) <u>Annual Plan Targets Deferred From Previous Quarters</u>				
CORPORATE PLANS				
<u>Optimise Demand Management</u>				
Raise the capacity of priority services				
Increase capacity of high demand services				
1.	Enhance the capacity of inpatient services at Kowloon East Cluster (KEC) by providing an additional of one Intensive Care Unit (ICU) bed, 10 acute beds at Tseung Kwan O Hospital (TKOH) and 40 extended care beds at Haven of Hope Hospital (HHH) by 3Q21. <i>(Same as KEC Target No. 5)</i>	Deferred from 3Q21	Deferred to 1Q22	The provision of additional beds at TKOH was achieved by 3Q21. Due to the COVID-19 epidemic, works on the Extension Block of HHH were delayed. The opening of 40 additional extended care beds at HHH is deferred to 1Q22.
2.	Commence the operation of Hong Kong Children's Hospital (HKCH) in phases, to provide territory-wide services for paediatric patients with complex and rare conditions under the hub-and-spoke model by providing six additional Operating Theatre (OT) sessions per week by 3Q21, as well as enhancing pharmacy and pathology services at HKCH by 1Q22.	Deferred from 3Q21	Achieved	For the part of the target to be completed by 3Q21: Five additional elective OT sessions per week were opened at HKCH by 3Q21. The remaining one additional elective OT sessions per week was opened at HKCH by 4Q21. The target of providing six additional elective OT sessions is achieved.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 4Q21	Latest Position
CLUSTER PLANS				
<i>HKEC Targets</i>				
<u>Improve Service Quality</u>				
3.	Roll out the restorative rehabilitation programme for stroke patients at Tung Wah Eastern Hospital (TWEH) and provide an additional of 1 150 physiotherapy and 1 150 occupational therapy attendances to cover weekends and public holidays.	Deferred from 1Q21	Achieved	<p>Occupational therapy: The target of providing 1 150 additional occupational therapy attendances was already achieved by 1Q21.</p> <p>Physiotherapy: The target of providing 1 150 additional physiotherapy attendances was achieved by 4Q21.</p>
<i>HKWC Targets</i>				
<u>Improve Service Quality</u>				
4.	Set up a multidisciplinary Palliative Care (PC) consultative team at Hong Kong West Cluster (HKWC) to provide 1 250 additional consultative visits.	Deferred from 1Q21	Achieved	<p>A multidisciplinary Palliative Care consultative team has been set up in HKWC with 1 169 additional consultative visits provided in 1Q21.</p> <p>With further progress, the target of providing 1 250 additional consultative visits was achieved by 4Q21.</p>
<i>KEC Targets</i>				
<u>Optimise Demand Management</u>				
5.	Provide 40 additional extended care beds at HHH. <i>(Same as Corporate Target No. 1)</i>	Deferred from 3Q21	Deferred to 1Q22	Due to the COVID-19 epidemic, works on the Extension Block of HHH were delayed. The opening of 40 additional extended care beds at HHH is deferred to 1Q22.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 4Q21	Latest Position
<i>KWC Targets</i>				
<u>Optimise Demand Management</u>				
6.	Open 20 additional beds in the emergency medicine (EM) ward and extended care ward respectively, provide gynaecology and paediatric Specialist Outpatient Clinic (SOPC) services, and add five elective OT sessions at North Lantau Hospital (NLTH).	Deferred from 4Q19 & 1Q21	Deferred to 3Q22	<p>20 additional beds in the EM ward and 20 beds in extended care ward were opened in 4Q19.</p> <p>Gynaecology and paediatric SOPC services commenced in October 2019.</p> <p>Three elective OT sessions per week were added at NLTH in 4Q19. There were difficulties in recruiting an Associate Consultant (AC) for Gynaecology to support the service enhancement. The next recruitment exercise will commence in 3Q22. The remaining two additional OT sessions are planned to be opened in 3Q22 upon reporting duty of the AC.</p>
(B) <u>4Q21 Annual Plan Targets</u>				
CORPORATE PLANS				
<u>Improve Service Quality</u>				
Enhance access & efficiency				
Promote day services				
7.	<p>Relieve the reliance on inpatient care by providing 25 additional day beds at TKOH, 15 at Alice Ho Miu Ling Nethersole Hospital (AHNH), 15 at Tin Shui Wai Hospital (TSWH) by 4Q21.</p> <p><i>(Same as KEC Target No. 22 & NTWC Target No. 38)</i></p>	4Q21	Deferred to 1Q22	<p>15 additional day beds at each of AHNH and TSWH were opened in 4Q21.</p> <p>Five additional day beds were opened at TKOH in October 2021. Due to works delay arising from the complexity of site preparation at the new Ambulatory Medical Centre, the opening of the remaining 20 additional day beds at TKOH is deferred to 1Q22.</p>

