



**For information
on 23.6.2022**

HAB-P323

Hospital Authority

Progress Report on Strategic Priorities

Advice Sought

The HA Board is invited to note for information the progress of implementation of the strategic priorities of the Hospital Authority (HA) in the first quarter of 2022 (1Q22), as set out in this paper.

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; and
- (e) Drive accountable and efficient use of financial resources.

Progress of Implementing the Strategic Priorities

3. The HA Annual Plan maps out 17 strategies with corresponding programme targets in 2021-22. Together with 73 programmes deferred from previous quarters, there were in total 372 individual programmes² planned for completion in 1Q22. As detailed in **Annex 1**, 249 of these programmes (67%) were achieved on schedule. 44 programmes (12%) were considered partially achieved as they had in principle fulfilled the original intent and / or achieved the major targets, including some service and training programmes impacted by the COVID-19 pandemic. The remaining 79 programmes (21%) were deferred mainly due to the COVID-19 pandemic, manpower availability, etc.

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

² Including all individual programmes reported under both corporate plans and cluster plans.

4. Hong Kong was enormously affected by the fifth wave of COVID-19 pandemic in the first few months of 2022. To cope with the upsurges in confirmed cases and corresponding demand for hospital services, rigorous measures were 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. They included augmentation of bed capacity to manage COVID-19 patients through mobilising first-tier and second-tier isolation beds, conversion of general wards, designation of hospitals and optimising the use of community treatment and isolation facilities through stratification of care, alongside with adjustment of elective services. Apart from in-patient services, manpower and resource deployment was also arranged to support the community through HA Community Geriatric Assessment Teams, Designated Clinics, holding centres for elderly, etc. Due to the severe epidemic situation and the impact on HA's services, implementation of the Annual Plan programmes has inevitably been affected.

5. A summary of the implementation progress of the deferred programmes is set out in **Annex 2**. Following the established mechanism for reporting to the Board, these deferred programmes will be further monitored till the revised completion date or until the target is achieved.

Way Forward

6. While the easing epidemic situation enabled the gradual resumption of HA's services in the past two months, HA will continue to closely monitor the evolving situation and suitably adjust its services in light of the latest development.

Annual Plan Targets Planned for Completion in 1Q22

PROGRESS

[Note: Where appropriate, 288 individual programmes are reported under both corporate plans and cluster plans, with corresponding remark added thereon for indication. For references to HA’s clusters, hospitals and institutions, please see the list of abbreviations at the end of Annex 2.]

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
(A) Annual Plan Targets Deferred From Previous Quarters				
CORPORATE PLANS				
<u>Improve Service Quality</u>				
Enhance access & efficiency				
Promote day services				
1.	Relieve the reliance on inpatient care by providing 25 additional day beds at TKOH, 15 at AHNH, 15 at TSWH by 4Q21 (Same as KEC Target No. 46 & 54)	Deferred from 4Q21	Achieved	For the part of the target deferred from 4Q21: The target of opening 25 additional day beds at TKOH was achieved by 1Q22.
<u>Optimise Demand Management</u>				
Raise the capacity of priority services				
Increase capacity of high demand services				
2.	Enhance the capacity of inpatient services at KEC by providing one additional Intensive Care Unit (ICU) bed, 10 acute beds at TKOH and 40 extended care beds at HHH by 3Q21 (Same as KEC Target No. 49)	Deferred from 3Q21	Achieved	For the part of the target deferred from 3Q21: The 40 additional extended care beds at HHH were opened in 1Q22.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
3.	<p>Enhance the capacity of inpatient services at 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. 31)</i></p>	Deferred from 4Q21	Deferred to 3Q22	<p>For the part of the target deferred from 4Q21:</p> <p>To cope with the fifth wave of COVID-19 pandemic, QEH was converted to a designated hospital for COVID-19 in March 2022. As clinical manpower has been deployed to manage COVID-19 patients, the opening of one additional ICU bed and two additional HDU beds at QEH was deferred to 3Q22.</p>
4.	<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 KWC Target No. 59 & NTWC Target No. 360)</i></p>	Deferred from 4Q21 & deliverable for 1Q22	Deferred to 3Q22	<p>For the part of the target deferred from 4Q21:</p> <p>Due to critical medical manpower shortage, the opening of six additional OT sessions per week at PMH was deferred to 3Q22.</p> <p>For the part of the target to be achieved by 1Q22:</p> <p>Five additional OT sessions at NTWC were provided by 1Q22.</p>
5.	<p>Strengthen nursing roles in clinical care by improving clinical supervision, specialty training, promotion prospect and recruiting additional manpower by providing 14 additional nurse consultant positions and enhancing nursing manpower for general and psychiatric inpatient wards, labour wards, Accident & Emergency (A&E), ICU, stroke and peri-operative services by 1Q21</p> <p><i>(Same as HKWC Target No. 30)</i></p>	Deferred from 1Q21	Deferred to 1Q23	<p>For the part of the target deferred from 1Q21:</p> <p>As no suitable candidate was selected at the interview board in March 2022, the target of recruiting the remaining one nurse consultant at HKWC was deferred to 1Q23.</p>

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
6.	<p>Modernise the treatment for patients with advanced Parkinson’s disease by providing deep brain stimulation (DBS) treatment for 15 additional patients with advanced Parkinson’s Disease by 1Q21</p> <p><i>(Same as KCC Target No. 42 & NTEC Target No. 68)</i></p>	Deferred from 1Q21	Achieved	<p>For the part of the target deferred from 1Q21:</p> <p>KCC: The target of providing DBS treatment to additional patients in KCC was achieved by 1Q22.</p> <p>NTEC: The target of providing DBS treatment to additional patients in NTEC was achieved by 1Q22.</p>
7.	<p>Continue to enhance the multidisciplinary support for the provision of psychogeriatric outreach service to patients living in Residential Care Homes for the Elderly (RCHes) by enhancing nursing support to provide services for 2 500 additional psychogeriatric outreach attendances at HKEC, KEC and NTEC by 1Q21</p> <p><i>(Same as HKEC Target No. 17, KEC Target No. 53 & NTEC Target No. 64)</i></p>	Deferred from 1Q21	Achieved	<p>For the part of the target deferred from 1Q21:</p> <p>The target of providing 2 500 additional psychogeriatric outreach attendances at HKEC, KEC and NTEC was achieved by 1Q22.</p>
8.	<p>Continue to strengthen the capacity of radiology services by providing an additional total of 5 000 attendances for Magnetic Resonance Imaging (MRI) scan at PYNEH, QEH and PWH; providing an additional total of 8 500 attendances for Computed Tomography (CT) scan at KWH, PWH and NDH; and carrying out preparatory works for setting up a positron emission tomography–computed tomography (PET-CT) machine at TMH by 1Q20, after providing additional 10 MRI sessions at POH, installing a MRI machine at PYNEH and QEH, as well as additional CT attendances at NDH in 2018-19</p> <p><i>(Same as KCC Target No. 37, 43 & 45)</i></p>	Deferred from 1Q20 & 1Q21	Achieved	<p>For the part of the target deferred from 1Q20 and 1Q21:</p> <p>The target of providing 1 900 additional attendances for MRI scans at QEH was achieved by 1Q22.</p>
9.	<p>Further augment the service capacity of mammogram to improve breast imaging services by providing an additional total of 3 520 attendances for mammogram in HKWC and NTWC by 1Q20, after additional attendances were provided in NTEC in 2018-19</p> <p><i>(Same as HKWC Target No. 26)</i></p>	Deferred from 1Q20 & 1Q21	Achieved	<p>For the part of the target deferred from 1Q20 and 1Q21:</p> <p>By 1Q22, 2 371 additional attendances for mammogram were provided at HKWC. Target was achieved.</p>

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
10.	<p>Enhance the multidisciplinary support for sleep service under a 24- hour integrated model by providing two additional beds for sleep studies at HKEC by 4Q20 and conducting an additional total of 1 000 sleep studies at HKEC and NTWC by 1Q21</p> <p><i>(Same as HKEC Target No. 19)</i></p>	Deferred from 1Q21	Achieved	<p>For the part of the target deferred from 1Q21:</p> <p>The target of providing 540 additional sleep studies at HKEC was achieved by 1Q22.</p>
11.	<p>Utilise Family Medicine Specialist Clinic (FMSC) to relieve workload of Specialist Outpatient Clinic (SOPC) by further rolling out the collaborative model implemented for the Orthopaedics & Traumatology (O&T) department by providing services for an additional total of 4 000 FMSC attendances under the collaborative model for O&T at KCC and KWC by 1Q21</p> <p><i>(Same as KCC Target No. 33)</i></p>	Deferred from 1Q21	Achieved	<p>For the part of the target deferred from 1Q21:</p> <p>The target of providing 2 000 additional FMSC attendances under the collaborative model for O&T at KCC was achieved by 1Q22.</p>
12.	<p>Enhance SOPC service capacity in various Clusters by providing services for an additional total of 6 250 SOPC new case attendances across all Clusters by 1Q21</p> <p><i>(Same as KCC Target No. 38, KWC Target No. 58 & NTEC Target No. 69)</i></p>	Deferred from 1Q21	Achieved	<p>For the part of the target deferred from 1Q21:</p> <p>The remaining targets of additional SOPC new case attendances at KCC, KWC and NTEC were achieved by 1Q22.</p>
13.	<p>Further enhance the service capacity of mammogram to improve breast imaging services by providing an additional total of 2 900 mammograms at HKEC, KCC and KWC by 1Q21</p> <p><i>(Same as HKEC Target No. 20 & KCC Target No. 39)</i></p>	Deferred from 1Q21	Achieved	<p>For the part of the target deferred from 1Q21:</p> <p>588 and 1 764 additional attendances for mammogram were provided at HKEC and KCC respectively by 1Q22. Target was achieved.</p>

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
14.	<p>Enhance cancer services by providing inpatient consultative oncology services at RH; providing case management services to 200 patients with breast cancer and 150 patients with colorectal cancer, and recruiting a social worker to provide psychosocial support for 800 additional attendances to oncology patients at HKEC</p> <p><i>(Same as HKEC Target No. 23)</i></p>	Deferred from 1Q21	Achieved	<p>For the part of the target deferred from 1Q21:</p> <p>The target of providing case management services to 150 patients with colorectal cancer was achieved by 1Q22.</p>
Roll out service enhancements for time-critical care				
15.	<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 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 KWC Target No. 60)</i></p>	Deferred from 4Q21 & deliverable for 1Q22	Deferred to 2Q22	<p>For the part of the target deferred from 4Q21:</p> <p>Two additional CCU beds at PMH and four additional CCU beds at YCH were opened in December 2021 and February 2022 respectively.</p> <p>For the part of the target to be achieved by 1Q22:</p> <p>Due to manpower deployment during the fifth wave of COVID-19 pandemic, the opening of CCL at YCH was deferred to 2Q22.</p>

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
CLUSTER PLANS				
<i>HKEC Targets</i>				
<u>Optimise Demand Management</u>				
16.	Provide Outpatient Parenteral Antimicrobial Therapy (OPAT) service for 170 additional new case attendances for SOPC at PYNEH	Deferred from 1Q21	Deferred to 1Q23	Due to redeployment of medical and nursing manpower during the fifth wave of COVID-19 pandemic, the target of providing 170 additional new case attendances for SOPC at PYNEH was deferred to 1Q23.
17.	Enhance multidisciplinary support to provide psychogeriatric outreach services to RCHEs at HKEC for 840 additional attendances <i>(Same as Corporate Target No. 7)</i>	Deferred from 1Q21	Achieved	The target to provide 840 additional psychogeriatric outreach attendances at HKEC was achieved by 1Q22.
18.	Recruit an additional case manager at HKEC to provide services for 300 additional psychiatric outreach attendances to patients with mental illness	Deferred from 1Q21	Achieved	For the part of the target deferred from 1Q21: The target of 300 additional psychiatric outreach attendances was achieved by 1Q22.
19.	Enhance the multidisciplinary support for sleep service under a 24- hour integrated model by providing two additional beds for sleep studies at HKEC by 4Q20 and conducting an additional total of 1 000 sleep studies at HKEC and NTWC by 1Q21 <i>(Same as Corporate Target No.10)</i>	Deferred from 1Q21	Achieved	For the part of the target deferred from 1Q21: The target of providing 540 additional sleep studies at HKEC was achieved by 1Q22.
20.	Further enhance the service capacity of mammogram to improve breast imaging services by providing an additional total of 2 900 mammograms at HKEC, KCC and KWC by 1Q21 <i>(Same as Corporate Target No.13)</i>	Deferred from 1Q21	Achieved	For the part of the target deferred from 1Q21: 588 additional attendances for mammogram were provided at HKEC by 1Q22. Target was achieved.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
21.	Expand the coverage of Primary Percutaneous Coronary Intervention (PPCI) for patients with ST-Elevation Myocardial Infarction (STEMI) to KEC as well as the Hong Kong Island network by 1Q20, after setting up the service in KCC in 2018-19	Deferred from 1Q20	Deferred to 3Q22	For the part of the target deferred from 1Q20: Due to the fifth wave of COVID-19 pandemic, the provision of year-round 24-hour PPCI service at HKEC was deferred to 3Q22.
22.	Enhance Allied Health (AH) services at HKEC by providing services for an additional of 2 630 speech therapy inpatient attendances and 1 100 prosthetic and orthotic inpatient attendances	Deferred from 1Q21	Achieved	For the part of the target deferred from 1Q21: The target of providing 1 100 prosthetic and orthotic inpatient attendances at HKEC was achieved in 1Q22.
23.	Enhance cancer services by providing inpatient consultative oncology services at RH; providing case management services to 200 patients with breast cancer and 150 patients with colorectal cancer, and recruiting a social worker to provide psychosocial support for 800 additional attendances to oncology patients at HKEC <i>(Same as Corporate Target No. 14)</i>	Deferred from 1Q21	Achieved	For the part of the target deferred from 1Q21: The target of providing case management services to 150 patients with colorectal cancer was achieved by 1Q22.

HKWC Targets

Improve Service Quality

24.	Provide triage service for cardiac patients at TWH and enhance the cardiac rehabilitation programme to provide services for 1 350 additional rehabilitation day attendances	Deferred from 1Q21	Achieved	For the part of the target deferred from 1Q21: The target of providing 1 350 additional rehabilitation day attendances was achieved by 1Q22.
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No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
<u>Optimise Demand Management</u>				
25.	Enhance capacity of ambulatory surgical services by delivering services to provide 200 additional surgical procedures with same day admission at DKCH by 1Q21 and providing additional OT sessions per week, three at PWH by 3Q20, five at TKOH and four at NDH by 4Q20	Deferred from 1Q21	Achieved	For the part of the target deferred from 1Q21: The target of providing 200 additional surgical procedures with same day admission at DKCH was achieved by 1Q22.
26.	Further augment the service capacity of mammogram to improve breast imaging services by providing an additional total of 3 520 attendances for mammogram in HKWC and NTWC by 1Q20, after additional attendances were provided in NTEC in 2018-19 <i>(Same as Corporate Target No. 9)</i>	Deferred from 1Q20 & 1Q21	Achieved	For the part of the target deferred from 1Q20 and 1Q21: By 1Q22, 2 371 additional attendances for mammogram were provided at HKWC. Target was achieved.
27.	Enhance the multidisciplinary support for lymphedema care in TWH to provide services for 860 additional day patient attendances	Deferred from 1Q21	Achieved	The target of providing 860 additional day patient attendances was achieved in 1Q22.
28.	Enhance AH support to Child & Adolescent (C&A) patients by providing services for 660 additional AH outpatient attendances at HKWC	Deferred from 1Q21	Achieved	The target of providing 660 additional AH outpatient attendances at HKWC was achieved by 1Q22.
29.	Recruit an additional case manager at HKWC to provide services for 300 additional psychiatric outreach attendances to patients with mental illness	Deferred from 1Q21	Achieved	For the part of the target deferred from 1Q21: The target to provide 300 additional psychiatric outreach attendances at HKWC was achieved by 1Q22.
<u>Enhance Staff Training & Development</u>				
30.	Enhance nursing manpower by recruiting 17 nurses for general inpatient and labour wards, A&E, ICU, stroke and peri-operative services <i>(Same as Corporate Target No. 5)</i>	Deferred from 1Q21	Achieved	For the part of the target deferred from 1Q21: Recruitment of the remaining Advanced Practice Nurses (APN) for ICU service was achieved in 3Q21.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
<i>KCC Targets</i>				
<u>Optimise Demand Management</u>				
31.	Enhance the capacity of inpatient services at KCC by providing one additional ICU bed and two additional HDU beds at QEH by 4Q21 <i>(Same as Corporate Target No. 3)</i>	Deferred from 4Q21	Deferred to 3Q22	For the part of the target deferred from 4Q21: To cope with the fifth wave of COVID-19 pandemic, QEH was converted to a designated hospital for COVID-19 in March 2022. As clinical manpower has been deployed to manage COVID-19 patients, the opening of one additional ICU bed and two additional HDU beds at QEH was deferred to 3Q22.
32.	Continue to enhance the capacity of Operating Theatre (OT) services by providing 26 additional OT sessions per week, including 10 at QEH, six at AHNH and 10 across NTWC by 1Q21	Deferred from 1Q21	Deferred to 1Q23	For the part of the target deferred from 1Q21: 5.5 additional OT sessions per week at QEH were provided by 1Q22. Due to manpower shortage and service adjustment in the fifth wave of COVID-19 pandemic, provision of the remaining 4.5 additional OT sessions per week at QEH was deferred to 1Q23.
33.	Utilise FMSC to relieve workload of SOPC by further rolling out the collaborative model implemented for the O&T department by providing services for an additional total of 4 000 FMSC attendances under the collaborative model for O&T at KCC and KWC by 1Q21 <i>(Same as Corporate Target No. 11)</i>	Deferred from 1Q21	Achieved	For the part of the target deferred from 1Q21: The target of providing 2 000 additional FMSC attendances under the collaborative model for O&T at KCC was achieved by 1Q22.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
34.	Relocate the Community Rehabilitation Service Support Centre (CRSSC) to the Multi-Service Centre at QEH campus and provide services for 340 additional AH outpatient attendances	Deferred from 1Q21	Deferred to 1Q23	For the part of the target deferred from 1Q21: Due to service adjustment in the fifth wave of COVID-19 pandemic and shortage of experienced AH therapists, the target of providing 340 additional AH outpatient attendances was deferred to 1Q23.
35.	Provide OPAT service for 1 000 additional day patient attendances at QEH	Deferred from 1Q21	Deferred to 1Q23	For the part of the target deferred from 1Q21: Due to manpower deployment under the COVID-19 pandemic since 2020, the OPAT team nursing and supporting staff were heavily involved in both COVID-19 in-patient and outpatient services. The target of providing 1 000 additional day patient attendances at QEH was deferred to 1Q23.
36.	Recruit a case manager in KCC to provide services for 300 additional psychiatric outreach attendances to patients with mental illness	Deferred from 1Q21	Deferred to 1Q23	For the part of the target deferred from 1Q21: Due to the COVID-19 pandemic, particularly during the fifth wave, the outreach services were scaled down. The target of providing 300 additional psychiatric outreach attendances was deferred to 1Q23.
37.	Provide 1 900 additional attendances for MRI scans at QEH <i>(Same as Corporate Target No. 8)</i>	Deferred from 1Q20 & 1Q21	Achieved	For the part of the target deferred from 1Q20 and 1Q21: The target of providing 1 900 additional attendances for MRI scans at QEH was achieved by 1Q22.
38.	Provide services for 375 additional SOPC new case attendances for Internal Medicine at QEH <i>(Same as Corporate Target No. 12)</i>	Deferred from 1Q21	Achieved	For the part of the target deferred from 1Q21: The target of providing 375 additional SOPC new case attendances for Internal Medicine at QEH was achieved by 1Q22.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
39.	Further enhance the service capacity of mammogram to improve breast imaging services by providing an additional total of 2 900 mammograms at HKEC, KCC and KWC by 1Q21 <i>(Same as Corporate Target No.13)</i>	Deferred from 1Q21	Achieved	For the part of the target deferred from 1Q21: 1 764 additional attendances for mammogram were provided at KCC by 1Q22. Target was achieved.
40.	Extend the service hours of radiotherapy at QEH to provide services for 1 330 additional treatment attendances	Deferred from 1Q21	Deferred to 1Q23	Due to the high attrition rate of radiation therapists (RT) and late arrival of new RT graduates under the COVID-19 pandemic, the target of extending radiotherapy service hours and providing 1 330 additional treatment attendances at QEH was deferred to 1Q23.
41.	Enhance the CGAT support for terminally ill patients in RCHEs by providing services for 700 additional geriatric outreach attendances	Deferred from 1Q21	Achieved	For the part of the target deferred from 1Q21: The target of providing 700 additional geriatric outreach attendances at KCC was achieved by 1Q22.
42.	Provide DBS treatment for five additional patients with advanced Parkinson’s Disease <i>(Same as Corporate Target No. 6)</i>	Deferred from 1Q21	Achieved	For the part of the target deferred from 1Q21: The target of providing DBS treatment to additional patients in KCC was achieved by 1Q22.
43.	Continue to strengthen the capacity of radiology services by providing an additional total of 5 000 attendances for MRI scan at PYNEH, QEH and PWH; providing an additional total of 8 500 attendances for CT scan at KWH, PWH and NDH; and carrying out preparatory works for setting up a PET-CT machine at TMH by 1Q20, after providing additional 10 MRI sessions at POH, installing a MRI machine at PYNEH and QEH, as well as additional CT attendances at NDH in 2018-19 <i>(Same as Corporate Target No. 8)</i>	Deferred from 1Q20 & 1Q21	Achieved	For the part of the target deferred from 1Q20: The target of providing 1 900 additional attendances for MRI scans at QEH was achieved by 1Q22.
44.	Enhance cancer care to meet service demand by enhancing inpatient, consultative oncology services at RH, KWH, CMC and YCH; enhance chemotherapy services at KCC, and KEC; extend the service hours of radiotherapy at QEH, PWH and TMH by 1Q21	Deferred from 1Q21	Deferred to 1Q23	For the part of the target deferred from 1Q21: Due to the high attrition rate of RT and late arrival of new RT graduates under the COVID-19 pandemic, the target of extending radiotherapy service hours at QEH was deferred to 1Q23.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
45.	Provide 1 900 additional attendances for MRI scans at QEH <i>(Same as Corporate Target No. 8)</i>	Deferred from 1Q20 & 1Q21	Achieved	The target of providing 1 900 additional attendances for MRI scans at QEH was achieved by 1Q22.
<i>KEC Targets</i>				
<u>Improve Service Quality</u>				
46.	Relieve the reliance on inpatient care by providing 25 additional day beds at TKOH, 15 at AHNH, 15 at TSWH by 4Q21 <i>(Same as Corporate Target No. 1)</i>	Deferred from 4Q21	Achieved	For the part of the target deferred from 4Q21: The target of opening 25 additional day beds at TKOH was achieved by 1Q22.
47.	Relieve access block and reduce unnecessary admission to Medicine & Geriatric (M&G) department by providing rapid medical assessment, diagnostic and therapeutic procedures by increasing manpower at TKOH A&E and establishing a Fast Track Clinic in the day medical centre to provide services for 320 additional SOPC new case attendances by 1Q21	Deferred from 1Q21	Achieved	For the part of the target deferred from 1Q21: The target of providing 320 additional SOPC new case attendances was achieved by 1Q22.
48.	Continue to enhance the transitional post-discharge support for elderly patients with hip fracture and acute stroke by continuing to provide services for a total of 5 250 needs assessments and discharge planning and 12 600 home visits with rehabilitation at KEC, NTEC and NTWC by 1Q21	Deferred from 1Q21	Achieved	For the part of the target deferred from 1Q21: The remaining target of additional home visits with rehabilitation was achieved in 2Q21.
<u>Optimise Demand Management</u>				
49.	Enhance the capacity of inpatient services at KEC by providing an additional of one ICU bed, 10 acute beds at TKOH and 40 extended care beds at HHH by 3Q21 <i>(Same as Corporate Target No. 2)</i>	Deferred from 3Q21	Achieved	For the part of the target deferred from 3Q21: The 40 additional extended care beds at HHH were opened in 1Q22.
50.	Enhance the capacity of AH services to provide 23 580 additional AH inpatient and outpatient attendances	Deferred from 1Q21	Achieved	The target of providing 23 580 additional AH inpatient and outpatient attendances was achieved by 1Q22.
51.	Provide services with stratified care management for 2 200 additional physiotherapy outpatient attendances at TKOH	Deferred from 1Q21	Achieved	The target of providing 2 200 additional physiotherapy outpatient attendances at TKOH was achieved by 1Q22.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
52.	Increase manpower at TKOH A&E Department and establish a Fast Track Clinic in the day medical centre to provide services for 300 additional new case attendances for SOPC	Deferred from 1Q21	Achieved	For the part of the target deferred from 1Q21: The target of providing 300 additional new case attendances for SOPC was achieved by 1Q22.
53.	Enhance multidisciplinary support to provide psychogeriatric outreach services to RCHEs in KEC for 840 additional attendances <i>(Same as Corporate Target No. 7)</i>	Deferred from 1Q21	Achieved	The target of providing 840 additional psychogeriatric outreach attendances at KEC was achieved by 1Q21.
54.	Provide 25 additional day beds at TKOH. <i>(Same as Corporate Target No. 1)</i>	Deferred from 4Q21	Achieved	The target of opening 25 additional day beds at TKOH was achieved by 1Q22.