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 4Q21	Latest Position
8.	<p>Strengthen ambulatory care services by setting up an ambulatory center for ophthalmology service at TWEH by 3Q21; providing five additional OT sessions per week at TKOH by 4Q21; and extending the service hours of the surgical day ward at Queen Elizabeth Hospital (QEH) by 1Q22.</p> <p><i>(Same as KEC Target No. 23)</i></p>	4Q21	Achieved	<p>For the part of the target to be completed by 4Q21:</p> <p>Five additional OT sessions per week were provided at TKOH in 4Q21.</p>
9.	<p>Enhance the capacity of ambulatory care services at New Territories East Cluster (NTEC) by implementing the ambulatory care model in Accident & Emergency (A&E) department of Prince of Wales Hospital (PWH) and North District Hospital (NDH); setting up a medical ambulatory care centre at AHNH by 4Q21; and providing services for 1 160 additional day patients attendances for ambulatory urological procedures at NTEC by 1Q22.</p> <p><i>(Same as NTEC Target No. 29 & 30)</i></p>	4Q21	Achieved	<p>For the part of the target to be completed by 4Q21:</p> <p>Ambulatory care model was implemented in the A&E departments of PWH and NDH. A medical ambulatory care centre was set up at AHNH in 4Q21.</p>
<u>Optimise Demand Management</u>				
Raise the capacity of priority services				
Increase capacity of high demand services				
10.	<p>Enhance the capacity of inpatient services at Kowloon Central Cluster (KCC) by providing one additional ICU bed and two additional High Dependency Unit (HDU) beds at QEH by 4Q21.</p> <p><i>(Same as KCC Target No. 21)</i></p>	4Q21	Deferred to 1Q22	<p>Due to severe shortage of experienced nursing staff in ICU, the opening of an additional ICU bed at QEH is deferred to 1Q22.</p> <p>For the two additional HDU beds at QEH, staff recruitment and procurement of medical equipment were completed. Due to the COVID-19 epidemic, facility set up was postponed. The opening of two additional HDU beds is deferred to 1Q22 upon the completion of facility set up.</p>

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 4Q21	Latest Position
11.	<p>Enhance the capacity of inpatient services at Kowloon West Cluster (KWC) by providing additional HDU beds, two at Princess Margaret Hospital (PMH) and two at Caritas Medical Centre (CMC) by 4Q21; and providing additional acute beds, 20 at PMH and 20 at CMC by 4Q21.</p> <p><i>(Same as KWC Target No. 24, 25 & 26)</i></p>	4Q21	Achieved	<p>Two additional surgical HDU beds at CMC and two additional neurosurgical HDU beds at PMH were opened in October 2021 and November 2021 respectively.</p> <p>12 additional acute surgical beds and eight additional acute neurosurgical beds were opened at PMH in November 2021.</p> <p>20 additional acute medical beds were opened at CMC in November 2021.</p>
12.	<p>Enhance the capacity of inpatient services at NTEC by providing additional acute beds, 50 at PWH and 13 at NDH by 4Q21; and providing one ICU bed at NDH and 28 psychiatric beds at Tai Po Hospital (TPH) by 4Q21.</p> <p><i>(Same as NTEC Target No. 31 & 34)</i></p>	4Q21	Achieved	<p>30 additional acute surgical beds, 10 additional acute medical beds and 10 additional acute oncology beds were opened at PWH in 4Q21.</p> <p>13 additional acute orthopaedic beds and one ICU bed were opened at NDH in 4Q21.</p> <p>28 additional psychiatric beds were opened at TPH in 4Q21.</p>
13.	<p>Enhance the capacity of inpatient services at New Territories West Cluster (NTWC) by providing an additional of one HDU bed, two ICU beds and 12 acute beds at Tuen Mun Hospital (TMH) by 4Q21; 10 acute beds at Pok Oi Hospital (POH); and 40 extended care beds at TSWH by 4Q21.</p> <p><i>(Same as NTWC Target No. 39, 40, 41 & 42)</i></p>	4Q21	Deferred to 1Q23	<p>10 additional acute surgical beds were opened at POH in October 2021.</p> <p>40 additional extended care beds were opened at TSWH in September 2021.</p> <p>For TMH, 12 additional acute orthopaedic beds and one additional HDU bed were opened in October and November 2021 respectively.</p> <p>Due to the COVID-19 epidemic, work schedule for the OT Extension Block of TMH was impacted by various difficulties including manpower shortage, slow material delivery and the longer than expected time required for the statutory approval process. The opening of two additional ICU beds at TMH is deferred to 1Q23.</p>