KWC Targets

Optimise Demand Management

55.	Enhance multidisciplinary pre-operative care to provide services for 10 300 additional AH outpatient attendances	Deferred from 1Q21	Achieved	The target of providing 10 300 additional AH outpatient attendances was achieved by 1Q22.
56.	Recruit 12 additional case managers in KWC to provide services for 3 600 additional psychiatric outreach attendances to patients with mental illness	Deferred from 1Q21	Achieved	For the part of the target deferred from 1Q21: The target of providing 3 600 additional psychiatric outreach attendances was achieved by 1Q22.
57.	Roll out the Targeted Active Intervention (TAI) programme in non-Diabetes Mellitus (non-DM) SOPC at KWC to provide 3 650 additional attendances	Deferred from 1Q21	Achieved	For the part of the target deferred from 1Q21: The target of providing 3 650 additional SOPC attendances was achieved by 1Q22.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
58.	<p>Enhance SOPC service capacity in various Clusters by providing services for an additional total of 6 250 SOPC new case attendances across all Clusters by 1Q21</p> <p><i>(Same as Corporate Target No. 12)</i></p>	Deferred from 1Q21	Achieved	<p>For the part of the target deferred from 1Q21:</p> <p>The remaining target of additional SOPC new case attendances at KWC was achieved by 1Q22.</p>
59.	<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 Corporate Target No. 4)</i></p>	Deferred from 4Q21	Deferred to 3Q22	<p>For the part of the target deferred from 4Q21:</p> <p>Due to critical medical manpower shortage, the opening of six additional OT sessions per week at PMH was deferred to 3Q22.</p>
60.	<p>Continue to augment cardiac services by providing additional CCU beds and enhancing the service capacity of 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 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 Corporate Target No. 15)</i></p>	Deferred from 4Q21 & deliverable for 1Q22	Deferred to 2Q22	<p>For the part of the target deferred from 4Q21:</p> <p>Two additional CCU beds at PMH and four additional CCU beds at YCH were opened in December 2021 and February 2022 respectively.</p> <p>For the part of the target to be achieved by 1Q22:</p> <p>Due to manpower deployment during the fifth wave of COVID-19 pandemic, the opening of CCL at YCH was deferred to 2Q22.</p>

NTEC Targets

Improve Service Quality

61.	<p>Optimise medication safety through extending the Inpatient Medication Order Entry (IPMOE) system to A&E, oncology department and ICU in a phased approach by rolling out the IPMOE system to oncology department at NTEC and NTWC, ICU at NTEC, and A&E department at HKEC and NTWC by 1Q21.</p> <p><i>(The target has been updated to reflect actual programme deliverables.)</i></p>	Deferred from 1Q21	Achieved	<p>For the part of the target deferred from 1Q21:</p> <p>The IPMOE system was implemented in the oncology department of PWH in June 2021.</p>
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No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
<u>Optimise Demand Management</u>				
62.	Enhance the AH support for Adolescent Idiopathic Scoliosis at NTEC to provide services for 3 000 additional AH outpatient attendances	Deferred from 1Q21	Achieved	The target of providing 3 000 additional AH outpatient attendances was achieved by 1Q22.
63.	Provide OPAT service for 2 000 additional day patient attendances at PWH and AHNH	Deferred from 1Q21	Achieved	The target of providing 2 000 additional day patient attendances at PWH and AHNH was achieved by 1Q22.
64.	Enhance multidisciplinary support to provide psychogeriatric outreach services to RCHEs at NTEC for 840 additional attendances <i>(Same as Corporate Target No. 7)</i>	Deferred from 1Q21	Achieved	The target of providing 840 additional psychogeriatric outreach attendances at NTEC was achieved by 1Q21.
65.	Sustain the one foetal surgery session per week at PWH to provide 110 additional SOPC new case attendances	Deferred from 1Q21	Achieved	For the part of the target deferred from 1Q21: The target of providing 110 additional SOPC new case attendances was achieved by 1Q21.
66.	Extend the service hours of radiotherapy at PWH to provide 1 330 additional treatment attendances	Deferred from 1Q21	Achieved	For the part of the target deferred from 1Q21: The target of providing 1 330 additional treatment attendances was achieved by 1Q22.
67.	Roll out the TAI programme in non-DM SOPC at NTEC to provide services for 3 650 additional attendances	Deferred from 1Q21	Achieved	For the part of the target deferred from 1Q21: The target of providing 3 650 additional SOPC attendances was achieved by 1Q22.
68.	Provide DBS treatment for five additional patients with advanced Parkinson's Disease <i>(Same as Corporate Target No. 6)</i>	Deferred from 1Q21	Achieved	The target of providing DBS treatment to additional patients in NTEC was achieved by 1Q22.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
69.	Enhance SOPC service capacity in various Clusters by providing services for an additional total of 6 250 SOPC new case attendances across all Clusters by 1Q21 <i>(Same as Corporate Target No. 12)</i>	Deferred from 1Q21	Achieved	For the part of the target deferred from 1Q21: The remaining target of additional SOPC new case attendances at NTEC was achieved by 1Q22.

NTWC Targets

Optimise Demand Management

70.	Enhance the provision of day rehabilitation services by setting up day rehabilitation services at POH; and providing services for 600 additional rehabilitation day attendances and 1 000 geriatric day attendances at NTWC by 1Q21	Deferred from 1Q21	Achieved	For the part of the target deferred from 1Q21: The targets of providing 600 additional rehabilitation day attendances and 1 000 geriatric day attendances at NTWC were achieved by 1Q22.
71.	Recruit an additional case manager at NTWC to provide services for 300 additional psychiatric outreach attendances to patients with mental illness	Deferred from 1Q21	Achieved	For the part of the target deferred from 1Q21: The target of providing 300 additional psychiatric outreach attendances was achieved by 1Q22.
72.	Enhance ophthalmic services in NTWC to provide 150 additional SOPC new case attendances and 175 surgeries	Deferred from 1Q20 & 1Q21	Deferred to 1Q23	For the part of the target deferred from 1Q20 and 1Q21: Due to service adjustment under the COVID-19 pandemic and manpower shortage of doctors and nurses, the target of providing 175 additional surgeries was deferred to 1Q23.
73.	Extend the service hours of radiotherapy at TMH to provide services for 1 330 additional treatment attendances	Deferred from 1Q21	Deferred to 1Q23	For the part of the target deferred from 1Q21: Due to increasing use of hypofractionated regime, general drop in teletherapy attendance per patient and decrease in patient attendances for radiotherapy services under the COVID-19 pandemic, coupled with manpower shortage in oncologists, the target of providing 1 330 additional treatment attendances was deferred to 1Q23.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
(B) <u>1Q22 Annual Plan Targets</u>				
CORPORATE PLANS				
<u>Improve Service Quality</u>				
Enhance access & efficiency				
Promote day services				
74.	Strengthen ambulatory care services by setting up an ambulatory center for ophthalmology service at TWEH by 3Q21; provide five additional Operating Theatre (OT) sessions per week at TKOH by 4Q21; extend the service hours of the surgical day ward at QEH by 1Q22	1Q22	Achieved	For the part of the target to be completed by 1Q22: The service hours of the surgical day ward at QEH were extended by 1Q22.
75.	Enhance the capacity of ambulatory care services at NTEC by implementing the ambulatory care model in A&E department of PWH and NDH; and set up a medical ambulatory care centre at AHNH by 4Q21; provide services for 1 160 additional day patients attendances for ambulatory urological procedures at NTEC by 1Q22 <i>(Same as NTEC Target No. 314)</i>	1Q22	Achieved	For the part of the target to be completed by 1Q22: The target of providing 1 160 additional day patient attendances for ambulatory urological procedures at NTEC was achieved by 1Q22.
76.	Enhance the provision of C&A psychiatry day services by providing five additional psychiatric day hospital places at KH by 1Q22; and five psychiatric day places at PYNEH by 1Q22 <i>(Same as HKEC Target No. 161)</i>	1Q22	Achieved	Five additional psychiatric day hospital places at KH and five psychiatric day places at PYNEH were provided by 1Q22.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
77.	<p>Enhance the provision of day rehabilitation and allied health services by establishing integrated ambulatory rehabilitation service at TSKH by 3Q21; provide services for additional rehabilitation day attendances of 2 700 at TSKH and 720 at KH; and provide an additional total of 1 760 attendances for allied health services at GH by 1Q22</p> <p><i>(Same as KCC Target No. 222)</i></p>	1Q22	Deferred to 1Q23	<p>For the part of the target to be completed by 1Q22:</p> <p>Rehabilitation day attendances: By 1Q22, a total of 1 131 rehabilitation day attendances were provided at TSKH and 339, were provided at KH.</p> <p>Due to service adjustment during the fifth wave of COVID-19 pandemic, the remaining target was deferred to 1Q23.</p> <p>Allied health attendances: 1 697 additional allied health attendances were provided at GH by 1Q22. Target was partially achieved.</p>
78.	<p>Enhance OPAT service capacity for appropriate patients to reduce length of stay by providing OPAT services for 700 additional attendances at KEC by 1Q22</p> <p><i>(Same as KEC Target No. 259)</i></p>	1Q22	Achieved	<p>The target of providing 700 additional attendances for OPAT service at KEC was achieved by 1Q22.</p>
Strengthen service coordination & collaboration				
79.	<p>Enhance the collaboration among specialties by adopting the integrated care model by setting up the integrated care team for urology and continence care at KEC by 1Q22</p> <p><i>(Same as KEC Target No. 260)</i></p>	1Q22	Achieved	<p>The integrated multidisciplinary team for urology and continence care was set up at KEC in 1Q22.</p>
80.	<p>Improve standard of care for patients on Non-Invasive Ventilation or Invasive Mechanical Ventilation by adopting a mobile respiratory team approach and setting up a mobile team at UCH to provide respiratory care to patients in the medical wards by 1Q22</p> <p><i>(Same as KEC Target No. 261)</i></p>	1Q22	Achieved	<p>The mobile team was set up and commenced service in 2Q21 to provide respiratory care to patients in the medical wards at UCH.</p>

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
81.	<p>Continue to expand restorative rehabilitation services to weekends and public holidays for patients with lower limb fracture or arthroplasties in acute setting and stroke patients in extended care settings by rolling out the programme to TWH, WTSH, TKOH, NDH, providing services for an additional total of 4 600 physiotherapy and 2 300 occupational therapy attendances during weekends and public holidays by 1Q22</p> <p><i>(Same as HKWC Target No. 191, KCC Target No. 223, KEC Target No. 262 & NTEC Target No. 318)</i></p>	1Q22	Achieved	The targets of providing an additional total of 4 600 physiotherapy and 2 300 occupational therapy attendances during weekends and public holidays were achieved by 1Q22.
82.	<p>Continue the cross-cluster collaboration on Robotic Assisted Surgery (RAS) so that surgeons in Clusters with no robotic surgery equipment have access to the technology by conducting a total of 64 sessions of cross-cluster RAS at PYNEH, QMH, QEH, PMH and PWH by 1Q22</p> <p><i>(Same as HKEC Target No. 160, HKWC Target No. 188, KCC Target No. 220, KWC Target No. 285 & NTEC Target No. 315)</i></p>	1Q22	Partially achieved	<p>HKEC: 12 cross-cluster RAS sessions were planned at HKEC and 11 were completed by 1Q22. One RAS session was cancelled due to Typhoon No. 8 on 9 October 2021. No make-up session was required as robotic surgical equipment became available for KEC with service commenced before 1Q22.</p> <p>HKWC: 15 cross-cluster RAS sessions were planned at HKWC, out of which three sessions were suspended due to the fifth wave of COVID-19 pandemic. Target was partially achieved.</p> <p>KCC: 14 cross-cluster RAS sessions were planned at KCC and 13 were completed by 1Q22. Target was partially achieved.</p> <p>KWC: 15 cross-cluster RAS sessions were planned at KWC and all were completed by 1Q22.</p> <p>NTEC: Eight cross-cluster RAS sessions were planned at NTEC and six were completed by 1Q22.</p>

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
83.	<p>Enhance physiotherapy outpatient services by continuing the stratified care management for patients with low back pain providing services with stratified care management for 4 400 additional physiotherapy outpatient attendances at QEH and CMC by 1Q22</p> <p><i>(Same as KCC Target No. 224 & KWC Target No. 287)</i></p>	1Q22	Deferred to 1Q23	<p>By 1Q22, a total of 4 126 additional physiotherapy outpatient attendances were provided at QEH and CMC.</p> <p>Due to decreased patient attendances during the fifth wave of COVID-19 pandemic, the remaining target was deferred to 1Q23.</p>
84.	<p>Reinforce the multidisciplinary adult Palliative Care (PC) services for cancer and non-cancer PC patients by enhancing PC consultative service to provide services for 650 additional consultative visits at KWC by 1Q22; enhance collaboration of PC services at NTWC by 1Q22</p> <p><i>(Same as KWC Target No. 288)</i></p>	1Q22	Achieved	<p>The target of providing 650 additional consultative visits at KWC was achieved by 1Q22.</p> <p>One consultant was recruited for enhancing collaboration of PC services at NTWC.</p>
85.	<p>Implement the collaborative care model between paediatrics and C&A psychiatry departments to provide better care management and timely treatment for patients with mild Attention Deficit Hyperactivity Disorder by implementing the collaborative care model at KWC to provide services for 180 additional SOPC new case attendances by 1Q22</p> <p><i>(Same as KWC Target No. 289)</i></p>	1Q22	Achieved	<p>The collaborative care model between paediatrics and C&A psychiatry departments was implemented.</p> <p>The target of providing 180 additional SOPC new case attendances at KWC was achieved by 1Q22.</p>
86.	<p>Enhance infectious disease services by expanding service coverage and improving coordination by establishing cluster-based infectious disease networks at HKEC, HKWC, KCC, KWC and NTEC by 1Q22</p> <p><i>(Same as HKEC Target No.163, HKWC Target No. 192, KCC Target No. 225, KWC Target No. 290 & NTEC Target No. 319)</i></p>	1Q22	Achieved	<p>The target of establishing cluster-based infectious disease networks at HKEC, HKWC, KCC, KWC and NTEC was achieved by 1Q22.</p>

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
Develop more options for patient care				
87.	<p>Enhance nurse clinic services in rheumatology (rheumatoid arthritis), respiratory (chronic obstructive pulmonary disease), paediatrics (neonatal jaundice), colorectal care, ophthalmology (cataract surgery), otorhinolaryngology (for hearing problems) and set up nurse clinics in total joint replacement, pain management, neurosurgery, gastroenterology (inflammatory bowel disease) and endocrinology (osteoporosis) to alleviate doctors' workload by adopting the integrated model of SOP service by recruiting additional APNs and Patient Care Assistants (PCAs) to establish or scale up 30 nurse clinics to provide services for 19 620 additional attendances across Clusters by 1Q22</p> <p><i>(Same as HKEC Target No. 164, HKWC Target No. 193, KCC Target No. 226, KEC Target No. 263, KWC Target No. 291, NTEC Target No. 320 & NTWC Target No. 350)</i></p>	1Q22	Deferred to 1Q23	<p>A total of 27 APNs and 26 PCAIs were recruited by 1Q22 for setting or scaling up 27 nurse clinics. The remaining target was deferred to 1Q23.</p> <p>The target of providing 19 620 additional attendances across Clusters was achieved by 1Q22.</p>
88.	<p>Provide the advanced wound management services to address the complicated wound care needs by providing services for 2 000 additional wound consultations by nurse at NTEC by 1Q22</p> <p><i>(Same as NTEC Target No. 322)</i></p>	1Q22	Achieved	<p>The target of providing 2 000 additional wound consultations by nurse at NTEC was achieved by 1Q22.</p>
89.	<p>Implement the integrated model of SOP service for systemic anti-cancer therapy through pharmacist clinics and nurse clinics by providing services for an additional total of 1 620 nurse clinic attendances at HKEC, KCC and KWC and 1 440 pharmacist clinic attendances at HKEC and KCC by 1Q22</p> <p><i>(Same as HKEC Target No. 165, KCC Target No. 227 & KWC Target No. 292)</i></p>	1Q22	Deferred to 1Q23	<p>Nurse clinic attendances: The target of providing a total of 1 620 additional nurse clinic attendances was achieved by 1Q22.</p> <p>Pharmacist clinic attendances: A total of 791 additional pharmacist clinic attendances at HKEC and KCC were provided by 1Q22. Due to increased default rate during the fifth wave of COVID-19 pandemic, the remaining target of pharmacist clinic attendances was deferred to 1Q23.</p>

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
90.	<p>Continue to improve obstetric care by the provision of maternal special care beds in the labour ward and high-risk pregnancy care training for nursing staff by designating one maternal special care bed in the labour ward, recruiting two Registered Nurses (RNs) for training and providing high-risk pregnancy care at PYNEH, QEH and UCH respectively by 1Q22</p> <p><i>(Same as HKEC Target No. 166, KCC Target No. 228 & KEC Target No. 264)</i></p>	1Q22	Achieved	The maternal special care beds were setup in PYNEH, QEH and UCH by 4Q21, and two RNs per unit were recruited for training in high-risk pregnancy care.
91.	<p>Extend the structured, non-surgical treatment programme to optimise the physical function of patients waiting for total joint replacement surgery by using a case management approach by providing physiotherapy services for 7 200 additional outpatient attendances to patients on waiting list for total joint replacement surgery at QEH, PWH and POH under this programme by 1Q22</p> <p><i>(Same as KCC Target No. 229, NTEC Target No. 322 & NTWC Target No. 351)</i></p>	1Q22	Deferred to 1Q23	<p>KCC: Due to the fifth wave of COVID-19 pandemic, some patients were not able to attend the outpatient services. An additional 1 917 physiotherapy outpatient attendances were provided at QEH by 1Q22. The remaining target was deferred to 1Q23.</p> <p>NTEC: Physiotherapy services for 2 400 additional outpatient attendances were achieved by 1Q22. Target was achieved.</p> <p>NTWC: The programme was commenced in October 2021. A total of 2 457 attendances were provided by 1Q22. Target was achieved.</p>

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
92.	<p>Modernise the treatments of ophthalmology services by providing intravitreal injection services and intraocular lens in HA by enhancing capacity by providing services for an additional total of 2 230 intravitreal injections across HKEC, KCC and KWC by 1Q22; and provide the basic intraocular lens models and viscoelastic agent for patients by 1Q22</p> <p><i>(Same as KCC Target No. 242 & KWC Target No. 293)</i></p>	1Q22	Deferred to 1Q23	<p>HKEC: Due to reduced service sessions during the fifth wave of COVID-19 pandemic, the target of providing 247 additional intravitreal injections by HKEC was deferred to 1Q23.</p> <p>KCC: Basic intraocular lens models and viscoelastic agent were provided under standard service for patients by 1Q22. The target of providing 993 additional intravitreal injections was achieved at HKEH by 1Q22.</p> <p>KWC: Basic intraocular lens models and viscoelastic agent were included as HA standard service. Nevertheless, due to manpower deployment during the fifth wave of COVID-19 pandemic, the service was suspended. A total of 851 intravitreal injections were provided by 1Q22. The remaining target was deferred to 1Q23.</p>

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
93.	<p>Enhance geriatric support for elderly patients attending A&E department by providing services for 3 000 additional focused geriatric assessments at A&E departments of PYNEH, QEH, KWH and UCH by 1Q22</p> <p><i>(Same as HKEC Target No. 167, KCC Target No. 230 & KEC Target No. 265)</i></p>	1Q22	Partially achieved	<p><u>HKEC:</u> The target of providing services for 750 focused geriatric assessment at PYNEH was achieved by 1Q22.</p> <p><u>KCC:</u> Due to the fifth wave of COVID-19 pandemic, QEH was converted to a designated hospital for COVID-19 in March 2022. The target of enhancing geriatric support for elderly patients attending A&E department was suspended since then.</p> <p><u>KEC:</u> 756 additional focused geriatric assessments to patients attending A&E were provided at UCH by 1Q22. Target was achieved.</p>
94.	<p>Strengthen allied health support for the collaborative model implemented between the O&T department and the FMSC to relieve workload of SOPC by providing services for an additional total of 10 800 allied health outpatient attendances to support patients referred by O&T under the collaborative model at KEC and NTEC by 1Q22</p> <p><i>(Same as KEC Target No. 257 & NTEC Target No. 316)</i></p>	1Q22	Achieved	<p>The target of providing a total of 10 800 additional allied health outpatient attendances at KEC and NTEC was achieved by 1Q22.</p>