14.	<p>Continue to enhance the capacity of OT services by providing 17 additional OT sessions per week, including six at PMH, two at AHNH, four at PWH by 4Q21 and five at NTWC by 1Q22.</p> <p><i>(Same as NTEC Target No. 35)</i></p>	4Q21	Deferred to 1Q22	<p>For the part of the target to be completed by 4Q21:</p> <p>Two additional OT sessions per week at AHNH and four per week at PWH were provided in 4Q21.</p> <p>Due to critical medical manpower shortage, the opening of six additional OT sessions per week at PMH is deferred to 1Q22.</p>

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 4Q21	Latest Position
15.	<p>Continue to improve the outcome for surgical patients by commencing the Enhanced Recovery After Surgery (ERAS) programme by implementing the ERAS programme for selected specialties at PWH and NDH by 4Q21, and at Pamela Youde Nethersole Eastern Hospital (PYNEH) and Ruttonjee Hospital (RH) by 1Q22.</p> <p><i>(Same as NTEC Target No. 37)</i></p>	4Q21	Achieved	<p>For the part of the target to be completed by 4Q21:</p> <p>ERAS programme was implemented for thoracic surgery and urology services at PWH and for orthopaedic services at NDH in 4Q21.</p>
16.	<p>Continue to enhance pharmacy services in support of enhanced clinical services by implementing clinical pharmacy services on discharge medication management for patients admitted to acute medical wards at PYNEH, QEH, PWH and TMH by 4Q21; launching the drug refill services at selected hospitals in HKWC, KEC and KWC by 1Q22; and providing 1 600 additional medication therapy management clinic attendances at TWEH by 1Q22.</p>	4Q21	Achieved	<p>For the part of the target to be completed by 4Q21:</p> <p>Clinical pharmacy services on discharge medication management for patients admitted to acute medical wards at PYNEH, QEH, PWH and TMH commenced by 4Q21.</p>
Roll out service enhancements for time-critical care				
17.	<p>Expand the coverage of Primary Percutaneous Coronary Intervention (PPCI) for patients with ST-Elevation Myocardial Infarction (STEMI) by providing 24-hour PPCI for eligible patients with STEMI at PMH and NLTH by 4Q21.</p> <p><i>(Same as KWC Target No. 27)</i></p>	4Q21	Achieved	<p>24-hour PPCI service for eligible patients with STEMI at PMH and NLTH was rolled out in 1Q21.</p>
18.	<p>Continue to augment cardiac services by providing additional Cardiac Care Unit (CCU) beds and enhancing the service capacity of Cardiac Catheterisation Laboratory (CCL) through providing four additional CCU beds at RH and two at POH by 4Q21; providing two additional CCU beds at PMH and four at Yan Chai Hospital (YCH) and setting up a CCL at YCH by 1Q22; and providing five additional CCL sessions per week at POH by 4Q21.</p> <p><i>(Same as HKEC Target No. 20, KWC Target No. 28 NTWC Target No. 40 & 44)</i></p>	4Q21	Deferred to 1Q22	<p>For the part of the target to be completed by 4Q21:</p> <p>Four additional CCU beds at RH and two at POH were opened in October 2021.</p> <p>Two additional CCU beds at PMH were opened in December 2021.</p> <p>Five additional CCL sessions per week at POH were provided in 4Q21.</p> <p>For the four additional CCU beds at YCH, the opening of the beds is deferred to 1Q22, due to time taken in the processing of the donation on the construction work.</p>

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 4Q21	Latest Position
<u>Attract & Retain Staff</u>				
Foster staff health & safe working environment				
Strengthen Occupational Safety & Health				
19.	Promote staff safety culture in Occupational Safety & Health (OSH) through enhancing communications via electronic platform by developing the OSH module in Human Resources (HR) application for sharing OSH safety tips, news and information to staff by 4Q21.	4Q21	Achieved	The OSH module (myOSH) in the HR application was launched on 14 April 2021. A total of 10 issues of thematic safety tips and four related quizzes were released by 4Q21. Staff was provided with timely updates on OSH information and training via “What’s New” of myOSH.