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
95.	<p>Develop Integrated Chinese-Western Medicine (ICWM) through specific disease programmes in selected hospitals of HA by introducing a new site for stroke care at UCH and continue the ICWM programme for stroke care at TWH, PWH and SH; cancer palliative care at PMH and TMH; and musculoskeletal pain management at PYNEH and KWH with service enhancement by 1Q22</p> <p><i>(Same as HKEC Target No. 162, HKWC Target No. 189, KCC Target No. 221, KEC Target No. 258, KWC Target No. 286, NTEC Target No. 317 & NTWC Target No. 348)</i></p>	1Q22	Achieved	<p>New site for stroke care: ICWM service was enhanced by introducing the new site for stroke care at UCH of KEC in April 2021.</p> <p>ICWM programmes for various services: ICWM programmes for various services continued in 2021-22, although ICWM for in-patient service was suspended since February 2022 due to the fifth wave of COVID-19 pandemic. The pandemic situation would continue to be monitored and evaluated for service resumption.</p>
Enhance community-based care				
96.	Enhance the service of Patient Support Call Centre (PSCC), which provides professional telephone advice to support discharged elderly patients and chronic disease patients in the community, by providing services for 5 500 additional calls at the PSCC by 1Q22	1Q22	Achieved	The target of providing 5 500 additional calls was achieved by 1Q22.
97.	Expand the programme of the school-based medical-education-social collaboration platform, set up under the Student Mental Health Support Scheme, in collaboration with the Education Bureau and Social Welfare Department to enhance support for students with mental health needs by expanding the programme to additional schools by 1Q22	1Q22	Achieved	The programme of the school-based medical-education-social collaboration platform under the Student Mental Health Support Scheme was expanded to 60 additional schools by 1Q22.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
98.	<p>Continue to enhance the transitional post-discharge support for patients by continuing to provide services for 450 additional needs assessments and discharge planning, 1 080 home visits for elderly patients at NTWC; and 500 additional post-discharge follow-up call at UCH by 1Q22</p> <p><i>(Same as NTWC Target No. 352)</i></p>	1Q22	Deferred to 1Q23	<p>NTWC: 1 107 additional home visits for elderly patients were provided by 1Q22. Target achieved.</p> <p>268 needs assessments and discharge planning were provided by 1Q22. Due to service adjustment under the fifth wave of COVID-19 pandemic, the remaining target was deferred to 1Q23.</p> <p>UCH: Due to reduced elective activities under the fifth wave of COVID-19 pandemic, there was a corresponding drop in the number of post-discharge follow-up call. 476 additional post-discharge follow-up calls were provided by 1Q22. Target was partially achieved.</p>

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
99.	<p>Continue to enhance CGAT support for terminally ill patients in RCHEs by providing services for 5 600 additional geriatric outreach attendances by 1Q22</p> <p><i>(Same as HKEC Target No. 168, HKWC Target No. 194, KCC Target No. 231, KEC Target No. 266, KWC Target No. 294, NTEC Target No. 323 & NTWC Target No. 353)</i></p>	1Q22	Deferred to 1Q23	<p>HKEC: The target of providing services for 700 additional geriatric outreach attendances was achieved by HKEC in 1Q22.</p> <p>HKWC: 64 additional geriatric outreach attendances were provided by CGAT at HKWC by January 2022. The service was subsequently suspended in February and March 2022 due to the fifth wave of COVID-19 pandemic. The remaining target was deferred to 1Q23.</p> <p>KCC: The target of providing 1 050 additional geriatric outreach attendances at KCC was achieved by 1Q22.</p> <p>KEC: The number of case recruitment and visits were reduced due to visiting restriction of RCHEs under the fifth wave of COVID-19 pandemic. 700 additional geriatric outreach attendances were provided by April 2022. The target was achieved with minor delay.</p> <p>KWC: 1 472 additional geriatric outreach attendances were provided by 1Q22. Target was achieved.</p> <p>NTEC: 350 additional geriatric outreach attendances were provided by 1Q22. Target was achieved.</p> <p>NTWC: 1 157 additional geriatric outreach attendances were provided by 1Q22. Target was achieved.</p>

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
100.	<p>Continue to enhance the multidisciplinary support for the provision of psychogeriatric outreach service to patients living in RCHEs by providing services for 3 780 additional psychogeriatric outreach attendances at HKWC, KCC, KWC and NTWC by 1Q22</p> <p><i>(Same as HKWC Target No. 195, KCC Target No.232, KWC Target No. 295 & NTWC Target No. 354)</i></p>	1Q22	Deferred to 1Q23	Due to the COVID-19 pandemic, outreach services to RCHEs were scaled down or temporarily suspended. The target of providing 3 780 additional psychogeriatric outreach attendances was deferred to 1Q23.
101.	<p>Enhance Community Psychiatric Service (CPS) to further increase the support for mental health patients in the community under the Personalised Care Programme by recruiting additional case managers at HKEC, HKWC, KEC, KWC, NTEC and NTWC to provide services for an additional total of 3 000 psychiatric outreach attendances by 1Q22</p> <p><i>(Same as HKEC Target No. 169, HKWC Target No. 196, KEC Target No. 267, KWC Target No. 296, NTEC Target No. 324 & NTWC Target No. 355)</i></p>	1Q22	Deferred to 1Q23	<p>10 additional case managers were recruited by 1Q22.</p> <p>Due to the COVID-19 pandemic, outreach services were scaled down or temporarily suspended. The target of providing 3 000 psychiatric outreach attendances was deferred to 1Q23.</p>
Modernise HA				
Refine technology planning and adoption to keep up with international standards				
102.	<p>Enhance the prenatal diagnosis by providing Whole Exome Sequencing (WES) or Whole Genome Sequencing (WGS) services to 20 special prenatal cases by 1Q22</p>	1Q22	Achieved	WGS or WES services were provided for a total of 23 special prenatal cases by 1Q22.
103.	<p>Continue to modernise the genetic and genomic services of HA by building capacity by providing an additional total of 300 tests for minimal residual disease (MRD) assays and next-generation sequencing (NGS) panels for adult with myeloid blood cancers at QMH, QEH and PWH by 1Q22, and by providing an additional total of 2 800 pharmacogenetic tests across Clusters by 1Q22</p> <p><i>(Same as HKEC Target No. 170, HKWC Targets No. 197 & 198, KCC Targets No 233 & 234, KEC Target No. 268, KWC Target No. 297, NTEC Target No. 325 & 326 & NTWC Target No. 356)</i></p>	1Q22	Partially achieved	The progress of the programmes was affected by the COVID-19 pandemic. An additional total of 225 tests for MRD assays and NGS panels for adult with myeloid blood cancers were provided at QMH, QEH and PWH, and 2 374 pharmacogenetic tests across Clusters were provided by 1Q22. Target was partially achieved.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
104.	<p>Support comprehensive service planning for patients with uncommon disorders and genetic disorders at HKCH by building capacity on genomic and genetic tests and establish disease-based databases and information platform for uncommon disorders by phases at HKCH by 1Q22</p> <p><i>(Same as KCC Target No. 235)</i></p>	1Q22	Deferred to 1Q23	<p>Capacity building: Seven out of nine planned laboratory test categories on genomic and genetic tests were implemented by 1Q22. Due to manpower shortage, procurement and delivery delay under the COVID-19 pandemic, capacity building on the genomic and genetic tests to enhance pathology support at HKCH was deferred to 1Q23.</p> <p>Database and information platform: Disease-based databases and information platform for uncommon disorders were established at HKCH by 1Q22.</p>
105.	<p>Pilot the newborn screening programme for Severe Combined Immunodeficiency (SCID) by recruiting the newborns in all birthing hospitals of HA by providing screening tests with capacity up to 25 000 under the newborn screening programme for SCID at HKCH by 1Q22</p> <p><i>(Same as KCC Target No. 236)</i></p>	1Q22	Achieved	The service was started at HKCH with capacity to conduct 25 000 screening tests by 1Q22.
106.	<p>Reduce the recall rate of the newborn screening programme for Inborn Errors of Metabolism (IEM) by extending the second tier testing for the newborn screening programme for IEM at HKCH by 1Q22</p> <p><i>(Same as KCC Target No. 237)</i></p>	1Q22	Achieved	The second tier testing was launched in two phases at HKCH by 1Q22.
107.	<p>Establish robotic surgery services at more hospitals of HA by setting up a robotic surgery suite at TKOH; and prepare the site for installation of an additional robotic surgery system at TMH by 1Q22</p> <p><i>(Same as KEC Target No. 269 & NTWC Target No. 357)</i></p>	1Q22	Achieved	<p>The robotic surgery suite at TKOH was set up in 1Q22.</p> <p>Site preparation for installation of an additional robotic surgery system at TMH was completed in 1Q22.</p>

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
108.	<p>Optimise surgical planning by adopting medical grade three-dimensional (3D) printing technology to provide services at HKWC, KCC, NTEC and NTWC by 1Q22</p> <p><i>(Same as HKWC Target No. 199, KCC Target No. 238, NTEC Target No. 327 & NTWC Target No. 358)</i></p>	1Q22	Achieved	Medical grade 3D printing technology was implemented at HKWC, KCC, NTEC and NTWC by 1Q22.
109.	<p>Modernise the treatment for patients with Glioblastoma Multiforme (GBM) by providing Tumor Treating Field (TTF) therapy to patients with GBM across Clusters by 1Q22</p> <p><i>(Same as HKEC Target No. 171, HKWC Target No. 200, KCC Target No. 239, KWC Target No. 298, NTEC Target No. 328 & NTWC Target No. 359)</i></p>	1Q22	Partially achieved	<p>HKEC: TTF therapy was provided to one patient by 1Q22.</p> <p>HKWC: A suitable patient was identified for treatment in March 2022 and the TTF therapy was provided in May 2022. Target was achieved with minor delay.</p> <p>KCC: TTF therapy was provided to two patients in KWH and QEH in 1Q22.</p> <p>KWC: TTF therapy was provided to patients in 1Q22.</p> <p>NTEC: TTF therapy was provided to one patient in 1Q22.</p> <p>NTWC: TTF therapy was provided to one patient by 1Q22.</p>

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
Promote partnerships with patients				
Empower patients for self-care				
110.	Continue to collaborate with Non-Governmental Organisations (NGOs) to empower patients with chronic diseases and enhance their knowledge and self-care capabilities by providing places for 14 000 participants under the PPP Patient Empowerment Programme by 1Q22	1Q22	Partially achieved	The PPP programme was ended in March 2021 with the completion of the service contracts.
<u>Optimise Demand Management</u>				
Raise the capacity of priority services				
Increase capacity of high demand services				
111.	Continue to improve peri-operative management of elderly patients with acute fragility fractures by providing five additional OT sessions per week to the day-time trauma list for geriatric patients with acute fragility fracture at YCH, and setting up acute geriatric fragility fracture nursing coordination services at YCH and NDH by 1Q22 <i>(Same as KWC Target No. 300 & NTEC Target No. 333)</i>	1Q22	Deferred to 4Q22	Additional OT sessions: Due to anaesthetic manpower shortage at YCH, the opening of five additional OT sessions was deferred to 4Q22. Setting up of nursing coordination service: Acute geriatric fragility fracture nursing coordination services were set up at YCH and NDH by 1Q22. Target was achieved.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
112.	<p>Continue to enhance the capacity of endoscopy services by providing an additional total of 31 sessions per week for endoscopic procedures at KCC, KEC, NTEC and NTWC by 1Q22</p> <p><i>(Same as KCC Target No. 243, KEC Target No. 272, NTEC Target No. 334 & NTWC Target No. 363)</i></p>	1Q22	Achieved	A total of 31 additional sessions per week for endoscopic procedures were provided by 1Q22.
113.	<p>Commence the operation of 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 OT sessions per week by 3Q21, as well as enhance pharmacy and pathology services at HKCH by 1Q22</p> <p><i>(Same as KCC Target No. 244)</i></p>	1Q22	Achieved	<p>For the part of the target to be completed by 1Q22: Pharmacy and pathology services at HKCH was enhanced by 1Q22 with round-the-clock drug portering service in Pharmacy started in June 2021, and 11 additional laboratory tests categories were implemented by 1Q22.</p>
114.	<p>Continue to improve the outcome for surgical patients by implementing the Enhanced Recovery After Surgery (ERAS) programme for selected specialties at PWH, NDH by 4Q21, PYNEH and RH by 1Q22</p> <p><i>(Same as HKEC Target No.174)</i></p>	1Q22	Achieved	<p>For the part of the target to be completed by 1Q22: ERAS programme was implemented for selected specialties at PYNEH and RH by 1Q22.</p>
115.	<p>Continue to enhance the service capacity of General Outpatient Clinic (GOPC) to improve the access for major service users by increasing the GOPC quota by a total of around 12 800 at KEC, NTEC and NTWC by 1Q22</p> <p><i>(Same as KEC Target No. 273, NTEC Target No. 335 & NTWC Target No. 364)</i></p>	1Q22	Partially achieved	<p>Additional GOPC quotas were provided at KEC, NTEC and NTWC as planned in 2021-22. However, the number of GOPC attendances fell short of the target deliverables due to multiple factors, including GOPC service adjustment and manpower deployment due to activation of 23 designated clinics for COVID-19 patients, the short influenza season and high patient default rate, etc. under fifth wave of COVID-19 pandemic.</p> <p>Clusters would continue to provide the planned increase of GOPC quotas in 2022-23 onward to augment the service capacity of GOPC.</p>

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
116.	<p>Enhance SOPC service capacity in various Clusters by providing services for an additional total of 3 320 SOPC new case attendances across all Clusters by 1Q22</p> <p><i>(Same as HKEC Target No. 175, HKWC Target No. 203, KCC Target No. 218, KEC Target No. 274, KWC Target No. 301, NTEC Target No. 336 & NTWC Target No. 365)</i></p>	1Q22	Deferred to 1Q23	<p>HKEC: The target of providing 260 additional Ear, Nose and Throat (ENT) SOPC new case attendances was achieved in 1Q22.</p> <p>HKWC: Due to the fifth wave of COVID-19 pandemic, the SOPC sleep service was affected. An additional 339 SOPC new case attendances were provided by 1Q22 and the remaining target was deferred to 1Q23.</p> <p>KCC: 508 additional SOPC new case attendances were provided by 1Q22. Target was achieved.</p> <p>KEC: The service was affected by reduced elective activities and high patient default under the COVID-19 pandemic. 185 additional new case attendances provided by April 2022. Target was achieved with minor delay.</p> <p>KWC: 1 052 additional SOPC new case attendances were provided by 1Q22. Target was achieved.</p> <p>NTEC: 485 additional SOPC new case attendances were provided by 1Q22. Target was achieved.</p> <p>NTWC: The total planned deliverables of surgeries and SOPC new case attendances at NTWC were achieved by around 90% and 96% respectively by 1Q22. The remaining target was deferred to 1Q23.</p>

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
117.	<p>Enhance management of viral hepatitis by building up laboratory capacity for diagnosis, assessment and monitoring, and setting up hepatitis nurse clinics by enhancing laboratory capacity by providing an additional of 5 500 hepatitis related tests; and setting up additional hepatitis nurse clinics by 1Q22</p> <p><i>(Same as HKEC Target No. 176, HKWC Targets No. 204, KCC Targets No. 245, KEC Target No. 275, KWC Target No. 302, NTEC Targets No. 337 & NTWC Targets No. 366)</i></p>	1Q22	Achieved	The targets of providing additional hepatitis related tests and setting up additional hepatitis nurse clinics at respective Clusters were achieved by 1Q22.
118.	<p>Enhance the service capacity of the laboratory testing services of HA by providing services for an additional of 2 330 neuronal antibody tests; 4 760 prostate health index tests; and 2 620 interferon gamma releasing assay (IGRA) tests by 1Q22</p> <p><i>(Same as HKEC Target No. 177, HKWC Target No. 205 & KCC Target No. 246)</i></p>	1Q22	Partially achieved	<p>The service capacity of laboratory testing services of HA was enhanced with the provision of an additional of 2 913 neuronal antibody tests; 1 843 prostate health index tests; and 1 410 IGRA tests.</p> <p>The progress of the programmes was affected by COVID-19 due to service adjustment, the original targets were partially achieved.</p>
119.	<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> <p><i>(Same as HKWC Target No. 206, KCC Target No. 247, KEC Target No. 277, KWC Target No. 304, NTEC Target No. 339 & NTWC Target No. 367)</i></p>	1Q22	Partially achieved	<p>For the part of the target to be completed by 1Q22:</p> <p>Clinical pharmacy services on discharge medication management for patients admitted to acute medical wards at PYNEH, QEH, PWH and TMH were commenced by 4Q21.</p> <p>Drug refill services were implemented in QMH, UCH and CMC by 1Q22.</p> <p>1 527 additional medication therapy management clinic attendances were provided at TWEH by 1Q22. Target was partially achieved.</p>

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
120.	<p>Enhance cancer treatments to meet service demand by:</p> <p>(a) commencing the home ambulatory chemotherapy service at PYNEH by 2Q21; and enhancing the ambulatory chemotherapy service at KEC by 1Q22;</p> <p>(b) extending the service hours of radiotherapy at PYNEH, QEH, PMH and PWH; enhancing the non-radiotherapy oncology service at KWH and medical oncology service at HKWC and KCC by 1Q22; and</p> <p>(c) enhancing capacity by providing 7 230 additional laboratory tests to support the targeted therapy or immunotherapy for lung cancer patients by 1Q22</p> <p><i>(Same as HKEC Targets No. 179 & 180, HKWC Target No. 207, KCC Targets No. 248, 249 & 250, KEC Targets No. 278 & 279, KWC Targets No. 305 & 306, NTEC Targets No. 340 & 341 & NTWC Target No. 368)</i></p>	1Q22	Deferred to 1Q23	<p>For the parts of the target to be completed by 1Q22:</p> <p>(a) Ambulatory chemotherapy service: Ambulatory chemotherapy service at KEC was enhanced with additional nursing team recruited.</p> <p>(b) Service enhancements: The service hours for radiotherapy services at PYNEH, PMH and PWH were extended as scheduled.</p> <p>Due to the high attrition rate of RT and late arrival of new RT graduates under the COVID-19 pandemic, the target of extending radiotherapy service hours at QEH was deferred to 1Q23.</p> <p>Non-radiotherapy oncology service at KWH and medical oncology service at HKWC and KCC were enhanced by 1Q22.</p> <p>(c) Enhancement of laboratory test service: The target of providing 7 230 additional laboratory tests to support the targeted therapy or immunotherapy for lung cancer patients was achieved by 1Q22.</p>
121.	<p>Provide integrated care for cancer services by setting up one-stop diagnostic services and multidisciplinary clinic for patients suspected of lung cancer at KWC; enhance the multidisciplinary team support for patients with breast cancer at HKEC, HKWC and KEC by 1Q22</p> <p><i>(Same as HKEC Target No. 181, HKWC Target No. 208, KEC Target No. 280 & KWC Target No. 307)</i></p>	1Q22	Achieved	<p>One-stop diagnostic services and multidisciplinary clinic for patients suspected of lung cancer commenced at KWC in August 2021.</p> <p>The multidisciplinary team support for patients with breast cancer HKEC, HKWC and KEC was enhanced by 1Q22.</p>

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
122.	<p>Enhance the quality of cancer service by providing coordinated, patient-centred care through the Cancer Case Manager (CCM) Programme by extending the CCM Programme to provide services for an additional total of 480 patients newly diagnosed with haematological cancer, gynaecological cancer or musculoskeletal tumour across Clusters by 1Q22</p> <p><i>(Same as HKEC Target No. 172, KCC Target No. 240, KEC Target No. 270, NTEC Target No. 329 & NTWC Target No. 361)</i></p>	1Q22	Achieved	<p>CCM Programmes had been expanded for haematological and gynaecological cancer patients and newly rolled out to musculoskeletal tumour patients since October 2021. The target of providing a total of 480 additional patients newly diagnosed with haematological cancer, gynaecological cancer or musculoskeletal tumour across Clusters with case management services was achieved by 1Q22.</p>
123.	<p>Enhance renal services, and continue to expand the capacity of renal replacement therapy for patients with end-stage renal disease to improve their health outcomes by:</p> <p>(a) providing an additional total of 41 hospital haemodialysis (HD) places across Clusters; installing four additional HD stations at QEH and four at PMH; and extending the service hours of the renal day ward at PMH by 1Q22; and</p> <p>(b) piloting a new generation home haemodialysis model and providing an additional total of 10 patient capacity at KEC and NTEC by 1Q22</p> <p><i>(Same as HKEC Target No. 184, HKWC Target No. 209, KCC Target No. 251, KEC Target No. 281, KWC Target No. 308, NTEC Target No. 342, NTWC Target No. 369)</i></p>	1Q22	Achieved	<p>(a) Enhancements of existing services: The target of providing a total of 41 additional hospital haemodialysis places across Clusters was achieved by 1Q22.</p> <p>Four additional HD stations at QEH and four at PMH were installed by 1Q22.</p> <p>The service hours of the renal day ward at PMH had been extended since December 2021.</p> <p>(b) Pilot use of model: The target of providing a total of 10 additional patient capacity using new generation home haemodialysis model at KEC and NTEC was achieved by 1Q22.</p>

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
124.	<p>Enhance glaucoma care by increasing the frequency of Visual Field (VF) test and Optical Coherence Tomography (OCT) scan for early detection of glaucoma progression by performing an additional total of 14 890 VF tests and 22 960 OCT scans across Clusters by 1Q22</p> <p><i>(Same as HKEC Target No. 182, HKWC Target No. 210, KCC Target No. 252, KEC Target No. 282, KWC Target No. 309, NTEC Target No. 343 & NTWC Target No. 370)</i></p>	1Q22	Deferred to 1Q23	<p>HKEC: As of 1Q22, a total of 7 313 VF tests and 2 191 additional OCT scans were provided at HKEC in 1Q22.</p> <p>Due to late delivery of additional machines and reduced service sessions during the fifth wave of COVID-19 pandemic, the targets of providing 3 899 additional OCT scans and 634 additional VF tests were deferred to 1Q23.</p> <p>HKWC: An additional 876 OCT scans and 237 VF tests were provided at HKWC by 1Q22. Targets were achieved.</p> <p>KCC: A total of 10 166 OCT scans were performed by HKEH. Target was achieved.</p> <p>For VF tests, there were high cancellation rate and default rate during the fifth wave of COVID-19 pandemic. In total, 9 753 VF tests were performed by 1Q22. Target was partially achieved.</p> <p>KEC: KEC provided 6 811 additional OCT scans by 1Q22. Target was achieved.</p> <p>For VF tests, there was high default rate during the fifth wave of COVID-19 pandemic. KEC provided 1 371 additional VF tests by 1Q22. The remaining target was deferred to 1Q23.</p> <p>KWC: The services were affected by the high default rate during the fifth wave of COVID-19 pandemic and late readiness of the required equipment. By 1Q22, 2 199 additional VF tests and 1 657 additional OCT scans were performed. The remaining targets were deferred to 1Q23.</p>

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
				<p>NTEC: Glaucoma care was enhanced with 1 411 additional sessions of VF tests provided by 1Q22. Target was achieved</p> <p>OCT scan service was affected by the high default rate during the fifth wave of COVID-19 pandemic. 3 598 additional scans were provided by 1Q22. Target was deferred to 1Q23.</p> <p>NTWC: Additional 2 605 OCT scans and 2 927 VF tests were performed. Targets were achieved.</p>
125.	<p>Continue to enhance the capacity of radiology services by providing services for an additional total of 1 710 attendances for MRI scan at HKCH, PMH, NDH and install an additional MRI scanner at PWH by 1Q22; providing services for an additional total of 980 attendances for CT scan at KWC; installing an additional CT scanner at AHNH by 1Q22; providing services for an additional of 175 diagnostic and angiography attendances at PYNEH; 5 510 attendances for ultrasound scan at PYNEH, HKCH and UCH by 1Q22; and providing two additional X-ray sessions per week at CCH by 1Q22</p> <p><i>(Same as HKEC Target No. 178, KEC Target No. 276, KWC Target No. 303, NTEC Target No. 338)</i></p>	1Q22	Deferred to 1Q23	<p>MRI: The target of providing a total of 1 710 additional attendances for MRI scan at HKCH, PMH and NDH was achieved by 1Q22.</p> <p>An additional MRI scanner was installed at PWH by 1Q22.</p> <p>CT scan: The target of providing a total of 980 additional attendances for CT scan at KWC was achieved by 1Q22.</p> <p>An additional CT scanner was installed at AHNH by 1Q22.</p> <p>Angiography: 102 additional diagnostic and angiography attendances were provided at PYNEH by 1Q22.</p> <p>Due to the fifth wave of COVID-19 pandemic, many patients rescheduled their appointments and refused the offer of advanced appointment. Therefore, the remaining target was deferred to 1Q23.</p>