CLUSTER PLANS				
<i>HKEC Targets</i>				
<u>Optimise Demand Management</u>				
20.	Provide four additional CCU beds at RH. <i>(Same as Corporate Target No. 18)</i>	4Q21	Achieved	Four additional CCU beds were opened at RH in October 2021.
<i>KCC Targets</i>				
<u>Optimise Demand Management</u>				
21.	Provide an additional ICU bed and two additional HDU beds at QEH. <i>(Same as Corporate Target No. 10)</i>	4Q21	Deferred to 1Q22	Due to severe shortage of experienced nursing staff in ICU, the opening of an additional ICU bed at QEH will be deferred to 1Q22. For the two additional HDU beds at QEH, staff recruitment and procurement of medical equipment were completed. Due to the COVID-19 epidemic, facility set up was postponed. The opening of two additional HDU beds is deferred to 1Q22 upon the completion of facility set up.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 4Q21	Latest Position
<i>KEC Targets</i>				
<u>Improve Service Quality</u>				
22.	Provide 25 additional day beds at TKOH. <i>(Same as Corporate Target No. 7)</i>	4Q21	Deferred to 1Q22	Five additional day beds were opened at TKOH in October 2021. Due to works delay arising from the complexity of site preparation at the new Ambulatory Medical Centre, the opening of the remaining 20 additional day beds at TKOH is deferred to March 2022.
23.	Provide five additional OT sessions per week at the day surgery centre of TKOH. <i>(Same as Corporate Target No. 8)</i>	4Q21	Achieved	Five additional OT sessions per week were provided at TKOH in 4Q21.
<i>KWC Targets</i>				
<u>Optimise Demand Management</u>				
24.	Provide 20 additional acute medical beds at CMC. <i>(Same as Corporate Target No. 11)</i>	4Q21	Achieved	20 additional acute medical beds were opened at CMC in November 2021.
25.	Provide 12 additional acute surgical beds and eight acute neurosurgical beds at PMH. <i>(Same as Corporate Target No. 11)</i>	4Q21	Achieved	12 additional acute surgical beds and eight additional acute neurosurgical beds were opened at PMH in November 2021.
26.	Provide two additional neurosurgical HDU beds at PMH and two additional surgical HDU beds at CMC. <i>(Same as Corporate Target No. 11)</i>	4Q21	Achieved	Two additional surgical HDU beds at CMC and two additional neurosurgical HDU beds at PMH were opened in October 2021 and November 2021 respectively.
27.	Provide 24-hour PPCI for eligible patients with STEMI at PMH and NLTH. <i>(Same as Corporate Target No. 17)</i>	4Q21	Achieved	24-hour PPCI service for eligible patients with STEMI at PMH and NLTH was rolled out on 28 December 2021.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 4Q21	Latest Position
28.	Provide two additional CCU beds at PMH and four at YCH. <i>(Same as Corporate Target No. 18)</i>	4Q21	Deferred to 1Q22	Two additional CCU beds at PMH were opened in December 2021. For the four additional CCU beds at YCH, the opening of the beds is deferred to 1Q22, due to time taken in the processing of the donation on the construction work.
<i>NTEC Targets</i>				
<u>Improve Service Quality</u>				
29.	Implement the ambulatory care model at A&E department of PWH and NDH. <i>(Same as Corporate Target No. 9)</i>	4Q21	Achieved	Ambulatory care model was implemented at A&E department of PWH and NDH in 4Q21.
30.	Set up a medical ambulatory care centre at AHNH. <i>(Same as Corporate Target No. 9)</i>	4Q21	Achieved	A medical ambulatory care centre was set up at AHNH in 4Q21.
<u>Optimise Demand Management</u>				
31.	Provide an additional of 30 acute surgical beds, 10 medical beds, and 10 oncology beds at PWH. <i>(Same as Corporate Target No. 12)</i>	4Q21	Achieved	30 additional acute surgical beds, 10 additional acute medical beds and 10 additional acute oncology beds were opened at PWH in 4Q21.
32.	Provide 13 additional acute orthopaedic beds at NDH.	4Q21	Achieved	13 additional acute orthopaedic beds were opened at NDH in 4Q21.
33.	Provide an additional ICU bed at NDH.	4Q21	Achieved	An additional ICU bed was opened at NDH in 4Q21.
34.	Provide 28 additional psychiatric beds at TPH. <i>(Same as Corporate Target No. 12)</i>	4Q21	Achieved	28 additional psychiatric beds were opened at TPH in 4Q21.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 4Q21	Latest Position
35.	Provide additional OT sessions of two per week at AHNH and four per week at PWH. <i>(Same as Corporate Target No. 14)</i>	4Q21	Achieved	Two additional OT sessions per week at AHNH and four per week at PWH were provided in 4Q21.
36.	Provide 10 additional sessions per week for endoscopic procedures at NTEC.	4Q21	Achieved	10 additional sessions per week for endoscopic procedures were provided at NTEC in 4Q21.
37.	Implement the ERAS programme for thoracic surgery and urology services at PWH, and orthopaedics services at NDH. <i>(Same as Corporate Target No. 15)</i>	4Q21	Achieved	ERAS programme was implemented for thoracic surgery and urology services at PWH and for orthopaedic services at NDH in 4Q21.
<i>NTWC Targets</i>				
<u>Improve Service Quality</u>				
38.	Provide an additional of 10 surgical day beds and five medical day beds at TSWH. <i>(Same as Corporate Target No. 7)</i>	4Q21	Achieved	10 additional surgical day beds and five additional medical day beds were opened at TSWH in November 2021.
<u>Optimise Demand Management</u>				
39.	Provide an additional HDU bed and two additional ICU beds at TMH. <i>(Same as Corporate Target No. 13)</i>	4Q21	Deferred to 1Q23	One additional HDU bed at TMH was opened in November 2021. Due to the COVID-19 epidemic, work schedule for the OT Extension Block of TMH was impacted by various difficulties including manpower shortage, slow material delivery and the longer than expected time required for the statutory approval process. The opening of two additional ICU beds at TMH is deferred to 1Q23.
40.	Provide 10 additional acute surgical beds and two additional CCU beds at POH. <i>(Same as Corporate Target No. 13 & 18)</i>	4Q21	Achieved	10 additional acute surgical beds and two additional CCU beds were opened at POH in October 2021.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 4Q21	Latest Position
41.	Provide 12 additional acute orthopedic beds at TMH. <i>(Same as Corporate Target No. 13)</i>	4Q21	Achieved	12 additional acute orthopedic beds were opened at TMH in October 2021.
42.	Provide 40 additional extended care beds at TSWH. <i>(Same as Corporate Target No. 13)</i>	4Q21	Achieved	40 additional extended care beds were opened at TSWH in September 2021.
43.	Provide seven additional sessions per week for endoscopic procedures at TSWH.	4Q21	Achieved	Seven additional sessions per week for endoscopic procedures were provided in 4Q21.
44.	Provide five additional CCL sessions at POH. <i>(Same as Corporate Target No. 18)</i>	4Q21	Achieved	Five additional CCL sessions per week were provided at POH in 4Q21.