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
				<p>Ultrasound: 3 039 additional attendances for ultrasound scan were provided at PYNEH, HKCH and UCH by 1Q22.</p> <p>Due to the fifth wave of COVID-19 pandemic, ultrasound services were affected by increased default and reschedule rates and adjustment of elective activities. Therefore, the remaining target was deferred to 1Q23.</p> <p>X-ray: Due to manpower shortage during the fifth wave of COVID-19 pandemic, the target of providing two additional X-ray sessions per week at CCH was deferred to 1Q23.</p>
Roll out service enhancements for time-critical care				
126.	<p>Strengthen the support to A&E departments to cope with the escalating service demand by enhancing the service capacity of the A&E departments at QEH and PMH by 1Q22</p> <p><i>(Same as KCC Target No. 253)</i></p>	1Q22	Achieved	Service capacity of the A&E departments at QEH and PMH was enhanced by 1Q22.
127.	<p>Enhance vascular surgery service through setting up vascular surgery networks to provide emergency vascular surgery by enhancing vascular surgical services at HKWC to prepare for the subsequent formation of a service network for Hong Kong Island by 1Q22</p> <p><i>(Same as HKWC Target No. 211)</i></p>	1Q22	Achieved	Two-tier emergency vascular surgical service and the vascular surgical network for Hong Kong Island was implemented in April 2021.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
Share out the demand				
Reinforce Public-Private Partnerships (PPP)				
128.	<p>Provide additional patient choices through selected Public-Private Partnership (PPP) programmes by providing PPP programmes for patients, including 750 cataract surgeries, 336 HD places, 50 730 Radi Collaboration scans, 42 280 GOPC patient capacities, 64 beds for infirmary service, 1 800 colonoscopies and 2 000 glaucoma patient capacities by 1Q22.</p> <p>These programmes include:</p> <ul style="list-style-type: none"> - Cataract Surgeries Programme; - Haemodialysis Public-Private Partnership Programme (HD PPP); - Project on Enhancing Radiological Investigation Services through Collaboration with the Private Sector (Radi Collaboration),; - General Outpatient Clinic Public-Private Partnership Programme (GOPC PPP); - Provision of Infirmary Service through Public-Private Partnership (Infirmary Service PPP); - Colon Assessment Public-Private Partnership Programme (Colon PPP); and - Glaucoma Public-Private Partnership Programme (Glaucoma PPP) 	1Q22	Partially achieved	<p>Progress of the PPP programmes are as follows:</p> <p>Cataract Surgeries Programme: 825 cataract surgeries were performed by 1Q22. Target was achieved.</p> <p>HD PPP: 336 HD places were provided by 1Q22. Target was achieved.</p> <p>Radi Collaboration: 27 479 scans were completed by 1Q22. The project was extended to all cancer patients during the period of COVID-19 epidemic. Such arrangement had overstretched the capacity of the service providers beyond their contractual obligations and hence available capacity offered to HA patients was affected. The supply was not sufficient to meet the increased demand due to expansion of cancer type. Target was partially achieved.</p> <p>GOPC PPP: During the COVID-19 pandemic, the pace of patient invitation scheduling by Clusters was adjusted due to manpower shortage, e.g. deployment to Designated Clinics, infected staff members, etc., hence the number of patients enrolled to the programme was lower than expected. By 1Q21, 41 804 Participating Service Recipients participated in GOPC PPP. Target was partially achieved.</p> <p>Infirmary Service PPP: A total of 137 applicants on the Central Infirmary Waiting List were offered placements to the 64 beds under the programme. The programme ended upon the contract expired on 27 September 2021. Target was achieved.</p> <p>Colon PPP: 1 953 colonoscopies were provided by 1Q22. Target was achieved.</p>

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
				<p>Glaucoma PPP: 2 040 patients participated in the Glaucoma PPP by 1Q22. Target was achieved.</p>
129.	<p>Some new PPP programmes have been developed to divert a portion of public hospital patients to receive treatment at the private sector during COVID-19. Among all, provision of Radiotherapy Service, Trauma Operative Service Collaboration Programme and Breast Cancer Operative Service Collaboration Programme will be continued for eligible patients including 277 case capacities for radiotherapy service, 120 case capacities for trauma operative service and 120 case capacities for breast cancer operative service by 1Q22</p>	1Q22	Partially achieved	<p>Radiotherapy PPP: The programme ended in February 2021. The new tendering exercise underway was affected by various factors including change of scope, technical issues and other competing priorities. Subject to smooth progress of the tendering exercise, the service would commence in 2Q22. Target was partially achieved.</p> <p>Trauma Collaboration: Service quota was increased from 120 to 240 in 2021-22. A total of 205 cases was referred for receiving trauma operative service by 1Q22. Target was achieved.</p> <p>Breast Cancer PPP: A total of 156 cases was referred for receiving breast cancer operative service by 1Q22. Target was achieved.</p>

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
<u>Attract & retain staff</u>				
Improve staff management				
Facilitate flexible working				
130.	Alleviate the workload of frontline doctors by recruiting additional, non-locally trained doctors under Limited Registration (LR) by continuing and enhancing the LR recruitment scheme to attract and recruit more qualified, non-locally trained doctors to work in public hospitals under LR on an ongoing basis	1Q22	Achieved	<p>As at 31 March 2022, the Medical Council of Hong Kong approved 89 applications of LR supported by HA since commencement of LR scheme in 2011/12. Currently, 40 non-locally trained doctors (NLTDS) were working in HA under LR scheme.</p> <p>With the enactment of the Medical Registration (Amendment) Ordinance 2021 on 29 October 2021, a new pathway (special registration) was introduced to allow more qualified non-locally trained doctors to come and practise in Hong Kong. HA will leverage on this new pathway to recruit non-locally trained doctors with special registration and enhance the promulgation strategy including via enquiry portal, webpage updates, briefing sessions and overseas promotional activities.</p> <p>Due to the COVID-19 pandemic, the number of job applications received was reduced. The duty reporting schedule of the selected candidates was also affected by factors such as border control and quarantine arrangement. HA will continue to communicate with the selected candidates and monitor the recruitment progress.</p>
131.	Continue the Special Retired and Rehire Scheme to re-employ suitable staff upon their retirement in order to retain expertise and help alleviate the manpower issues by implementing rehiring of serving doctors, nurses and allied health staff who will leave HA in 2021-22 upon retirement or completion of contract at or beyond the normal retirement age by 1Q22	1Q22	Achieved	<p>Recruitment exercises for rehiring of doctors, nurses and allied health staff under the Special Retired and Rehire Scheme 2021-22 were completed.</p> <p>The HA Board approved the new policy of Extending Employment Beyond Retirement in September 2021. HA will continue to engage more retired / retiring staff to take up further employment after their retirement.</p>

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
132.	Continue the enhancement of locum recruitment by enhancing the executive support for the extension of locum recruitment to supporting staff and the extended service hours of locum office by 1Q22	1Q22	Achieved	One Executive Officer II and one Executive Assistant I were appointed to provide executive support for the extension of locum recruitment to supporting staff and the extended service hours of Locum Office. Following extension of locum recruitment to Supporting Staff in 2021-22, as at 31 March 2022, Locum Office has recruited 63 Locum Patient Care Assistants to provide services for patients in public hospitals. Service hours of Locum Office had also been extended to meet the operational needs.
Develop structured succession planning				
133.	Continue to enhance career progression and promotion opportunities for doctors by providing additional promotion opportunities for residents and associate consultants by 1Q22	1Q22	Achieved	<p>In 2021-22, two rounds of additional promotion exercises for frontline doctors were conducted with a total of 23 qualified doctors selected for appointment to Associate Consultant.</p> <p>For the Enhancement of Consultant Promotion exercise in 2021-22, around 40 upgraded Consultant posts were created to enhance the promotion opportunities in various specialties and Clusters.</p>
134.	Attract and retain PCA/ Operation Assistant (OpA)/ Executive Assistant (EA) in inpatient wards or services by improving their career progression opportunities within HA by continuing the annual progression exercise for PCA IIIA in inpatient wards or services on 24-hour shift, as well as for OpA IIIB in inpatient services and EA IIIA in inpatient wards by 1Q22	1Q22	Achieved	<p>The annual progression exercises for 2021-22 were completed. The number of experienced and well-performing staff approved for progression across Clusters is as follows:</p> <ul style="list-style-type: none"> - 506 PCA IIIA in in-patient wards / services on 24-hours shift [PCA IIIA(IPS)] were approved for progression to PCA II(IPS) with effect from 1 April 2021 - 274 OpA IIIB in in-patient services [OpA IIIB(IPS)] were approved for progression to OpA IIIA(IPS) with effect from 1 October 2021 - 104 EA IIIA (Ward) were appointed to EA II (Ward) with effect from 1 December 2021

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
135.	Strengthen nursing roles in clinical care by improving clinical supervision, specialty training, promotion prospect and recruiting additional manpower by providing additional nurse consultant positions and enhancing nursing manpower for general and psychiatric inpatient wards, labour wards, A&E, ICU, infection control, stroke and peri-operative services, as well as night and clinical supervision by 1Q22	1Q22	Deferred to 1Q23	<p>Recruitment of nurse consultants: 20 additional nurse consultants were recruited by 1Q22. The recruitment of the remaining four nurse consultants planned was deferred to 1Q23.</p> <p>Enhancements of nursing manpower: An additional total of 57 APNs, 182 APNs upgraded and 205 RNs were recruited for enhancing various nursing services by 1Q22. Target was achieved.</p>
Promote staff engagement & well-being				
Develop ways to better engage & communicate with staff				
136.	Enhance the engagement with staff by developing and implementing electronic and virtual corporate staff activities under the new normal situation by piloting the HA Esports Competition and Virtual Run by 1Q22	1Q22	Deferred to 3Q22	<p>HA eSports Championship 2021 was held on 6 November 2021. Target achieved.</p> <p>A new module “myFitness” under myHRApp was originally planned to roll out in February/March 2022 to promote healthy lifestyles and virtual activities, including Virtual Run. Completed User Acceptance Test (UAT) in Feb 2022. Due to the fifth wave COVID-19 epidemic, the roll out of the app was suspended subject to COVID-19 development.</p>
Foster staff health & a safe working environment				
Reinforce ways to support the health of staff				
137.	Strengthen the psychological resilience and coping skills of staff by providing diversified staff psychological services during the outbreak of COVID-19 by providing online self-help resources, tele-care (individual and group services), pre-incident or deployment briefing, crisis intervention and resilience programmes for staff by 1Q22	1Q22	Achieved	The Corporate Clinical Psychology Services (CCPS) provided a wide range of staff psychological services, including online self-help resources, tele-care (individual and group services), pre-incident or deployment briefing, crisis intervention and resilience programmes, to support staff’s psychological well-being in face of the COVID-19 pandemic by 1Q22.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
Strengthen Occupational Safety and Health				
138.	<p>To foster staff safety culture and improve overall Occupational Safety & Health (OSH) of HA through enhancing the full-time manpower and professional competence of OSH personnel by strengthening manpower to support the implementation of OSH initiatives at Cluster and corporate level by 1Q22</p> <p><i>(Same as HKEC Target No. 183 & KCC Target No. 254)</i></p>	1Q22	Deferred to 1Q23	<p>HKEC: One Occupational Safety Hygienist (OSHy) II reported duty on 8 November 2021. The recruitment of one Executive Assistant (EA) I at HKEC was completed. Two Clerk II were upgraded in 2Q21 and one EAI post was on deputising appointment for one year. Target was partially achieved.</p> <p>HKWC: One OSHyII was recruited in 3Q21 to support the implementation of OSH initiatives at HKWC. Target was achieved.</p> <p>KCC: One OSHyI was recruited and reported duty to KCC in December 2021. Target was achieved.</p> <p>KEC: KEC will strengthen the manpower for the implementation of OSH initiatives and the recruitment of OSHyII post is in progress. Target was deferred to 1Q23.</p> <p>KWC: Two OSHyII were recruited to support OSH teams at KWC and corporate level. Target was achieved.</p> <p>NTEC: Two OSHyII reported duty at NTEC by 1Q22 to foster safety culture and improve overall OSH of HA. Target was achieved.</p> <p>NTWC: One EAI staff was recruited for NTWC in April 2022. Target was achieved with minor delay.</p>

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
139.	Strengthen the competence and knowledge of Occupational Safety Hygienist (OSHy) grade to enhance professional development by providing training programmes for OSH professionals and general staff by 1Q22	1Q22	Achieved	The Corporate OSH Team organised one virtual OSH overseas conference, two local occupational hygiene modular training courses and three local virtual OSH forums for OSH personnel, OSH designated staff, OSH executives and general staff. The target was achieved.
<u>Enhance staff training & development</u>				
Strengthen training governance & policy				
Establish a mechanism to align training with career development				
140.	Enhance the Training Information Management System (TIMS) to provide comprehensive training-related information for the management and planning of staff training programmes by rolling out the training administration automation platform to overseas training by 1Q22	1Q22	Achieved	A new on-line application and approval system on overseas training including Corporate Scholarship was developed by March 2022. Corresponding self-served reports by Clusters and HA Head Office (HO) were introduced.
141.	Continue implementation of the generic competencies training series in support of grade-specific curriculums for both clinical and non-clinical grades by offering a full range of training programmes under Management 001, 101, 202 and 303 to enhance management capabilities of professional staff at different levels by 1Q22	1Q22	Achieved	Due to the COVID-19 pandemic, a majority of the programmes were changed from face-to-face training to virtual instructor-led mode of training. By 1Q21, 165 classes were organised with a total of 8 915 attendances. Target was achieved.
142.	Continue with the establishment of HA Institute of Health IT and provide IT training for HA staff by providing training to a total of 1 700 participants on IT services by 1Q22	1Q22	Achieved	The target to provide IT training for HA staff was achieved.
143.	Continue to reinforce the internship training in HA for local medical graduates and doctors who passed the Licensing Examination of the Medical Council of Hong Kong by providing internship training to all local medical graduates and overseas medical graduates who passed the Licensing Examination of the Medical Council of Hong Kong and organising mandatory orientation programme for all intakes of interns by 1Q22	1Q22	Achieved	Internship training was provided to all local medical graduates and overseas medical graduates who passed the Licensing Examination of the Medical Council of Hong Kong Mandatory orientation programmes were organised for all intakes of interns in 2021-22.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
144.	Increase throughput of HA nursing schools, conduct 18-month Midwifery programmes and encourage Enrolled Nurses (ENs) to upgrade their skills and competency to RN level through offering training sponsorship to the clinical practicum part of their enrolled RN Conversion Programmes by providing higher level of pre-registration training by enrolling 300 RN students for the HA Professional Diploma in Nursing Programme and offering pre-enrolment training places for 100 EN students; offering midwifery programmes to around 80 trainees; and offering training sponsorship to support around 220 ENs to enroll the voluntary RN Conversion Programmes by 1Q22	1Q22	Achieved	<p>RN training programmes: A total of 300 new students were recruited for the 4-year Professional Diploma in Nursing Programme at CMC, QEH and TMH Nursing Schools. The RN training programmes commenced in 3Q21.</p> <p>EN training programmes: A total of 100 new students were recruited for the pre-enrolment training programmes at GH Nursing School. Two classes of 50 new students each commenced in 4Q21 and 1Q22 respectively.</p> <p>Midwifery programmes: A total of 91 trainees were recruited to undertake midwifery training programmes at School of Midwifery in PWH in 2Q21 and 4Q21.</p> <p>RN Conversion Programme: A total of 228 ENs were enrolled in the voluntary RN Conversion Programme through training sponsorship in 4Q21.</p>
145.	Continue to implement the Training Sponsorship Programme for supporting staff to undergo ENs (General) training to enhance their career development by selecting high calibre, qualified supporting staff to undergo the two-year ENs (General) training programme by 1Q22	1Q22	Achieved	High calibre supporting staff were selected to receive sponsorship and commenced ENs (General) training.
146.	Enhance training and development of legal professionals in HA to improve professional and operational competency by providing opportunities for all legal professional staff to attend continuing professional development courses by 1Q22	1Q22	Achieved	By 1Q 2022, the Legal Services Department has acquired 91.5 Continuing Professional Development (CPD) points which exceeded the target of 75 CPD points for its legal professionals to attend CPD courses.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
147.	Provide a structured rotation programme for corporate communication staff in the Head Office and Clusters by extending the Staff Development Rotation Programme to corporate communication staff by 1Q22	1Q22	Achieved	The Staff Development Rotation Programme was extended to corporate communication staff for three years from 2021/22 to 2023/24.
148.	Strengthen the training on emergency response by sustaining corporate emergency and response by recruiting Executive Partners from Clusters to second to the Infection, Emergency and Contingency Department or Head Office Major Incident Control Centre (HO MICC) through the Executive Partnership Programme by 1Q22	1Q22	Achieved	A total of six nominated staff members joined the two-month secondment at HO MICC from August to November 2021.
149.	Enhance training and development of finance division staff for professional and operational competency by providing opportunity for finance professional staff to attend CPD courses and continuing the Finance Graduate Trainee Programme by 1Q22	1Q22	Achieved	Over 80% of finance professional staff attended at least one CPD course and 4 trainees were recruited for the Finance Graduate Trainee Programme in 2021-22.
150.	Further strengthen the competency of nursing staff in supporting terminally ill patients beyond PC setting through clinical attachments at PC units by providing clinical attachments for 36 nurses at PC units in settings beyond PC at HKEC, KWC and NTEC by 1Q22 <i>(Same as HKEC Target No. 185, KWC Target No. 311 & NTEC Target No. 345)</i>	1Q22	Deferred to 1Q23	Due to manpower deployment during the COVID-19 pandemic, the training programme was suspended since February 2022. A total of 22 nurses completed training at HKEC, KWC and NTEC by 1Q22. The remaining target was deferred to 1Q23.
151.	Continue to enhance the proficiency and competency of junior nurses by recruiting 100 Full-Time Equivalent (FTE) APNs as part-time clinical preceptors for junior nurses by 1Q22 <i>(Same as HKEC Target No. 186, HKWC Target No. 216, KCC Target No. 255, KEC Target No. 283, KWC Target No. 312, NTEC Target No. 346 & NTWC Target No. 371)</i>	1Q22	Partially achieved	95.2 FTE APNs were recruited as part-time clinical preceptors by 1Q21. Target was partially achieved.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
Improve training quality				
Develop a quality assurance framework & raise staff training opportunities				
152.	Reinforce basic resuscitation capabilities of HA staff by providing a total of around 4 470 training places for formal resuscitation training to clinical staff and formal first aid training to security staff by 1Q22 <i>(Same as HKEC Target No. 187, HKWC Target No. 217, KCC Target No. 256, KEC Target No. 284, KWC Target No. 313, NTEC Target No. 347 & NTWC Target No. 372)</i>	1Q22	Partially achieved	A total of 4 059 training places for formal resuscitation training for clinical staff and formal first aid training for security staff were provided by 1Q22, while training for 419 places were cancelled due to the COVID-19 pandemic. Target was partially achieved.
153.	Continue to sponsor overseas training of doctors, nurses, allied health and pharmacy staff by offering a total of around 270 overseas training scholarships to clinical staff by 1Q22	1Q22	Partially achieved	Overseas training scholarships were offered to 190 nurses to attend virtual conferences by 1Q22. Target was partially achieved. Due to the COVID-19 pandemic, overseas training activities have been suspended since 11 March 2020 to avoid non-essential travel outside Hong Kong. The programme would be subject to further review in light of the development of the pandemic situation.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
154.	Continue to provide more training opportunities for clinical staff to facilitate service advancement and professional development by sponsoring around 510 simulation training classes, including crew resource management training for doctors and nurses; and providing 26 specialty training and around 50 enhancement programmes for nurses, 65 specialty training or enhancement programmes for allied health professionals, 12 specialty training or enhancement programmes for pharmacy staff, and two multidisciplinary programmes for mental health service by 1Q22	1Q22	Partially achieved	<p>Simulation training: A total of 432 simulation training classes, including crew resource management training for doctors and nurses in various specialties, were organised and 78 were cancelled due to the COVID-19 pandemic in all Clusters by 1Q22. Target was partially achieved.</p> <p>Specialty training or enhancement programmes: A total of 19 specialty training programmes and 58 enhancement programmes for nurses were organised by 1Q22. Due to the fifth wave of COVID-19 pandemic, seven specialty training programmes and six enhancement programmes were suspended.</p> <p>89 specialty training or enhancement programmes for AH professionals were organised by 1Q22.</p> <p>12 specialty training or enhancement programmes were provided for pharmacy staff by 1Q22.</p> <p>Target was partially achieved.</p> <p>Multidisciplinary programmes: Two multidisciplinary programmes for mental health service were organised in November 2021. Target was achieved.</p>
155.	Provide training subsidy to nurses, allied health and pharmacy staff for participating in recognised service-related programmes by offering training subsidies to around 550 nurses and around 225 allied health and pharmacy staff by 1Q22	1Q22	Partially achieved	Training subsidy was offered to 598 nurses, 160 AH staff and 52 pharmacy staff. Due to the COVID-19 pandemic, some courses were suspended.
156.	Continue to strengthen training support for specialties with specialist training gaps by providing 62 trainee places for doctors by 1Q22	1Q22	Achieved	A total of 62 posts were put as operation reserve to provide support to specialties with specialist training gaps. As at 31 March 2022, a total of 58 posts were provided to specialties with specialist training gaps in 2021-22. The remaining four posts would be allocated when operation needs arise.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
157.	Strengthen clinical training for pharmaceutical staff in HA by providing three core clinical training programmes for pharmaceutical staff in HA by 1Q22	1Q22	Achieved	Three core clinical training programmes for HA pharmaceutical staff were provided by 1Q22.
158.	Maintain the service level of e-Knowledge Gateway (eKG) by monitoring and reviewing coverage of the electronic journal service for delivering the latest clinical and management knowledge to staff by maintaining the eKG journal service at the current level, taking into account the rising subscription fee of electronic journals, by 1Q22	1Q22	Achieved	The renewal of journal subscriptions was completed according to schedule. The eKG journal service was maintained at current level.

Drive accountable & efficient use of financial resources

Improve financial planning				
Refine HA's financial projection model				
159.	Reassess HA's future funding needs and advise the Government of HA's future resource requirements through conducting a medium-term financial projection using the latest available information by providing the Government with the projected needs and resources required for public healthcare services provided by HA by 1Q22	1Q22	Achieved	The projected resource requirement of HA in the medium-term was provided to the Government in May 2021.

CLUSTER PLANS

HKEC Targets

Improve Service Quality

160.	Continue the cross-cluster collaboration on RAS so that surgeons in Clusters with no robotic surgery equipment have access to the technology by conducting a total of 64 sessions of cross-cluster RAS at PYNEH, QMH, QEH, PMH and PWH by 1Q22 <i>(Same as Corporate Target No. 82)</i>	1Q22	Partially achieved	12 cross-cluster RAS sessions were planned at HKEC and 11 were completed by 1Q22. One RAS session was cancelled due to Typhoon No. 8 on 9 October 2021. No make-up session was required as robotic surgical equipment became available for KEC with service commenced before 1Q22. Target was partially achieved.
161.	Provide five additional psychiatric day places at PYNEH to enhance psychiatry services for C&A <i>(Same as Corporate Target No. 76)</i>	1Q22	Achieved	Five additional psychiatric day places at PYNEH were provided by 1Q22.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
162.	Develop ICWM through specific disease programmes in selected hospitals of HA by introducing a new site for stroke care at UCH and continue the ICWM programme for stroke care at TWH, PWH and SH; cancer palliative care at PMH and TMH; and musculoskeletal pain management at PYNEH and KWH with service enhancement by 1Q22 <i>(Same as Corporate Target No. 95)</i>	1Q22	Achieved	ICWM programmes at HKEC continued in 2021-22, although ICWM for in-patient service was suspended since February 2022 due to the fifth wave of COVID-19 pandemic. The pandemic situation would continue to be monitored and evaluated for service resumption.
163.	Establish a cluster-based infectious disease network at HKEC for expanding service coverage and improving coordination <i>(Same as Corporate Target No. 86)</i>	1Q22	Achieved	A cluster-based infectious disease network was established at HKEC in 2Q21.
164.	Provide services for 3 410 additional nurse clinic attendances <i>(Same as Corporate Target No. 87)</i>	1Q22	Deferred to 1Q23	By 1Q22, 2 740 additional nurse clinic attendances were provided by 1Q22. Due to delay in the completion of additional Audiology Booth at ENT Nurse Clinic and service adjustment during the fifth wave of COVID-19 pandemic, the remaining target was deferred to 1Q23.
165.	Enhance SOPC services on systemic anti-cancer therapy by providing services for an additional of 540 nurse clinic attendances and 720 pharmacist clinic attendances <i>(Same as Corporate Target No. 89)</i>	1Q22	Deferred to 1Q23	Nurse clinic attendances: The target of providing 540 additional nurse clinic attendances was achieved in HKEC by 1Q22. Pharmacist clinic attendances: 189 additional pharmacist attendances were provided at HKEC by 1Q22. Due to increased patient default rate during the fifth wave of COVID-19 pandemic, the remaining target of pharmacist clinic attendances was deferred to 1Q23.
166.	Designate one maternal special care bed in the labour ward of PYNEH and recruit two Registered Nurses for training in high-risk pregnancy care <i>(Same as Corporate Target No. 90)</i>	1Q22	Achieved	A maternal special care bed in labour ward was setup in PYNEH in 4Q21 and two RNs were recruited by 1Q22.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
167.	Enhance geriatric support for patients attending A&E by providing 750 additional focused geriatric assessments at PYNEH <i>(Same as Corporate Target No. 93)</i>	1Q22	Achieved	The target of providing 750 focused geriatric assessment at PYNEH was achieved in 1Q22.
168.	Enhance the CGAT support for terminally ill patients in RCHEs by providing services for 700 additional geriatric outreach attendances <i>(Same as Corporate Target No. 99)</i>	1Q22	Achieved	The target of providing services for 700 additional geriatric outreach attendances was achieved in 1Q22.
169.	Recruit an additional case manager at HKEC to provide services for 300 additional psychiatric outreach attendances to patients with mental illness <i>(Same as Corporate Target No. 101)</i>	1Q22	Achieved	One additional case manager was recruited in October 2021. The target of providing 300 additional psychiatric outreach attendances to patients with mental illness was achieved by 1Q22.
170.	Enhance genetic and genomic services by building service capacity for 210 additional pharmacogenetic tests <i>(Same as Corporate Target No. 103)</i>	1Q22	Achieved	A total of 256 additional pharmacogenetic tests was achieved by HKEC in 1Q22.
171.	Provide TTF therapy for patients with GBM at PYNEH <i>(Same as Corporate Target No. 109)</i>	1Q22	Achieved	TTF therapy was provided to one patient by 1Q22.
172.	Enhance the quality of cancer care by providing case management services to 100 additional patients with gynaecological cancer <i>(Same as Corporate Target No. 122)</i>	1Q22	Deferred to 1Q23	Cancer Case Manager programme had been expanded for gynaecological cancer patients at HKEC since October 2021. By 1Q22, 71 additional patients newly diagnosed with gynaecological cancer were covered with the case management services. Due to deferral or cancellation of appointment by patients during the fifth wave of COVID-19 pandemic, the remaining target was deferred to 1Q23.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
173.	Enhance allied health services at HKEC by providing an additional of 1 580 allied health inpatient attendances and 780 allied health outpatient attendances	1Q22	Achieved	The targets of providing 1 580 additional AH inpatient attendances and 780 additional AH outpatient attendances were achieved by 1Q22.
<u>Optimise Demand Management</u>				
174.	Commence the ERAS programme to provide services for 190 additional patients at PYNEH and RH <i>(Same as Corporate Target No. 114)</i>	1Q22	Deferred to 1Q23	18 additional patients were provided with ERAS services by 1Q22. Due to service adjustment during the fifth wave of COVID-19 pandemic, the remaining target was deferred to 1Q23.
175.	Enhance ENT services by providing 260 additional SOPC new case attendances <i>(Same as Corporate Target No. 116)</i>	1Q22	Achieved	The target of providing 260 additional ENT SOPC new case attendances was achieved in 1Q22.
176.	Enhance the management of viral hepatitis by building service capacity for 390 additional hepatitis related tests and setting up hepatitis nurse clinic <i>(Same as Corporate Target No. 117)</i>	1Q22	Achieved	The targets of setting up hepatitis nurse clinics at RTSKH and providing an additional hepatitis related tests were achieved in 4Q21 and 1Q22 respectively.
177.	Build up laboratory service capacity for 4 700 additional tests for prostate health index <i>(Same as Corporate Target No. 118)</i>	1Q22	Deferred to 1Q23	1 843 additional prostate health index tests were provided by 1Q22. Due to service adjustment during the fifth wave of COVID-19 pandemic, the target was deferred to 1Q23.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
178.	<p>Enhance imaging services at HKEC to provide an additional of 175 attendances for diagnostic and angiography attendances, 2 400 attendances for ultrasound scan at PYNEH, and provide two additional X-ray sessions per week at CCH</p> <p><i>(Same as Corporate Target No. 125)</i></p>	1Q22	Deferred to 1Q23	<p>Diagnostic and angiography and ultrasound: 102 additional attendances for diagnostic and angiography and 1 490 additional attendances for ultrasound scan were provided at PYNEH by 1Q22. Due to the fifth wave of COVID-19 pandemic, many patients rescheduled their appointments and refused the offer of advanced appointment. Therefore, the remaining target was deferred to 1Q23.</p> <p>X-ray: Due to manpower shortage with staff under quarantine during the fifth wave of COVID-19 pandemic, the target of providing two additional X-ray sessions per week at CCH was deferred to 1Q23.</p>
179.	<p>Extend the service hours of radiotherapy at PYNEH to provide services for 1 330 additional treatment attendances</p> <p><i>(Same as Corporate Target No. 120)</i></p>	1Q22	Achieved	<p>The service hours for radiotherapy services in PYNEH were extended as scheduled.</p> <p>The target of providing 1 330 additional treatment attendances was achieved by 1Q22.</p>
180.	<p>Build service capacity for 700 additional laboratory tests to support the targeted therapy or immunotherapy for lung cancer</p> <p><i>(Same as Corporate Target No. 120)</i></p>	1Q22	Partially achieved	<p>Laboratory capacity was built up for additional tests to support targeted therapy or immunotherapy for lung cancer patients.</p> <p>By 1Q22, 640 additional laboratory tests to the targeted therapy or immunotherapy for lung cancer patients were provided in HKEC. Target was partially achieved.</p>
181.	<p>Enhance the multidisciplinary team support for patients with breast cancer at RH</p> <p><i>(Same as Corporate Target No. 121)</i></p>	1Q22	Achieved	<p>The multidisciplinary team support for patients with breast cancer at RH was enhanced by 1Q22.</p>

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
182.	Enhance glaucoma care by providing services for 3 890 additional OCT scans and 630 VF tests <i>(Same as Corporate Target No. 124)</i>	1Q22	Deferred to 1Q23	As of 1Q22, a total of 7 313 VF tests and 2 191 additional OCT scans were provided at HKEC in 1Q22. Due to late delivery of additional machines and reduced service sessions during the fifth wave of COVID-19 pandemic, the targets of providing 3 899 additional OCT scans and 634 additional VF tests were deferred to 1Q23.
<u>Attract & Retain Staff</u>				
183.	To foster staff safety culture and improve overall OSH of HA through enhancing the full-time manpower and professional competence of OSH personnel by strengthening manpower to support the implementation of OSH initiatives at cluster and corporate level by 1Q22. <i>(Same as Corporate Target No. 138)</i>	1Q22	Achieved	OSH manpower was strengthened to support the implementation of OSH initiatives at HKEC.
184.	Provide two additional hospital haemodialysis places for patients with end-stage renal disease <i>(Same as Corporate Target No. 123)</i>	1Q22	Achieved	Two additional hospital haemodialysis places were provided by 1Q22.
<u>Enhance Staff Training & Development</u>				
185.	Provide clinical attachment at PC units for 12 nurses working beyond PC setting <i>(Same as Corporate Target No. 150)</i>	1Q22	Deferred to 1Q23	Due to manpower deployment during the COVID-19 pandemic, the training programme was suspended since February 2022. A total of seven nurses completed training at HKEC by 1Q22. The remaining target was deferred to 1Q23.
186.	Recruit 13 FTE APNs as part-time clinical preceptors for junior nurses <i>(Same as Corporate Target No. 151)</i>	1Q22	Partially achieved	11.3 FTE APNs were recruited as part-time clinical preceptors by 1Q21. Target was partially achieved.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
187.	Provide 850 training places for clinical staff to undergo resuscitation training and 270 first aid training places for security staff <i>(Same as Corporate Target No. 152)</i>	1Q22	Partially achieved	A total of 1 008 training places of formal resuscitation training for clinical staff and first aid training for security staff were provided by 1Q22, while 114 training places were cancelled due to the COVID-19 pandemic. Target was partially achieved.
<i>HKWC Targets</i>				
<u>Improve Service Quality</u>				
188.	Continue the cross-cluster collaboration on RAS so that surgeons in Clusters with no robotic surgery equipment have access to the technology by conducting a total of 64 sessions of cross-cluster RAS at PYNEH, QMH, QEH, PMH and PWH by 1Q22 <i>(Same as Corporate Target No. 82)</i>	1Q22	Partially achieved	15 cross-cluster RAS sessions were planned at HKWC, out of which three sessions were suspended due to the fifth wave of COVID-19 pandemic. Target was partially achieved.
189.	Develop ICWM through specific disease programmes in selected hospitals of HA by introducing a new site for stroke care at UCH and continue the ICWM programme for stroke care at TWH, PWH and SH; cancer palliative care at PMH and TMH; and musculoskeletal pain management at PYNEH and KWH with service enhancement by 1Q22 <i>(Same as Corporate Target No. 95)</i>	1Q22	Achieved	ICWM programmes at HKWC continued in 2021-22, although ICWM for in-patient service was suspended since February 2022 due to the fifth wave of COVID-19 pandemic. The pandemic situation would continue to be monitored and evaluated for service resumption.
190.	Establish multidisciplinary cardiac rehabilitation programme for 30 patients with advanced heart failure and 15 patients after open heart surgery	1Q22	Achieved	The targets of serving 30 patients with advanced heart failure and 15 patients after open heart surgery were achieved by 1Q22.
191.	Roll out the restorative rehabilitation programme for stroke patients at TWH and provide an additional of 1 150 physiotherapy and 1 150 occupational therapy attendances to cover weekends and public holidays <i>(Same as Corporate Target No. 81)</i>	1Q22	Achieved	The targets of providing an additional of 1 150 physiotherapy and 1 150 occupational therapy attendances during weekends and public holidays were achieved by 1Q22.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
192.	Establish a cluster-based infectious disease network at HKWC for expanding service coverage and improving coordination <i>(Same as Corporate Target No. 86)</i>	1Q22	Achieved	A cluster-based infectious disease network was established at HKWC in 3Q21.
193.	Provide services for 1 760 additional nurse clinic attendances <i>(Same as Corporate Target No. 87)</i>	1Q22	Achieved	The target of providing 1 760 additional nurse clinic attendances was achieved by 1Q22.
194.	Enhance CGAT support for terminally ill patients in RCHEs by providing services for 350 additional geriatric outreach attendances <i>(Same as Corporate Target No. 99)</i>	1Q22	Deferred to 1Q23	64 additional geriatric outreach attendances were provided by CGAT at HKWC by January 2022. The service was subsequently suspended in February and March 2022 due to the fifth wave of COVID-19 pandemic. The remaining target was deferred to 1Q23.
195.	Enhance multidisciplinary support for providing 840 additional psychogeriatric outreach attendances to RCHEs at HKWC <i>(Same as Corporate Target No. 100)</i>	1Q22	Achieved	The target of providing 840 additional psychogeriatric outreach attendances was achieved by 1Q22.
196.	Recruit an additional case manager at HKWC to provide service for 300 additional psychiatric outreach attendances to patients with mental illness <i>(Same as Corporate Target No. 101)</i>	1Q22	Achieved	One additional case manager was recruited at HKWC. The target of providing 300 additional psychiatric outreach attendances to patients with mental illness was achieved by 1Q22.
197.	Build laboratory service capacity to provide 100 additional tests for MRD assays and NGS panels for adult with myeloid blood cancers at QMH <i>(Same as Corporate Target No. 103)</i>	1Q22	Achieved	An additional 260 tests for MRD assays and NGS panels were provided at QMH by 1Q22.
198.	Enhance genetic and genomic services by building service capacity for 350 additional pharmacogenetic tests <i>(Same as Corporate Target No. 103)</i>	1Q22	Achieved	An additional 608 pharmacogenetic tests were provided by 1Q22.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
199.	Optimise surgical planning by adopting medical grade 3D printing at HKWC <i>(Same as Corporate Target No. 108)</i>	1Q22	Achieved	Medical grade 3D printing technology was implemented at HKWC by 1Q21.
200.	Provide TTF therapy for patients with GBM at QMH <i>(Same as Corporate Target No. 109)</i>	1Q22	Partially achieved	A suitable patient was identified for treatment in March 2022 and the TTF therapy was provided in May 2022. Target was achieved with minor delay.
201.	Enhance podiatry service by providing services for 310 additional allied health outpatient attendances at GH	1Q22	Achieved	The target of providing 310 additional allied health outpatient attendances at GH was achieved by 1Q22.
202.	Enhance functional neurosurgery for eligible patients by providing 260 additional allied health outpatient attendance at QMH for assessment and rehabilitation purposes	1Q22	Deferred to 1Q23	By 1Q22, 145 additional allied health outpatient attendances were provided. Due to service adjustment during the fifth wave of COVID-19 pandemic, the remaining target was deferred to 1Q23.
<u>Optimise Demand Management</u>				
203.	Enhance sleep services by providing services to conduct 800 additional sleep studies at HKWC <i>(Same as Corporate Target No. 116)</i>	1Q22	Deferred to 1Q23	Due to the fifth wave of COVID-19 pandemic, the SOPC sleep service was affected. An additional 339 SOPC new case attendances were provided by 1Q22 and the remaining target was deferred to 1Q23.
204.	Enhance the management of viral hepatitis by building service capacity for 680 additional hepatitis related tests <i>(Same as Corporate Target No. 117)</i>	1Q22	Achieved	The target of providing additional hepatitis related tests was achieved at HKWC by 1Q22.
205.	Build laboratory service capacity to provide 2 330 additional neuronal antibody tests <i>(Same as Corporate Target No. 118)</i>	1Q22	Achieved	An additional 2913 neuronal antibody tests were provided at HKWC by 1Q22.
206.	Enhance pharmacy services by launching drug refill services at QMH <i>(Same as Corporate Target No. 119)</i>	1Q22	Achieved	Drug refill services were implemented at QMH in 4Q21.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
207.	Build laboratory service capacity for 780 additional tests to support targeted therapy or immunotherapy for lung cancer <i>(Same as Corporate Target No. 120)</i>	1Q22	Achieved	Laboratory capacity was built up for 780 additional tests to support targeted therapy or immunotherapy for lung cancer patients.
208.	Enhance the multidisciplinary team support for patients with breast cancer by providing services for 900 additional day patient attendances at HKWC <i>(Same as Corporate Target No. 121)</i>	1Q22	Achieved	The target of providing 900 additional day patient attendances at HKWC was achieved by 1Q22.
209.	Provide two additional hospital haemodialysis places for patients with end-stage renal disease <i>(Same as Corporate Target No. 123)</i>	1Q22	Achieved	Two additional hospital haemodialysis places were provided by 1Q22.
210.	Enhance glaucoma care by providing services for 870 additional OCT scans and 130 VF tests <i>(Same as Corporate Target No. 124)</i>	1Q22	Achieved	An additional 876 OCT scans and 237 VF tests were provided at HKWC by 1Q22.
211.	Enhance vascular surgical services at HKWC to prepare for the subsequent formation of a service network for Hong Kong Island <i>(Same as Corporate Target No. 127)</i>	1Q22	Achieved	Two-tier emergency vascular surgical service and the vascular surgical network for Hong Kong Island started in April 2021.
212.	Recruit an additional APN to provide discharge services for 375 additional O&T SOPC patients at QMH	1Q22	Achieved	The target of providing discharge services for 375 additional O&T SOPC patients at QMH was achieved by 1Q22.
213.	Enhance transition care for Adult Congenital Heart Disease (ACHD) service at QMH and provide services for 520 additional non-invasive cardiac procedures	1Q22	Achieved	The target of providing 520 additional non-invasive cardiac procedures was achieved by 1Q22.
214.	Enhance dermatology service by extending inpatient consultation dermatology service to all HKWC hospitals	1Q22	Achieved	Inpatient consultation dermatology service was extended to all HKWC hospital in 2Q21.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
215.	Enhance collaboration between rheumatologists and immunologists on drug allergy delabelling programme for 110 additional day patient attendances at HKWC	1Q22	Achieved	The target of providing 110 additional day patient attendances for drug allergy delabelling programme was achieved by 1Q22.
<u>Enhance Staff Training & Development</u>				
216.	Recruit 11 FTE APNs as part-time clinical preceptors for junior nurses <i>(Same as Corporate Target No. 151)</i>	1Q22	Partially achieved	10.7 FTE APNs were recruited as part-time clinical preceptors by 1Q21. Target was partially achieved.
217.	Provide 63 training places for clinical staff to undergo resuscitation training <i>(Same as Corporate Target No. 152)</i>	1Q22	Achieved	A total of 63 training places for formal resuscitation training for clinical staff were provided by 1Q22.
<i>KCC Targets</i>				
<u>Improve Service Quality</u>				
218.	Enhance ambulatory care by extending the service hours of surgical day ward at QEH <i>(Same as Corporate Target No. 116)</i>	1Q22	Achieved	The service hours of the surgical day ward at QEH was extended by 1Q22.
219.	Provide five additional psychiatric day hospital places at KH <i>(Same as Corporate Target No. 76)</i>	1Q22	Achieved	Five additional psychiatric day hospital places at KH were provided by 1Q22.
220.	Continue the cross-cluster collaboration on RAS so that surgeons in Clusters with no robotic surgery equipment have access to the technology by conducting a total of 64 sessions of cross-cluster RAS at PYNEH, QMH, QEH, PMH and PWH by 1Q22. <i>(Same as Corporate Target No. 82)</i>	1Q22	Partial achieved	14 cross-cluster RAS sessions were planned at KCC and 13 were completed by 1Q22. Target was partially achieved.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
221.	<p>Develop ICWM through specific disease programmes in selected hospitals of HA by introducing a new site for stroke care at UCH and continue the ICWM programme for stroke care at TWH, PWH and SH; cancer palliative care at PMH and TMH; and musculoskeletal pain management at PYNEH and KWH with service enhancement by 1Q22.</p> <p><i>(Same as Corporate Target No. 95)</i></p>	1Q22	Achieved	<p>ICWM programmes at KCC continued in 2021-22, although ICWM for in-patient service was suspended since February 2022 due to the fifth wave of COVID-19 pandemic. The pandemic situation would continue to be monitored and evaluated for service resumption.</p>
222.	<p>Enhance rehabilitation services by providing 720 additional rehabilitation day attendances at KH</p> <p><i>(Same as Corporate Target No. 77)</i></p>	1Q22	Deferred to 1Q23	<p>Rehabilitation services at KH was enhanced with additional neurological day rehabilitation services. By 1Q22, a total of 339 rehabilitation day attendances, including 12 additional places were provided.</p> <p>Due to service adjustment during the fifth wave of COVID-19 pandemic, the remaining target was deferred to 1Q23.</p>
223.	<p>Roll out the restorative rehabilitation programme for stroke patients at WTSH and provide an additional of 1 150 physiotherapy and 1 150 occupational therapy attendances to cover weekends and public holidays</p> <p><i>(Same as Corporate Target No. 81)</i></p>	1Q22	Achieved	<p>The targets of providing an additional of 1 150 physiotherapy and 1 150 occupational therapy attendances during weekends and public holidays were achieved by 1Q22.</p>
224.	<p>Provide services with stratified care management for 2 200 additional physiotherapy outpatient attendances at QEH</p> <p><i>(Same as Corporate Target No. 83)</i></p>	1Q22	Deferred to 1Q23	<p>By 1Q22, a total of 2 001 additional physiotherapy outpatient attendances were provided at QEH.</p> <p>Due to decreased patient attendances during the fifth wave of COVID-19 pandemic, the remaining target was deferred to 1Q23.</p>
225.	<p>Establish a cluster-based infectious disease network at KCC</p> <p><i>(Same as Corporate Target No. 86)</i></p>	1Q22	Achieved	<p>A cluster-based infectious disease network was established at KCC in 1Q22. .</p>
226.	<p>Provide services for 2 660 additional nurse clinic attendances</p> <p><i>(Same as Corporate Target No. 187)</i></p>	1Q22	Partially achieved	<p>By 1Q22, 2 563 additional nurse clinic attendances were provided at KCC. Target was partially achieved.</p>

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
227.	<p>Enhance SOPC services on systemic anti-cancer therapy by providing services for an additional of 540 nurse clinic attendances and 720 pharmacist attendances</p> <p><i>(Same as Corporate Target No. 89)</i></p>	1Q22	Deferred to 1Q23	<p>The target of providing 540 additional nurse clinic attendances was achieved in KCC by 1Q22.</p> <p>A total of 602 additional pharmacist attendances were provided at KCC by 1Q22. Due to increased patient default rate during the fifth wave of COVID-19 pandemic, the remaining target of pharmacist clinic attendances was deferred to 1Q23.</p>
228.	<p>Designate one maternal special care bed in the labour ward of QEH and recruit two RNs for training in high-risk pregnancy care</p> <p><i>(Same as Corporate Target No. 90)</i></p>	1Q22	Achieved	<p>A maternal special care bed in labour ward was setup in QEH and 2 RNs were recruited in 3Q21.</p>
229.	<p>Provide physiotherapy services for 2 400 additional outpatient attendances for patients on waiting list for total joint replacement surgery at QEH under the structured, non-surgical treatment programme</p> <p><i>(Same as Corporate Target No. 91)</i></p>	1Q22	Deferred to 1Q23	<p>Due to the fifth wave of COVID-19 pandemic, some patients were not able to attend the outpatient services. An additional 1 917 physiotherapy outpatient attendances were provided at QEH by 1Q22. The remaining target was deferred to 1Q23.</p>
230.	<p>Enhance geriatric support for patients attending A&E by providing an additional of 1 500 focused geriatric assessments at QEH and KWH</p> <p><i>(Same as Corporate Target No. 93)</i></p>	1Q22	Partially achieved	<p>Due to the fifth wave of COVID-19 pandemic, QEH was converted to a designated hospital for COVID-19 in March 2022. The target of enhancing geriatric support for elderly patients attending A&E department was suspended since then.</p> <p>Overall, over 90% of the target of providing the service for 589 and 765 cases at QEH and KWH respectively was achieved by 1Q22.</p>
231.	<p>Enhance CGAT support for terminally ill patients in RCHEs by providing services for 1 050 additional geriatric outreach attendances</p> <p><i>(Same as Corporate Target No. 99)</i></p>	1Q22	Achieved	<p>The target of providing 1050 additional geriatric outreach attendances at KCC was achieved by 1Q22.</p>

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
232.	<p>Enhance multidisciplinary support to provide 840 additional psychogeriatric outreach attendances services to RCHEs at KCC</p> <p><i>(Same as Corporate Target No. 100)</i></p>	1Q22	Deferred to 1Q23	<p>By 1Q22, 651 additional psychogeriatric outreach attendances were provided at KCC.</p> <p>Due to the COVID-19 pandemic, outreach services to RCHEs were scaled down or temporarily suspended. The remaining target was deferred to 1Q23.</p>
233.	<p>Build laboratory service capacity to provide 100 additional tests for MRD assays and NGS panels for adult with myeloid blood cancers at QEH</p> <p><i>(Same as Corporate Target No. 103)</i></p>	1Q22	Deferred to 1Q23	<p>A total of 12 tests for MRD assays were provided by 1Q22. The remaining target was deferred to 1Q23.</p> <p>The new NGS equipment was delivered to QEH in January 2022 and one of the essential equipment (concentrator) was delivered in March 2022. After testing and evaluation, the NGS service will commence in June 2022.</p>
234.	<p>Enhance genetic and genomic services by building service capacity for 500 additional pharmacogenetic tests</p> <p><i>(Same as Corporate Target No. 103)</i></p>	1Q22	Achieved	<p>The service was demand driven. KCC had built the capacity and provided 526 pharmacogenetic tests by 1Q22.</p>
235.	<p>Establish disease-based databases and information platform for uncommon disorders at HKCH</p> <p><i>(Same as Corporate Target No. 104)</i></p>	1Q22	Achieved	<p>Disease-based databases and information platform for uncommon disorders were established at HKCH by 1Q22.</p>
236.	<p>Pilot the newborn screening programme for SCID and provide screening tests with capacity up to 25 000 at HKCH</p> <p><i>(Same as Corporate Target No. 105)</i></p>	1Q22	Achieved	<p>The service was started at HKCH with capacity to conduct 25 000 screening tests by 1Q22.</p>
237.	<p>Extend the newborn screening programme for IEM with second tier testing at HKCH</p> <p><i>(Same as Corporate Target No. 106)</i></p>	1Q22	Achieved	<p>The second tier testing was launched in two phases at HKCH by 1Q22.</p>

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
238.	Optimise surgical planning by adopting medical grade 3D printing at KCC <i>(Same as Corporate Target No. 108)</i>	1Q22	Achieved	Medical grade 3D printing technology was implemented at KCC by 1Q22.
239.	Provide TTF therapy for patients with GBM at QEH and KWH <i>(Same as Corporate Target No. 109)</i>	1Q22	Achieved	TTF therapy was provided to two GBM patients in KWH and QEH in 1Q22.
240.	Enhance the quality of cancer care by providing case management services to 40 additional patients with musculoskeletal tumour <i>(Same as Corporate Target No. 122)</i>	1Q22	Achieved	The target of providing case management services to 40 additional patients with musculoskeletal tumour was achieved by 1Q22
241.	Enhance the neuroscience service at KCC by providing 450 additional allied health outpatient attendances	1Q22	Achieved	The target of providing 450 additional allied health outpatient attendances was achieved by 1Q22.
242.	Build service capacity for 990 additional intravitreal injections at HKEH <i>(Same as Corporate Target No. 92)</i>	1Q22	Achieved	Basic intraocular lens models and viscoelastic agent were provided under standard service for patients by 1Q22. The target of providing 993 additional intravitreal injections was achieved at HKEH by 1Q22.
<u>Optimise Demand Management</u>				
243.	Provide seven additional sessions per week for endoscopic procedures at QEH <i>(Same as Corporate Target No. 112)</i>	1Q22	Achieved	Seven additional sessions per week for endoscopic procedures were provided at QEH in October 2021.
244.	Provide six additional OT sessions per week and enhance the pathology and imaging services at HKCH <i>(Same as Corporate Target No. 113)</i>	1Q22	Achieved	Six additional OT sessions per week were provided at HKCH. Laboratory services were enhanced for which 11 laboratory tests categories were implemented by 1Q22. In addition, imaging services for MRI and ultrasound scan were enhanced.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
245.	Enhance the management of viral hepatitis by providing 1 060 additional hepatitis-related tests <i>(Same as Corporate Target No. 117)</i>	1Q22	Achieved	The target of providing 1 060 additional hepatitis-related tests was achieved at KCC by 1Q22.
246.	Build laboratory service capacity for 2 620 additional IGRA tests <i>(Same as Corporate Target No. 118)</i>	1Q22	Partially achieved	The service was demand driven and affected in various ways by the fifth wave of COVID-19 pandemic, including the conversion of QEHE to designated hospital for COVID-19 patients. By 1Q22, KCC had met all clinical demands in performing a total of 1 410 IGRA tests. Target was partially achieved.
247.	Implement clinical pharmacy services on discharge medication management for patients admitted to acute medical wards at QEHE <i>(Same as Corporate Target No. 119)</i>	1Q22	Achieved	Clinical pharmacy services on discharge medication management for patients admitted to acute medical wards at QEHE commenced in 4Q21.
248.	Extend the service hours of radiotherapy at QEHE to provide services for 1 330 additional treatment attendances <i>(Same as Corporate Target No. 120)</i>	1Q22	Deferred to 1Q23	Due to the high attrition rate of RT and late arrival of new RT graduates under the COVID-19 pandemic, the targets of extending radiotherapy service hours at QEHE and providing 1 330 additional treatment attendances were deferred to 1Q23.
249.	Enhance the non-radiotherapy and medical oncology service at KCC <i>(Same as Corporate Target No. 120)</i>	1Q22	Achieved	Non-radiotherapy oncology service at KWH and medical oncology service at KCC were enhanced by 1Q22.
250.	Build laboratory service capacity for 1 540 additional tests to support the targeted therapy or immunotherapy for lung cancer <i>(Same as Corporate Target No. 120)</i>	1Q22	Partially achieved	Laboratory capacity was built up for additional tests to support targeted therapy or immunotherapy for lung cancer patients. By 1Q22, 1 408 additional laboratory tests to support the targeted therapy or immunotherapy for lung cancer patients were provided at KCC. Target partially achieved.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
251.	<p>Provide two additional hospital haemodialysis places for patients with end-stage renal disease and install four additional HD stations at QEH to enhance the renal services</p> <p><i>(Same as Corporate Target No. 123)</i></p>	1Q22	Achieved	<p>Two additional hospital haemodialysis places were provided by 1Q22.</p> <p>Four additional HD stations at QEH were installed by 1Q22.</p>
252.	<p>Enhance glaucoma care by providing services for 2 580 additional OCT scans and 2 280 VF tests</p> <p><i>(Same as Corporate Target No. 124)</i></p>	1Q22	Partially achieved	<p>A total of 10 166 OCT scans were performed by HKEH. Target was achieved.</p> <p>For VF tests, there were high cancellation rate and default rate during the fifth wave of COVID-19 pandemic. In total, 9 753 VF tests were performed by 1Q22. Target was partially achieved.</p>
253.	<p>Enhance the service capacity of A&E department at QEH</p> <p><i>(Same as Corporate Target No. 126)</i></p>	1Q22	Achieved	<p>Service capacity of A&E department at QEH was enhanced by 1Q22s.</p>
<u>Attract & Retain Staff</u>				
254.	<p>To foster staff safety culture and improve overall OSH of HA through enhancing the full-time manpower and professional competence of OSH personnel by strengthening manpower to support the implementation of OSH initiatives at cluster and corporate level by 1Q22.</p> <p><i>(Same as Corporate Target No. 138)</i></p>	1Q22	Achieved	<p>OSH manpower was strengthened to support the implementation of OSH initiatives at KCC.</p>

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
<u>Enhance Staff Training & Development</u>				
255.	Recruit 17 Full-Time Equivalent (FTE) APNs as part-time clinical preceptors for junior nurses <i>(Same as Corporate Target No. 151)</i>	1Q22	Achieved	17 FTE APNs were recruited as part-time clinical preceptors by 1Q21.
256.	Provide 320 training places for clinical staff to undergo resuscitation training <i>(Same as Corporate Target No. 152)</i>	1Q22	Achieved	A total of 320 training places for formal resuscitation training for clinical staff were provided by 1Q22.
<i>KEC Targets</i>				
<u>Improve Service Quality</u>				
257.	Strengthen allied health support for the collaborative model implemented between the O&T department and the FMSC to relieve workload of SOPC by providing services for an additional total of 10 800 allied health outpatient attendances to support patients referred by O&T under the collaborative model at KEC and NTEC by 1Q22. <i>(Same as Corporate Target No. 94)</i>	1Q22	Achieved	The target of providing a total of 10 800 additional allied health outpatient attendances at KEC and NTEC was achieved by 1Q22.
258.	Develop ICWM through specific disease programmes in selected hospitals of HA by introducing a new site for stroke care at UCH and continue the ICWM programme for stroke care at TWH, PWH and SH; cancer palliative care at PMH and TMH; and musculoskeletal pain management at PYNEH and KWH with service enhancement by 1Q22. <i>(Same as Corporate Target No. 95)</i>	1Q22	Achieved	ICWM service was enhanced by introducing the new site for stroke care at UCH of KEC in April 2021. ICWM programmes at KEC continued in 2021-22, although ICWM for in-patient service was suspended since February 2022 due to the fifth wave of COVID-19 pandemic. The pandemic situation would continue to be monitored and evaluated for service resumption.
259.	Provide OPAT service for 700 additional attendances at KEC <i>(Same as Corporate Target No. 78)</i>	1Q22	Achieved	The target of providing 700 additional attendances for OPAT service at KEC was achieved by 1Q22..

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
260.	Set up an integrated multidisciplinary team for urology and continence care at KEC <i>(Same as Corporate Target No. 79)</i>	1Q22	Achieved	The integrated multidisciplinary team for urology and continence care was set up at KEC in 1Q22.
261.	Set up mobile team at UCH to provide respiratory care to patients in the medical wards <i>(Same as Corporate Target No. 80)</i>	1Q22	Achieved	The mobile team was set up and commenced service in 2Q21 to provide respiratory care to patients in the medical wards at UCH.
262.	Roll out the restorative rehabilitation programme for patients with lower limb fracture or arthroplasties at TKOH and provide services for 1 150 additional physiotherapy attendances to cover weekends and public holidays <i>(Same as Corporate Target No. 81)</i>	1Q22	Achieved	The target of providing 1 150 additional physiotherapy attendances during weekends and public holidays was achieved by 1Q22.
263.	Provide services for 2 590 additional nurse clinic attendances <i>(Same as Corporate Target No. 87)</i>	1Q22	Partially achieved	Due to high patient default rate and significant number of appointment cancellations under the COVID-19 pandemic, KEC only achieved its target in April 2022.
264.	Designate one maternal special care bed in the labour ward of UCH and recruit two RNs for training in high-risk pregnancy care <i>(Same as Corporate Target No. 90)</i>	1Q22	Achieved	A maternal special care bed in labour ward was setup in UCH and two RNs were recruited by 4Q21.
265.	Enhance geriatric support for patients attending A&E by providing 750 additional focused geriatric assessments at UCH <i>(Same as Corporate Target No. 93)</i>	1Q22	Achieved	756 additional focused geriatric assessments to patients attending A&E were provided at UCH by 1Q22.
266.	Enhance CGAT support for terminally ill patients in RCHEs by providing services for 700 additional geriatric outreach attendances <i>(Same as Corporate Target No. 99)</i>	1Q22	Partially achieved	The number of case recruitment and visits were reduced due to visiting restriction of RCHEs under the fifth wave of COVID-19 pandemic. 700 additional geriatric outreach attendances were provided by April 2022. The target was achieved with minor delay.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
267.	<p>Recruit an additional case manager at KEC to provide services for 300 additional psychiatric outreach attendances to patients with mental illness</p> <p><i>(Same as Corporate Target No. 101)</i></p>	1Q22	Deferred to 2Q22	<p>One additional case manager was recruited in KEC.</p> <p>Due to the COVID-19 pandemic, outreach services were scaled down or temporarily suspended. The target of providing 300 additional psychiatric outreach attendances to patients with mental illness was deferred to 2Q22.</p>
268.	<p>Enhance genetic and genomic services by building service capacity for 320 pharmacogenetic tests</p> <p><i>(Same as Corporate Target No. 103)</i></p>	1Q22	Partially achieved	<p>The service was demand driven. Due to the COVID-19 pandemic, there were fewer requests from clinicians. KEC had served all clinical demands and provided 120 pharmacogenetic tests by 1Q22. The target was partially achieved.</p>
269.	<p>Set up a robotic surgery suite and build service capacity for serving 20 additional patients at TKOH</p> <p><i>(Same as Corporate Target No. 107)</i></p>	1Q22	Deferred to 1Q23	<p>The setup of robotic surgery suite at TKOH completed in 1Q22 behind schedule due to delayed delivery and unavailability of technicians for the essential equipment installation during the fifth wave of COVID-19 pandemic. As a result, service commencement was affected. The target of serving 20 additional patients at TKOH was deferred to 1Q23.</p>
270.	<p>Enhance the quality of cancer care by providing case management services to an additional of 50 patients with haematological cancer and 100 patients with gynaecological cancer</p> <p><i>(Same as Corporate Target No. 122)</i></p>	1Q22	Deferred to 2Q22	<p>CCM programme had been expanded for haematological and gynaecological cancer. By 1Q22, additional 47 patients with haematological cancer and 97 patients with gynaecological cancer were provided with case management services in KEC.</p> <p>Due to deferral or cancellation of appointments either under service adjustment or by patients during the fifth wave of COVID-19 pandemic, the remaining targets were deferred to 2Q22.</p>
271.	<p>Enhance podiatry service at KEC to provide services for 470 additional allied health outpatient attendances</p>	1Q22	Achieved	<p>The target of providing 470 additional allied health outpatient attendances for podiatry service was achieved by 1Q22.</p>

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
<u>Optimise Demand Management</u>				
272.	Provide seven additional sessions per week for endoscopic procedures at UCH <i>(Same as Corporate Target No. 112)</i>	1Q22	Achieved	Seven additional sessions per week for endoscopic procedures were provided at UCH by 1Q22.
273.	Increase the GOPC quota by 5 720 at KEC <i>(Same as Corporate Target No. 115)</i>	1Q22	Achieved	KEC had increased the GOPC quotas by 5 720 by 1Q22.
274.	Enhance ophthalmology SOPC capacity to provide services for 185 additional new case attendances <i>(Same as Corporate Target No. 116)</i>	1Q22	Partially achieved	The service was affected by reduced elective activities and high patient default under the COVID-19 pandemic. 185 additional new case attendances provided by April 2022. Target was achieved with minor delay.
275.	Enhance the management of viral hepatitis by building service capacity for 770 additional hepatitis related tests <i>(Same as Corporate Target No. 117)</i>	1Q22	Achieved	KEC had provided the additional hepatitis related tests by 1Q22.
276.	Provide services for 2 080 additional attendances for ultrasound scan at UCH <i>(Same as Corporate Target No. 125)</i>	1Q22	Deferred to 1Q23	By 1Q22, 643 additional attendances for ultrasound scan were provided at UCH. Due to the fifth wave of COVID-19 pandemic, ultrasound services were affected by increased default and reschedule rates and adjustment of elective activities. Therefore, the remaining target was deferred to 1Q23.
277.	Enhance pharmacy services by launching drug refill services at UCH <i>(Same as Corporate Target No. 119)</i>	1Q22	Achieved	Drug refill services were implemented at UCH in 1Q22.
278.	Enhance cancer care by providing services for 375 additional day patient attendances for chemotherapy at KEC and enhance day chemotherapy service at TKOH <i>(Same as Corporate Target No. 120)</i>	1Q22	Achieved	The target of providing 375 additional day patient attendances for chemotherapy services was achieved by 1Q22. Day chemotherapy service at TKOH was enhanced by 1Q22.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
279.	Build laboratory service capacity for 630 additional tests to support the targeted therapy or immunotherapy for lung cancer <i>(Same as Corporate Target No. 120)</i>	1Q22	Partially achieved	Laboratory capacity was built up for additional tests to support targeted therapy or immunotherapy for lung cancer patients. By 1Q22, 584 additional laboratory tests to the targeted therapy or immunotherapy for lung cancer patients were provided in KEC. Target was partially achieved.
280.	Enhance integrated cancer care services by providing 1 700 additional allied health outpatient attendances for patients with breast cancer <i>(Same as Corporate Target No. 121)</i>	1Q22	Achieved	The target of providing 1 700 additional allied health outpatient attendances for patients with breast cancer was achieved by 1Q22.
281.	Provide four additional hospital haemodialysis places for patients with end-stage renal disease, as well as providing five additional patient capacity for the new generation home haemodialysis model at KEC <i>(Same as Corporate Target No. 123)</i>	1Q22	Achieved	Four additional hospital haemodialysis places were provided by 1Q22. The target of providing five additional patient capacity using new generation home haemodialysis model at KEC was achieved by 1Q22.
282.	Enhance glaucoma care by providing services for 4 740 additional OCT scans and 2 420 VF tests <i>(Same as Corporate Target No. 124)</i>	1Q22	Deferred to 1Q23	KEC provided 6 811 additional OCT scans by 1Q22. Target was achieved. For VF tests, there was high default rate during the fifth wave of COVID-19 pandemic. KEC provided 1 371 additional VF tests by 1Q22. The remaining target was deferred to 1Q23.
<u>Enhance Staff Training & Development</u>				
283.	Recruit 11 Full-Time Equivalent (FTE) Advanced Practice Nurses (APNs) as part-time clinical preceptors for junior nurses <i>(Same as Corporate Target No. 151)</i>	1Q22	Achieved	11 FTE APNs were recruited as part-time clinical preceptors by 1Q21.
284.	Provide 410 training places for clinical staff to undergo resuscitation training <i>(Same as Corporate Target No. 152)</i>	1Q22	Achieved	A total of 410 training places for formal resuscitation training for clinical staff were provided by 1Q22.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
<i>KWC Targets</i>				
<u>Improve Service Quality</u>				
285.	Continue the cross-cluster collaboration on RAS so that surgeons in Clusters with no robotic surgery equipment have access to the technology by conducting a total of 64 sessions of cross-cluster RAS at PYNEH, QMH, QEH, PMH and PWH by 1Q22. <i>(Same as Corporate Target No. 82)</i>	1Q22	Achieved	The target of providing 15 cross-cluster RAS sessions at KWC was achieved in 1Q22.
286.	Develop ICWM through specific disease programmes in selected hospitals of HA by introducing a new site for stroke care at UCH and continue the ICWM programme for stroke care at TWH, PWH and SH; cancer palliative care at PMH and TMH; and musculoskeletal pain management at PYNEH and KWH with service enhancement by 1Q22. <i>(Same as Corporate Target No. 95)</i>	1Q22	Achieved	ICWM programmes at KWC continued in 2021-22, although ICWM for in-patient service was suspended since February 2022 due to the fifth wave of COVID-19 pandemic. The pandemic situation would continue to be monitored and evaluated for service resumption.
287.	Provide services with stratified care management for 2 200 additional physiotherapy outpatient attendances at CMC <i>(Same as Corporate Target No. 83)</i>	1Q22	Partially achieved	By 1Q22, a total of 2 125 additional physiotherapy outpatient attendances were provided at CMC. Target was partially achieved.
288.	Enhance the PC service at KWC and provide services for 650 additional consultative visits <i>(Same as Corporate Target No.84)</i>	1Q22	Achieved	The target of providing 650 additional consultative visits at KWC was achieved by 1Q22.
289.	Implement the collaborative care model between paediatrics and C&A psychiatry departments to provide services for 180 additional SOPC new case attendances for patients with mild Attention Deficit Hyperactivity Disorder <i>(Same as Corporate Target No.85)</i>	1Q22	Achieved	The collaborative care model between paediatrics and C&A psychiatry departments was implemented. The target of providing 180 additional SOPC new case attendances at KWC was achieved by 1Q22.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
290.	Establish a cluster-based infectious disease network at KWC for expanding service coverage and improving coordination <i>(Same as Corporate Target No. 86)</i>	1Q22	Achieved	A cluster-based infectious disease network was established at KWC.
291.	Provide services for 3 400 additional nurse clinic attendances <i>(Same as Corporate Target No. 87)</i>	1Q22	Achieved	The target of providing 3 400 additional nurse clinic attendances was achieved by 1Q22.
292.	Enhance SOPC services on systemic anti-cancer therapy by providing services for 540 additional nurse clinic attendances <i>(Same as Corporate Target No. 89)</i>	1Q22	Achieved	The target of providing 540 additional nurse clinic attendances was achieved by 1Q22.
293.	Build service capacity for 993 additional intravitreal injections at CMC <i>(Same as Corporate Target No. 92)</i>	1Q22	Deferred to 1Q23	Basic intraocular lens models and viscoelastic agent were included as HA standard service. Nevertheless, due to manpower deployment during the fifth wave of COVID-19 pandemic, the service was suspended. A total of 851 intravitreal injections were provided by 1Q22. The remaining target was deferred to 1Q23.
294.	Enhance the CGAT support for terminally ill patients in RCHEs by providing services for 1 400 additional geriatric outreach attendances <i>(Same as Corporate Target No. 99)</i>	1Q22	Achieved	1 472 additional geriatric outreach attendances were provided at KWC by 1Q22.
295.	Enhance multidisciplinary support for providing 1 260 additional psychogeriatric outreach attendances to RCHEs at KWC <i>(Same as Corporate Target No. 100)</i>	1Q22	Deferred to 1Q23	By 1Q22, 722 additional psychogeriatric outreach attendances were provided at KWC. Due to the COVID-19 pandemic, outreach services to RCHEs were scaled down or temporarily suspended. The remaining target was deferred to 1Q23.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
296.	Recruit four additional case managers at KWC to provide services for 1 200 additional psychiatric outreach attendances to patients with mental illness <i>(Same as Corporate Target No. 101)</i>	1Q22	Deferred to 1Q23	Four additional case managers were recruited at KWC. By 1Q22, 815 additional psychiatric outreach attendances to patients with mental illness were provided at KWC. Due to the COVID-19 pandemic, outreach services were scaled down or temporarily suspended. The remaining target was deferred to 1Q23.
297.	Enhance genetic and genomic services by building service capacity for 430 additional pharmacogenetic tests <i>(Same as Corporate Target No. 103)</i>	1Q22	Partially achieved	The service was demand driven. As this was a new service, time was needed to build up patient base for referral to perform the tests. Due to the fifth wave of COVID-19 pandemic, the demand of the testing service decreased. A total of 208 additional pharmacogenetics tests were provided by 1Q22 with all demands met. Target was partially achieved.
298.	Provide TTF therapy for patients with GBM at PMH <i>(Same as Corporate Target No. 109)</i>	1Q22	Achieved	TTF therapy was provided to patients in 1Q22.
299.	Enhance the multidisciplinary care at KWC to provide services for 4 920 additional allied health outpatient attendances	1Q22	Achieved	The target of providing 4 920 additional allied health outpatient attendances was achieved by 1Q22.
<u>Optimise Demand Management</u>				
300.	Provide five additional OT sessions per week to the day-time trauma list for geriatric patients with acute fragility fractures and set up acute geriatric fragility fracture nursing coordination services at YCH <i>(Same as Corporate Target No. 111)</i>	1Q22	Deferred to 4Q22	Due to anaesthetic manpower shortage at YCH, the opening of five additional OT sessions was deferred to 4Q22.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
301.	<p>Enhance SOPC capacity by providing services for additional new case attendances of 375 for internal medicine and 225 for neurosurgery at KWC</p> <p><i>(Same as Corporate Target No. 116)</i></p>	1Q22	Deferred to 4Q22	<p>476 additional new case attendances were provided for internal medicine at YCH by 1Q22. Target was achieved.</p> <p>163 additional new case attendances were provided for neurosurgery at PMH during by 1Q22. Due to the fifth wave of COVID-19 pandemic, there was a high default rate in 1Q22. The remaining target was deferred to 4Q22.</p>
302.	<p>Enhance the management of viral hepatitis by building service capacity for 1 010 additional hepatitis related tests and setting up hepatitis nurse clinic</p> <p><i>(Same as Corporate Target No. 117)</i></p>	1Q22	Achieved	<p>Two hepatitis nurse clinics at CMC and YCH were set up with the planned number of additional hepatitis related tests achieved by 1Q22.</p>
303.	<p>Enhance imagining services at KWC to provide an additional of 980 attendances for CT scans and 330 attendances for MRI scans</p> <p><i>(Same as Corporate Target No. 125)</i></p>	1Q22	Achieved	<p>The targets of providing an additional of 980 attendances for CT scans and 330 attendances for MRI scans at KWC were achieved by 1Q22.</p>
304.	<p>Enhance pharmacy services by launching drug refill services at CMC</p> <p><i>(Same as Corporate Target No. 119)</i></p>	1Q22	Achieved	<p>Drug refill services were implemented at CMC in 1Q22.</p>
305.	<p>Extend the service hours of radiotherapy at PMH to provide services for 1 330 additional treatment attendances</p> <p><i>(Same as Corporate Target No. 120)</i></p>	1Q22	Achieved	<p>The service hours for radiotherapy services in PMH were extended as scheduled.</p> <p>The target of providing 1 330 additional treatment attendances was achieved by 1Q22.</p>
306.	<p>Build laboratory service capacity for 1 150 additional tests to support the targeted therapy or immunotherapy for lung cancer</p> <p><i>(Same as Corporate Target No. 120)</i></p>	1Q22	Partially achieved	<p>Laboratory capacity was built up for additional tests to support targeted therapy or immunotherapy for lung cancer patients.</p> <p>By 1Q22, 1 098 additional laboratory tests to the targeted therapy or immunotherapy for lung cancer patients were provided in KWC. Target was partially achieved.</p>

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
307.	Provide integrated cancer care by providing one-stop diagnostic services and multidisciplinary team clinic for patients suspected of lung cancer <i>(Same as Corporate Target No. 121)</i>	1Q22	Achieved	One-stop diagnostic services and multidisciplinary clinic for patients suspected of lung cancer commenced at KWC in August 2021.
308.	Provide two additional hospital haemodialysis places for patients with end-stage renal disease, extend the service hours of the day ward for nephrology services and install four additional HD stations at PMH <i>(Same as Corporate Target No. 123)</i>	1Q22	Achieved	Two additional hospital haemodialysis were provided by 1Q22. Service hours of the renal day ward at PMH were extended since December 2021. Four additional HD stations were installed at PMH by 1Q22.
309.	Enhance glaucoma care by providing services for 4 300 additional OCT scans and 5 840 VF tests <i>(Same as Corporate Target No. 124)</i>	1Q22	Deferred to 1Q23	The services were affected by the high default rate during the fifth wave of COVID-19 pandemic and late readiness of the required equipment. By 1Q22, 2 199 additional VF tests and 1 657 additional OCT scans were performed. The remaining targets were deferred to 1Q23.
310.	Provide 250 additional cystoscopy procedures at PMH	1Q22	Deferred to 1Q23	By 1Q22, 149 additional cystoscopy procedures were provided at PMH. Due to service suspension and increase in default rate during the fifth wave of COVID-19 pandemic, the remaining target was deferred to 1Q23.
<u>Enhance Staff Training & Development</u>				
311.	Provide clinical attachment at PC units for 12 nurses working beyond PC setting <i>(Same as Corporate Target No. 150)</i>	1Q22	Deferred to 1Q23	Due to manpower deployment during the COVID-19 pandemic, the training programme was suspended since February 2022. A total of seven nurses completed training at KWC by 1Q22. The remaining target was deferred to 1Q23.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
312.	Recruit 16 FTE APNs as part-time clinical preceptors for junior nurses <i>(Same as Corporate Target No. 151)</i>	1Q22	Partially achieved	15.9 FTE APNs were recruited as part-time clinical preceptors by 1Q21. Target was partially achieved.
313.	Provide 2 300 training places for clinical staff to undergo resuscitation training <i>(Same as Corporate Target No. 152)</i>	1Q22	Partially achieved	A total of 2 003 training places for formal resuscitation training for clinical staff were provided by 1Q22, while training for 305 places were cancelled due to the COVID-19 pandemic. Target was partially achieved.

NTEC Targets

Improve Service Quality

314.	Provide services for 1 160 additional day patients attendances for ambulatory urological procedures at NTEC by 1Q22. <i>(Same as Corporate Target No. 75)</i>	1Q22	Achieved	The target to provide 1 160 additional day patient attendances for ambulatory urological procedures at NTEC was achieved by 1Q22.
315.	Continue the cross-cluster collaboration on RAS so that surgeons in Clusters with no robotic surgery equipment have access to the technology by conducting a total of 64 sessions of cross-cluster RAS at PYNEH, QMH, QEH, PMH and PWH by 1Q22. <i>(Same as Corporate Target No. 82)</i>	1Q22	Partially achieved	Eight cross-cluster RAS sessions were planned at NTEC and six were completed by 1Q22.
316.	Strengthen allied health support for the collaborative model implemented between the O&T department and the FMSC to relieve workload of SOPC by providing services for an additional total of 10 800 allied health outpatient attendances to support patients referred by O&T under the collaborative model at KEC and NTEC by 1Q22. <i>(Same as Corporate Target No. 94)</i>	1Q22	Achieved	The target of providing a total of 10 800 additional allied health outpatient attendances at KEC and NTEC was achieved by 1Q22.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
317.	<p>Develop ICWM through specific disease programmes in selected hospitals of HA by introducing a new site for stroke care at UCH and continue the ICWM programme for stroke care at TWH, PWH and SH; cancer palliative care at PMH and TMH; and musculoskeletal pain management at PYNEH and KWH with service enhancement by 1Q22.</p> <p><i>(Same as Corporate Target No. 95)</i></p>	1Q22	Achieved	<p>ICWM programmes in NTEC continued in 2021-22, although ICWM for in-patient service was suspended since February 2022 due to the fifth wave of COVID-19 pandemic. The pandemic situation would continue to be monitored and evaluated for service resumption.</p>
318.	<p>Roll out the restorative rehabilitation programme for patients with lower limb fracture or arthroplasties at NDH and provide services for 1 150 additional physiotherapy attendances to cover weekends and public holidays</p> <p><i>(Same as Corporate Target No. 81)</i></p>	1Q22	Achieved	<p>Restorative rehabilitation programme for patients with lower limb fracture or arthroplasties was rolled out at NDH by 1Q22.</p> <p>The target of providing 1 150 additional physiotherapy attendances during weekends and public holidays was achieved by 1Q22.</p>
319.	<p>Establish a cluster-based infectious disease network at NTEC for expanding service coverage and improving coordination</p> <p><i>(Same as Corporate Target No. 86)</i></p>	1Q22	Achieved	<p>A cluster-based infectious disease network was established at NTEC in 1Q22.</p>
320.	<p>Provide services for 2 615 additional nurse clinic attendances</p> <p><i>(Same as Corporate Target No. 87)</i></p>	1Q22	Achieved	<p>The target of providing 2 615 additional nurse clinic attendances was achieved by 1Q22.</p>
321.	<p>Provide services for 2 000 additional wound consultation at NTEC</p> <p><i>(Same as Corporate Target No. 88)</i></p>	1Q22	Achieved	<p>The target of providing 2 000 additional wound consultations by nurse at NTEC was achieved by 1Q22.</p>
322.	<p>Provide physiotherapy services for 2 400 additional outpatient attendances for patients on waiting list for total joint replacement surgery at PWH under the structured non-surgical treatment programme</p> <p><i>(Same as Corporate Target No. 91)</i></p>	1Q22	Achieved	<p>Physiotherapy services for 2 400 additional outpatient attendances were achieved by 1Q22.</p>

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
323.	Enhance the CGAT support for terminally ill patients in RCHEs by providing services for 350 additional geriatric outreach attendances <i>(Same as Corporate Target No. 99)</i>	1Q22	Achieved	350 additional geriatric outreach attendances were provided by 1Q 2022.
324.	Recruit an additional case manager at NTEC to provide services for 300 additional psychiatric outreach attendances to patients with mental illness <i>(Same as Corporate Target No. 101)</i>	1Q22	Deferred to 1Q23	One additional case manager was recruited at NTEC. Due to the COVID-19 pandemic, outreach services were scaled down or temporarily suspended. The target of providing 300 additional psychiatric outreach attendances to patients with mental illness was deferred to 1Q23.
325.	Build laboratory service capacity to provide 100 additional tests for MRD assays and NGS panels for adult with myeloid blood cancers at PWH <i>(Same as Corporate Target No. 103)</i>	1Q22	Deferred to 1Q23	The primary objective to build up service capacity was achieved. The tests for MRD assays and NGS panels were available by 1Q22. Nevertheless, due to the fifth wave of COVID-19 pandemic, the delivery of Digital Polymerase Chain Reaction (PCR system), which was an essential equipment to collect MRD data, was affected. The target of providing 100 additional tests for MRD assays and NGS panels was deferred to 1Q23.
326.	Enhance genetic and genomic services by building service capacity for 590 additional pharmacogenetic tests <i>(Same as Corporate Target No. 103)</i>	1Q22	Partially achieved	The service was demand driven. Under the fifth wave of COVID-19 pandemic, the number of patients visiting various clinical departments decreased. NTEC had served all clinical demands and provided 450 pharmacogenetic tests by 1Q22.
327.	Optimise surgical planning by adopting medical grade 3D printing at NTEC <i>(Same as Corporate Target No. 108)</i>	1Q22	Achieved	Medical grade 3D printing was adopted at NTEC by 1Q22.
328.	TTF therapy for GBM will be introduced at PWH <i>(Same as Corporate Target No. 109)</i>	1Q22	Achieved	TFF therapy was provided to one patient in 1Q22.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
329.	Enhance the quality of cancer services by providing case management services to 40 additional patients with musculoskeletal tumour <i>(Same as Corporate Target No. 122)</i>	1Q22	Achieved	The target of providing case management services to 40 additional patients with musculoskeletal tumour was achieved by 1Q22.
330.	Enhance post-discharge support for families with preterm infant by providing 340 additional allied health outpatient attendances	1Q22	Achieved	The target of providing 340 additional allied health outpatient attendances was achieved by 1Q22.
331.	Enhance allied health services at NTEC by providing 500 additional allied health outpatient attendances and 390 additional speech therapy attendances at the geriatric day hospital, and building laboratory capacity for additional hematological tests	1Q22	Deferred to 1Q23	The target of providing 500 additional allied health outpatient attendances was achieved by 1Q22. Laboratory capacity for additional hematological tests was built up. Due to the COVID-19 pandemic, geriatric day services had been reduced and/or temporarily suspended. The target of providing 390 additional speech therapy attendances at the geriatric day hospital was deferred to 1Q23.
332.	Enhance nursing care for epilepsy services and provide 780 additional screening and case assessment	1Q22	Deferred to 1Q23	Due to the fifth wave of COVID-19 pandemic, epilepsy nursing service had been scaled down since January 2022. The target of providing 780 additional screening and case assessment was deferred to 1Q23.
<u>Optimise Demand Management</u>				
333.	Set up acute geriatric fragility fracture nursing coordination services at NDH <i>(Same as Corporate Target No. 111)</i>	1Q22	Achieved	Acute geriatric fragility fracture nursing coordination services was set up at NDH by 1Q22.
334.	Provide 10 additional sessions per week for endoscopic procedures at NTEC <i>(Same as Corporate Target No. 112)</i>	1Q22	Achieved	10 additional sessions per week for endoscopic procedures were provided at NTEC by 1Q22.
335.	Increase the GOPC quota by 4 750 at NTEC <i>(Same as Corporate Target No. 115)</i>	1Q22	Partially Achieved	Due to the fifth wave of COVID-19 pandemic, the number of GOPC attendances fell short due to increased default rate. NTEC would provide the planned increase of GOPC quotas in 2022-23 onward to augment the service capacity of GOPC.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
336.	<p>Enhance internal medicine SOPC capacity by providing services for 375 additional new case attendances at NTEC</p> <p><i>(Same as Corporate Target No. 116)</i></p>	1Q22	Achieved	375 additional new cases attendances at internal medicine SOPC were achieved by 1Q22.
337.	<p>Enhance the management of viral hepatitis by building service capacity for 900 additional hepatitis related tests and setting up hepatitis nurse clinic</p> <p><i>(Same as Corporate Target No. 117)</i></p>	1Q22	Achieved	Service capacity for additional hepatitis related tests were built at NTEC and a hepatitis nurse clinic was set up at AHNH by 1Q22.
338.	<p>Enhance imaging services at NTEC by extending the service hours of MRI at NDH to provide 1 010 additional MRI scans; install an additional scanner for MRI at PWH and an additional scanner for Computed Tomography at AHNH</p> <p><i>(Same as Corporate Target No. 125)</i></p>	1Q22	Achieved	<p>The target of providing 1 010 additional MRI scans at NDH was achieved by 1Q22.</p> <p>An additional MRI scanner at PWH and an additional CT scanner at AHNH were installed by 1Q22.</p>
339.	<p>Implement clinical pharmacy services on discharge medication management for patients admitted to acute medical wards at PWH</p> <p><i>(Same as Corporate Target No. 119)</i></p>	1Q22	Achieved	Clinical pharmacy services on discharge medication management for patients admitted to acute medical wards at PWH was commenced by 1Q22.
340.	<p>Extend the service hours of radiotherapy at PWH to provide services for 1 330 additional treatment attendances</p> <p><i>(Same as Corporate Target No. 120)</i></p>	1Q22	Deferred to 1Q23	<p>The service hours for radiotherapy services at PWH were extended as scheduled.</p> <p>Due to manpower shortage of radiation therapists and deferred radiotherapy planning / treatment during the fifth wave of COVID-19 pandemic, the target of providing 1 330 additional treatment attendances was deferred to 1Q23.</p>
341.	<p>Build laboratory service capacity for 1 390 additional tests to support the targeted therapy or immunotherapy for lung cancer</p> <p><i>(Same as Corporate Target No. 120)</i></p>	1Q22	Achieved	Laboratory capacity was built up for 1 390 additional tests to support targeted therapy or immunotherapy for lung cancer patients.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
342.	Provide 13 additional hospital haemodialysis places for patients with end-stage renal disease, as well as providing five additional patient capacity for the new generation home haemodialysis model <i>(Same as Corporate Target No. 123)</i>	1Q22	Achieved	13 additional hospital haemodialysis places and five additional patient capacity using new generation home haemodialysis model were provided by 1Q22.
343.	Enhance glaucoma care by providing services for 3 950 additional OCT scans and 1 250 VF tests <i>(Same as Corporate Target No. 124)</i>	1Q22	Deferred to 1Q23	Glaucoma care was enhanced with 1 411 additional sessions of VF tests provided by 1Q22. Target was achieved OCT scan service was affected by the high default rate during the fifth wave of COVID-19 pandemic. 3 598 additional scans were provided by 1Q22. Target was deferred to 1Q23.
344.	Build laboratory service capacity of multiplex Polymerase Chain Reaction (PCR) tests for viral pathogens detection on 30 000 respiratory samples and recruit one consultant and one medical technologist to strengthen microbiology and infection control services at NTEC.	1Q22	Partially achieved	Laboratory capacity was built up for multiplex PCR tests for viral pathogens detection. By 1Q22, a total of 10 228 multiplex PCR tests for viral pathogens detection were provided. One consultant and one medical technologist were recruited to strengthen microbiology and infection control services at NTEC by 1Q22.
<u>Enhance Staff Training & Development</u>				
345.	Provide clinical attachment at PC units for 12 nurses working beyond PC setting <i>(Same as Corporate Target No. 150)</i>	1Q22	Deferred to 1Q23	Due to manpower deployment during the COVID-19 pandemic, the training programme was suspended since February 2022. A total of eight nurses completed training at NTEC. The remaining target was deferred to 1Q23.
346.	Recruit 16 FTE APNs as part-time clinical preceptors for junior nurses <i>(Same as Corporate Target No. 151)</i>	1Q22	Partially achieved	14.7 FTE APNs were recruited as part-time clinical preceptors by 1Q21. Target was partially achieved.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
347.	Provide 150 training places for clinical staff to undergo resuscitation training <i>(Same as Corporate Target No. 152)</i>	1Q22	Achieved	A total of 150 training places for formal resuscitation training for clinical staff were provided by 1Q22.
<i>NTWC Targets</i>				
<u>Improve Service Quality</u>				
348.	Develop ICWM through specific disease programmes in selected hospitals of HA by introducing a new site for stroke care at UCH and continue the ICWM programme for stroke care at TWH, PWH and SH; cancer palliative care at PMH and TMH; and musculoskeletal pain management at PYNEH and KWH with service enhancement by 1Q22 <i>(Same as Corporate Target No. 95)</i>	1Q22	Achieved	ICWM programmes in NTWC continued in 2021-22, although ICWM for in-patient service was suspended since February 2022 due to the fifth wave of COVID-19 pandemic. The pandemic situation would continue to be monitored and evaluated for service resumption.
349.	Modernise radiotherapy planning and treatment by acquiring a Magnetic Resonance (MR) simulator at HA by installing an additional MR-simulator at TMH by 1Q22.	1Q22	Deferred to 2Q22	Basic installation of the diagnostic MRI scanner part was completed. For the oncology MR-simulator part, the installation of the localisation laser system was outstanding due to delivery delay of the equipment accessories under the COVID-19 pandemic. The installation of MR-simulator at TMH was deferred to 2Q22.
350.	Provide services for 3 190 additional nurse clinic attendances <i>(Same as Corporate Target No. 87)</i>	1Q22	Achieved	The target of providing 3 190 additional nurse clinic attendances was achieved by 1Q22.
351.	Provide physiotherapy services for 2 400 additional outpatient attendances for patients on waiting list for total joint replacement surgery at NTWC under the structured, non-surgical treatment programme <i>(Same as Corporate Target No. 91)</i>	1Q22	Achieved	The programme was commenced in October 2021. A total of 2 457 attendances were provided by 1Q22.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
352.	<p>Enhance case management services under the integrated care model for elderly patients to provide 450 additional needs assessments and discharge planning and 1 080 home visits at NTWC</p> <p><i>(Same as Corporate Target No. 98)</i></p>	1Q22	Deferred to 1Q23	<p>1 107 additional home visits for elderly patients were provided by 1Q22. Target achieved.</p> <p>268 needs assessments and discharge planning were provided by 1Q22. Due to service adjustment under the fifth wave of COVID-19 pandemic, the remaining target was deferred to 1Q23.</p>
353.	<p>Enhance the CGAT support for terminally ill patients in RCHEs by providing services for 1 050 additional geriatric outreach attendances</p> <p><i>(Same as Corporate Target No. 99)</i></p>	1Q22	Achieved	<p>1 157 additional geriatric outreach attendances were provided by 1Q22.</p>
354.	<p>Enhance multidisciplinary support for providing 840 additional psychogeriatric outreach attendances to RCHEs at NTWC</p> <p><i>(Same as Corporate Target No. 100)</i></p>	1Q22	Deferred to 1Q23	<p>By 1Q22, 572 additional psychogeriatric outreach attendances were provided at NTWC.</p> <p>Due to the COVID-19 pandemic, outreach services to RCHEs were scaled down or temporarily suspended. The remaining target was deferred to 1Q23.</p>
355.	<p>Recruit two additional case managers at NTWC to provide services for 600 additional psychiatric outreach attendances to patients with mental illness</p> <p><i>(Same as Corporate Target No. 101)</i></p>	1Q22	Deferred to 1Q23	<p>Two additional case managers were recruited at NTWC.</p> <p>By 1Q22, 587 additional psychiatric outreach attendances to patients with mental illness were provided at NTWC. Due to the COVID-19 pandemic, outreach services were scaled down or temporarily suspended. The remaining target was deferred to 1Q23.</p>
356.	<p>Enhance genetic and genomic services by building service capacity for 380 additional pharmacogenetic tests</p> <p><i>(Same as Corporate Target No. 103)</i></p>	1Q22	Partially achieved	<p>The service was demand driven. A total of 206 tests were provided by 1Q22 with all clinical requests addressed. The demand of testing services was impacted by the COVID-19 pandemic. Target was partially achieved.</p>

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
357.	Prepare the site for installing an additional robotic surgery system at TMH <i>(Same as Corporate Target No. 107)</i>	1Q22	Achieved	Site preparation for installation of an additional robotic surgery system at TMH was completed in 1Q22.
358.	Optimise surgical planning by adopting medical grade 3D printing at NTWC <i>(Same as Corporate Target No. 108)</i>	1Q22	Achieved	Medical grade 3D printing was adopted at NTWC by 1Q22.
359.	Provide TTF therapy for patients with GBM at TMH <i>(Same as Corporate Target No. 109)</i>	1Q22	Achieved	TTF therapy was provided to one patient by 1Q22.
360.	Provide five additional OT sessions per week at NTWC <i>(Same as Corporate Target No. 4)</i>	1Q22	Achieved	Five additional OT sessions at NTWC were provided by 1Q22.
361.	Enhance the quality of cancer care by providing case management services to an additional of 50 patients with haematological cancer and 100 patients with gynaecological cancer <i>(Same as Corporate Target No. 122)</i>	1Q22	Achieved	The targets of providing case management services to an additional of 50 patients with haematological cancer and 100 patients with gynaecological cancer were achieved by 1Q22.
362.	Enhance psychiatry inpatient services by designating seven beds for child & adolescent at CPH	1Q22	Achieved	Seven psychiatric beds were designated as child & adolescent beds at CPH from October 2021.
<u>Optimise Demand Management</u>				
363.	Provide seven additional sessions per week for endoscopic procedures at TSWH <i>(Same as Corporate Target No. 112)</i>	1Q22	Achieved	Seven additional sessions per week for endoscopic procedures were provided at TSWH in 4Q21.
364.	Increase the GOPC quota by 2 370 at NTWC <i>(Same as Corporate Target No. 115)</i>	1Q22	Achieved	Additional GOPC quotas were provided as planned at NTWC by 1Q22.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
365.	Enhance ophthalmology services at NTWC by providing services for an additional of 175 surgeries and 340 SOPC new case attendances <i>(Same as Corporate Target No. 116)</i>	1Q22	Partially achieved	Due to scaling down of surgical and SOPC services under the COVID-19 pandemic and high attrition rate of medical staff, the target of providing an additional of 175 surgeries and 340 SOPC new case attendances were partially achieved.
366.	Enhance the management of viral hepatitis by building service capacity for 660 additional hepatitis related tests and setting up hepatitis nurse clinic <i>(Same as Corporate Target No. 117)</i>	1Q22	Achieved	Hepatitis nurse clinic was set up at POH, with 3 687 nurse clinic attendances provided. NTWC had provided the additional hepatitis related tests by 1Q22.
367.	Implement clinical pharmacy services on discharge medication management for patients admitted to acute medical wards at TMH <i>(Same as Corporate Target No. 119)</i>	1Q22	Achieved	Clinical pharmacy services on discharge medication management for patients admitted to acute medical wards at TMH was commenced in 3Q21.
368.	Build laboratory service capacity for 1 040 additional tests to support the targeted therapy or immunotherapy for lung cancer <i>(Same as Corporate Target No. 120)</i>	1Q22	Achieved	Laboratory capacity was built up for 1 040 additional tests to support targeted therapy or immunotherapy for lung cancer patients.
369.	Provide 16 additional hospital haemodialysis places for patients with end-stage renal disease at NTWC <i>(Same as Corporate Target No. 123)</i>	1Q22	Achieved	16 additional hospital haemodialysis places were provided by 1Q22.
370.	Enhance glaucoma care by providing services for 2 600 additional OCT scans and 2 310 VF tests <i>(Same as Corporate Target No. 124)</i>	1Q22	Achieved	Additional 2 605 OCT scans and 2 927 VF tests were performed.
<u>Enhance Staff Training & Development</u>				
371.	Recruit 16 FTE APNs as part-time clinical preceptors for junior nurses <i>(Same as Corporate Target No. 151)</i>	1Q22	Partially achieved	14.6 FTE APNs were recruited as part-time clinical preceptors by 1Q21. Target was partially achieved.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 1Q22	Latest Position
372.	Provide 105 training places for clinical staff to undergo resuscitation training <i>(Same as Corporate Target No. 152)</i>	1Q22	Achieved	A total of 105 training places for formal resuscitation training for clinical staff were provided by 1Q22.

Programme Targets with Target Date Deferred Beyond 1Q22

[Note: For references to HA's clusters, hospitals and institutions, please see the list of abbreviations at the end of this Annex.]

A. Programmes Affected by the COVID-19 Pandemic

HA's non-emergency and non-essential services have been significantly adjusted under the COVID-19 pandemic. The implementation of the below programmes has been inevitably affected.

<u>Item No. in Annex 1</u>	<u>Overall Objectives / Strategies / Programmes</u>	<u>Implementation progress</u>
*No. 3 (Corporate target) / No. 31 (KCC target)	Enhance the capacity of inpatient services at KCC by providing one additional Intensive Care Unit (ICU) bed and two additional High Dependency Unit (HDU) beds at QEH by 4Q21	Save for the following programme, the overall objectives/strategies/programmes were met. Due to the fifth wave of COVID-19 pandemic, QEH was converted to a designated hospital for COVID-19 in March 2022. As clinical manpower has been deployed to manage COVID-19 patients, the opening of additional one ICU bed and two HDU beds at QEH was deferred to 3Q22.
*No. 15 (Corporate target) / No. 60 (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 RH and two at POH by 4Q21; providing two additional CCU beds at PMH and four at YCH and setting up a CCL at YCH by 1Q22; and providing five additional CCL sessions per week at POH by 4Q21	Save for the following programme, the overall objectives/strategies/programmes were met. Due to manpower deployment during the fifth wave of COVID-19 pandemic, the opening of CCL at YCH was deferred to 2Q22.
*No. 16 (HKEC target)	Provide Outpatient Parenteral Antimicrobial Therapy (OPAT) service for 170 additional new case attendances for Specialist Outpatient Clinic (SOPC) at PYNEH	Save for the following programme, the overall objectives/strategies/programmes were met. Due to redeployment of medical and nursing manpower during the fifth wave of COVID-19 pandemic, the target of providing 170 additional new case attendances for SOPC at PYNEH was deferred to 1Q23.
*No. 21 (HKEC target)	Expand the coverage of Primary Percutaneous Coronary Intervention (PPCI) for patients with ST-Elevation Myocardial Infarction (STEMI) to KEC as well as the Hong Kong Island network by 1Q20, after setting up the service in KCC in 2018-19	Save for the following programme, the overall objectives/strategies/programmes were met. Due to the fifth wave of COVID-19 pandemic, the provision of year-round 24-hour PPCI service at HKEC was deferred to 3Q22.

* Deferred from previous quarters

<u>Item No. in Annex 1</u>	<u>Overall Objectives / Strategies / Programmes</u>	<u>Implementation progress</u>
*No. 32 (KCC target)	Continue to enhance the capacity of Operating Theatre (OT) services by providing 26 additional OT sessions per week, including 10 at QEH, six at AHNH and 10 across NTWC by 1Q21	Save for the following programme, the overall objectives/strategies/programmes were met. 5.5 additional OT sessions per week at QEH were provided by 1Q22. Due to manpower shortage and service adjustment in the fifth wave of COVID-19 pandemic, provision of the remaining 4.5 additional OT sessions per week at QEH was deferred to 1Q23.
*No. 34 (KCC target)	Relocate the Community Rehabilitation Service Support Centre (CRSSC) to the Multi-Service Centre at QEH campus and provide services for 340 additional AH outpatient attendances	Save for the following programme, the overall objectives/strategies/programmes were met. Due to service adjustment in the fifth wave of COVID-19 pandemic and shortage of experienced AH therapists, the target of providing 340 additional AH outpatient attendances was deferred to 1Q23.
*No. 35 (KCC target)	Provide Outpatient Parenteral Antimicrobial Therapy (OPAT) service for 1 000 additional day patient attendances at QEH	Save for the following programme, the overall objectives/strategies/programmes were met. Due to manpower deployment under the COVID-19 pandemic since 2020, the OPAT team nursing and supporting staff were heavily involved in both COVID-19 in-patient and outpatient services. The target of providing 1 000 additional day patient attendances at QEH was deferred to 1Q23.
*No. 36 (KCC target) /	Recruit a case manager in KCC to provide services for 300 additional psychiatric outreach attendances to patients with mental illness	Save for the following programme, the overall objectives/strategies/programmes were met. Due to the COVID-19 pandemic, particularly during the fifth wave, the outreach services were scaled down. The target of providing 300 additional psychiatric outreach attendances was deferred to 1Q23.
*No. 40 (KCC target)	Extend the service hours of radiotherapy at QEH to provide services for 1 330 additional treatment attendances	Save for the following programme, the overall objectives/strategies/programmes were met. Due to the high attrition rate of radiation therapists (RT) and late arrival of new RT graduates under the COVID-19 pandemic, the target of extending radiotherapy service hours and providing 1 330 additional treatment attendances at QEH was deferred to 1Q23.
*No. 44 (KCC target)	Enhance cancer care to meet service demand by enhancing inpatient, consultative oncology services at RH, KWH, CMC and YCH; enhance chemotherapy services at KCC, and KEC; extend the service hours of radiotherapy at QEH, PWH and TMH by 1Q21	Due to the high attrition rate of RT and late arrival of new RT graduates under the COVID-19 pandemic, the target of extending radiotherapy service hours at QEH was deferred to 1Q23.

* Deferred from previous quarters

<u>Item No. in Annex 1</u>	<u>Overall Objectives / Strategies / Programmes</u>	<u>Implementation progress</u>
*No. 72 (NTWC target)	Enhance ophthalmic services in NTWC to provide 150 additional SOPC new case attendances and 175 surgeries	Save for the following programme, the overall objectives/strategies/programmes were met. Due to service adjustment under the COVID-19 pandemic and manpower shortage of doctors and nurses, the target of providing 175 additional surgeries was deferred to 1Q23.
*No. 73 (NTWC target)	Extend the service hours of radiotherapy at TMH to provide services for 1 330 additional treatment attendances	Save for the following programme, the overall objectives/strategies/programmes were met. Due to increasing use of hypofractionated regime, general drop in teletherapy attendance per patient and decrease in patient attendances for radiotherapy services under the COVID-19 pandemic, coupled with manpower shortage in oncologists, the target of providing 1 330 additional treatment attendances was deferred to 1Q23.
No. 77 (Corporate target) / No. 222 (KCC target)	Enhance the provision of day rehabilitation and allied health services by establishing integrated ambulatory rehabilitation service at TSKH by 3Q21; provide services for additional rehabilitation day attendances of 2 700 at TSKH and 720 at KH; and provide an additional total of 1 760 attendances for allied health services at GH by 1Q22	Save for the following programme, the overall objectives/strategies/programmes were met. By 1Q22, a total of 1 131 rehabilitation day attendances were provided at TSKH and 339, were provided at KH. Due to service adjustment during the fifth wave of COVID-19 pandemic, the remaining target was deferred to 1Q23.
No. 83 (Corporate target) / No. 224 (KCC target) / No. 287 (KWC target)	Enhance physiotherapy outpatient services by continuing the stratified care management for patients with low back pain providing services with stratified care management for 4 400 additional physiotherapy outpatient attendances at QEH and CMC by 1Q22	By 1Q22, a total of 4 126 additional physiotherapy outpatient attendances were provided at QEH and CMC. Due to decreased patient attendances during the fifth wave of COVID-19 pandemic, the remaining target was deferred to 1Q23.
No. 89 (Corporate target) / No. 165 (HKEC target) / No. 227 (KCC target) / No. 292 (KWC target)	Implement the integrated model of SOP service for systemic anti-cancer therapy through pharmacist clinics and nurse clinics by providing services for an additional total of 1 620 nurse clinic attendances at HKEC, KCC and KWC and 1 440 pharmacist clinic attendances at HKEC and KCC by 1Q22	Save for the following programme, the overall objectives/strategies/programmes were met. Pharmacist clinic attendances: A total of 791 additional pharmacist clinic attendances at HKEC and KCC were provided by 1Q22. Due to increased patient default rate during the fifth wave of COVID-19 pandemic, the remaining target of pharmacist clinic attendances was deferred to 1Q23.

* Deferred from previous quarters

<u>Item No. in Annex 1</u>	<u>Overall Objectives / Strategies / Programmes</u>	<u>Implementation progress</u>
No. 91 (Corporate target) / No. 229 (KCC target) / No. 322 (NTEC target) / No. 351 (NTWC target)	Extend the structured, non-surgical treatment programme to optimise the physical function of patients waiting for total joint replacement surgery by using a case management approach by providing physiotherapy services for 7 200 additional outpatient attendances to patients on waiting list for total joint replacement surgery at QEH, PWH and POH under this programme by 1Q22	Save for the following programme, the overall objectives/strategies/programmes were met. KCC: Due to the fifth wave of COVID-19 pandemic, some patients were not able to attend the outpatient services. An additional 1 917 physiotherapy outpatient attendances were provided at QEH by 1Q22. The remaining target was deferred to 1Q23.
No. 92 (Corporate target) / No. 242 (KCC target) / No. 293 (KWC target) /	Modernise the treatments of ophthalmology services by providing intravitreal injection services and intraocular lens in HA by enhancing capacity by providing services for an additional total of 2 230 intravitreal injections across HKEC, KCC and KWC by 1Q22; and provide the basic intraocular lens models and viscoelastic agent for patients by 1Q22	Save for the following programmes, the overall objectives/strategies/programmes were met. HKEC: Due to reduced service sessions during the fifth wave of COVID-19 pandemic, the target of providing 247 additional intravitreal injections by HKEC was deferred to 1Q23. KWC: Basic intraocular lens models and viscoelastic agent were included as HA standard service. Nevertheless, due to manpower deployment during the fifth wave of COVID-19 pandemic, the service was suspended. A total of 851 intravitreal injections were provided by 1Q22. The remaining target was deferred to 1Q23.
No. 98 (Corporate target) / No. 352 (NTWC target) /	Continue to enhance the transitional post-discharge support for patients by continuing to provide services for 450 additional needs assessments and discharge planning, 1 080 home visits for elderly patients at NTWC; and 500 additional post-discharge follow-up call at UCH by 1Q22	Save for the following programme, the overall objectives/strategies/programmes were met. NTWC: 268 needs assessments and discharge planning were provided by 1Q22. Due to service adjustment under the fifth wave of COVID-19 pandemic, the remaining target was deferred to 1Q23.
No. 99 (Corporate target) / No. 168 (HKEC target) / No. 194 (HKWC target) / No. 231 (KCC target) / No. 266 (KEC target) / No. 294 (KWC target) / No. 323 (NTEC target) / No. 353 (NTWC target)	Continue to enhance the Community Geriatric Assessment Team (CGAT) support for terminally ill patients in RCHes by providing services for 5 600 additional geriatric outreach attendances by 1Q22	Save for the following programme, the overall objectives/strategies/programmes were met. HKWC: 64 additional geriatric outreach attendances were provided by CGAT at HKWC by January 2022. The service was subsequently suspended in February and March 2022 due to the fifth wave of COVID-19 pandemic. The remaining target was deferred to 1Q23.

<u>Item No. in Annex 1</u>	<u>Overall Objectives / Strategies / Programmes</u>	<u>Implementation progress</u>
No. 100 (Corporate target) / No. 195 (HKWC target) / No. 232 (KCC target) / No. 295 (KWC target) / No. 354 (NTWC target)	Continue to enhance the multidisciplinary support for the provision of psychogeriatric outreach service to patients living in RCHEs by providing services for 3 780 additional psychogeriatric outreach attendances at HKWC, KCC, KWC and NTWC by 1Q22	Due to the COVID-19 pandemic, outreach services to RCHEs were scaled down or temporarily suspended. The target of providing 3 780 additional psychogeriatric outreach attendances was deferred to 1Q23.
No. 101 (Corporate target) / No. 169 (HKEC target) / No. 196 (HKWC target) / No. 267 (KEC target) / No. 296 (KWC target) / No. 324 (NTEC target) / No. 355 (NTWC target)	Enhance Community Psychiatric Service (CPS) to further increase the support for mental health patients in the community under the Personalised Care Programme by recruiting additional case managers at HKEC, HKWC, KEC, KWC, NTEC and NTWC to provide services for an additional total of 3 000 psychiatric outreach attendances by 1Q22	Save for the following programme, the overall objectives/strategies/programmes were met. Due to the COVID-19 pandemic, outreach services were scaled down or temporarily suspended. The target of providing 3 000 psychiatric outreach attendances was deferred to 1Q23.
No. 104 (Corporate target) / No. 235 (KCC target)	Support comprehensive service planning for patients with uncommon disorders and genetic disorders at HKCH by building capacity on genomic and genetic tests and establish disease-based databases and information platform for uncommon disorders by phases at HKCH by 1Q22	Save for the following programme, the overall objectives/strategies/programmes were met. Capacity building: Seven out of nine planned laboratory test categories on genomic and genetic tests were implemented by 1Q22. Due to manpower shortage, procurement and delivery delay under the COVID-19 pandemic, capacity building on the genomic and genetic tests to enhance pathology support at HKCH was deferred to 1Q23.
No. 116 (Corporate target) / No. 175 (HKEC target) / No. 203 (HKWC target) / No. 218 (KCC target) / No. 274 (KEC target) / No. 301 (KWC target) / No. 336 (NTEC target) / No. 365 (NTWC target)	Enhance SOPC service capacity in various Clusters by providing services for an additional total of 3 320 SOPC new case attendances across all Clusters by 1Q22	Save for the following programmes, the overall objectives/strategies/programmes were met. HKWC: Due to the fifth wave of COVID-19 pandemic, the SOPC sleep service was affected. An additional 339 SOPC new case attendances were provided by 1Q22 and the remaining target was deferred to 1Q23. NTWC: The total planned deliverables of surgeries and SOPC new case attendances at NTWC were achieved by around 90% and 96% respectively by 1Q22. The remaining target was deferred to 1Q23.

<u>Item No. in Annex 1</u>	<u>Overall Objectives / Strategies / Programmes</u>	<u>Implementation progress</u>
No. 120 (Corporate target) / No. 179 & 180 (HKEC targets) / No. 207 (HKWC target) / No. 248, 249 & 250 (KCC targets) / No. 278 & 279 (KEC targets) / No. 305 & 306 (KWC targets) / No. 340 & 341 (NTEC targets) / No. 368 (NTWC target)	Enhance cancer treatments to meet service demand by: (a) commencing the home ambulatory chemotherapy service at PYNEH by 2Q21; and enhancing the ambulatory chemotherapy service at KEC by 1Q22; (b) extending the service hours of radiotherapy at PYNEH, QEH, PMH and PWH; enhancing the non-radiotherapy oncology service at KWH and medical oncology service at HKWC and KCC by 1Q22; and (c) enhancing capacity by providing 7 230 additional laboratory tests to support the targeted therapy or immunotherapy for lung cancer patients by 1Q22	Save for the following programme, the overall objectives/strategies/programmes were met. (b) Service enhancements: Due to the high attrition rate of RT and late arrival of new RT graduates under the COVID-19 pandemic, the target of extending radiotherapy service hours at QEH was deferred to 1Q23.

<u>Item No. in Annex 1</u>	<u>Overall Objectives / Strategies / Programmes</u>	<u>Implementation progress</u>
<p>No. 124 (Corporate target) / No. 182 (HKEC target) / No. 210 (HKWC target) / No. 252 (KCC target) / No. 282 (KEC target) / No. 309 (KWC target) / No. 343 (NTEC target) / No. 370 (NTWC target)</p>	<p>Enhance glaucoma care by increasing the frequency of Visual Field (VF) test and Optical Coherence Tomography (OCT) scan for early detection of glaucoma progression by performing an additional total of 14 890 VF tests and 22 960 OCT scans across Clusters by 1Q22</p>	<p>Save for the following programmes, the overall objectives/strategies/programmes were met.</p> <p>HKEC: As of 1Q22, a total of 7 313 VF tests and 2 191 additional OCT scans were provided at HKEC in 1Q22.</p> <p>Due to late delivery of additional machines and reduced service sessions during the fifth wave of COVID-19 pandemic, the targets of providing 3 899 additional OCT scans and 634 additional VF tests were deferred to 1Q23.</p> <p>KCC: A total of 10 166 OCT scans were performed by HKEH. Target was achieved.</p> <p>For VF tests, there were high cancellation rate and default rate during the fifth wave of COVID-19 pandemic. In total, 9 753 VF tests were performed by 1Q22. Target was partially achieved.</p> <p>KEC: KEC provided 6 811 additional OCT scans by 1Q22. Target was achieved.</p> <p>For VF tests, there was high default rate during the fifth wave of COVID-19 pandemic. KEC provided 1 371 additional VF tests by 1Q22. The remaining target was deferred to 1Q23.</p> <p>KWC: The services were affected by the high default rate during the fifth wave of COVID-19 pandemic and late readiness of the required equipment. By 1Q22, 2 199 additional VF tests and 1 657 additional OCT scans were performed. The remaining targets were deferred to 1Q23.</p> <p>NTEC: Glaucoma care was enhanced with 1 411 additional sessions of VF tests provided by 1Q22. Target was achieved</p> <p>OCT scan service was affected by the high default rate during the fifth wave of COVID-19 pandemic. 3 598 additional scans were provided by 1Q22. Target was deferred to 1Q23.</p>

<u>Item No. in Annex 1</u>	<u>Overall Objectives / Strategies / Programmes</u>	<u>Implementation progress</u>
No. 125 (Corporate target) / No. 178 (HKEC target) / No. 276 (KEC target) / No. 303 (KWC target) / No. 338 (NTEC target)	Continue to enhance the capacity of radiology services by providing services for an additional total of 1 710 attendances for MRI scan at HKCH, PMH, NDH and install an additional MRI scanner at PWH by 1Q22; providing services for an additional total of 980 attendances for CT scan at KWC; installing an additional CT scanner at AHNH by 1Q22; providing services for an additional of 175 diagnostic and angiography attendances at PYNEH; 5 510 attendances for ultrasound scan at PYNEH, HKCH and UCH by 1Q22; and providing two additional X-ray sessions per week at CCH by 1Q22	Save for the following programmes, the overall objectives/strategies/programmes were met. Angiography: 102 additional diagnostic and angiography attendances were provided at PYNEH by 1Q22. Due to the fifth wave of COVID-19 pandemic, many patients rescheduled their appointments and refused the offer of advanced appointment. Therefore, the remaining target was deferred to 1Q23. Ultrasound: 3 039 additional attendances for ultrasound scan were provided at PYNEH, HKCH and UCH by 1Q22. Due to the fifth wave of COVID-19 pandemic, ultrasound services were affected by increased default and reschedule rates and adjustment of elective activities. Therefore, the remaining target was deferred to 1Q23. X-ray: Due to manpower shortage during the fifth wave of COVID-19 pandemic, the target of providing two additional X-ray sessions per week at CCH was deferred to 1Q23.
No. 136 (Corporate target)	Enhance the engagement with staff by developing and implementing electronic and virtual corporate staff activities under the new normal situation by piloting the HA Esports Competition and Virtual Run by 1Q22	Save for the following programme, the overall objectives/strategies/programmes were met. A new module “myFitness” under myHRApp was originally planned to roll out in February/March 2022 to promote healthy lifestyles and virtual activities, including Virtual Run. Completed User Acceptance Test (UAT) in Feb 2022. Due to the fifth wave COVID-19 epidemic, the roll out of the app was suspended subject to COVID-19 development.
No. 150 (Corporate target) / No. 185 (HKEC target) / No. 311 (KWC target) / No. 345 (NTEC target)	Further strengthen the competency of nursing staff in supporting terminally ill patients beyond PC setting through clinical attachments at PC units by providing clinical attachments for 36 nurses at PC units in settings beyond PC at HKEC, KWC and NTEC by 1Q22	Due to manpower deployment during the COVID-19 pandemic, the training programme was suspended since February 2022. A total of 22 nurses completed training at HKEC, KWC and NTEC by 1Q22. The remaining target was deferred to 1Q23.
No. 164 (HKEC target) / No. 87 (Corporate target)	Provide services for 3 410 additional nurse clinic attendances	By 1Q22, 2 740 additional nurse clinic attendances were provided by 1Q22. Due to delay in the completion of additional Audiology Booth at Ear, Nose & Throat (ENT) Nurse Clinic and service adjustment during the fifth wave of COVID-19 pandemic, the remaining target was deferred to 1Q23.

<u>Item No. in Annex 1</u>	<u>Overall Objectives / Strategies / Programmes</u>	<u>Implementation progress</u>
No. 165 (HKEC target) / No. 89 (Corporate target)	Enhance SOPC services on systemic anti-cancer therapy by providing services for an additional of 540 nurse clinic attendances and 720 pharmacist clinic attendances	Save for the following programme, the overall objectives/strategies/programmes were met. Pharmacist clinic attendances: 189 additional pharmacist attendances were provided at HKEC by 1Q22. Due to increased patient default rate during the fifth wave of COVID-19 pandemic, the remaining target of pharmacist clinic attendances was deferred to 1Q23.
No. 172 (HKEC target) / No. 122 (Corporate target)	Enhance the quality of cancer care by providing case management services to 100 additional patients with gynaecological cancer	Cancer Case Manager (CCM) programme had been expanded for gynaecological cancer patients at HKEC since October 2021. By 1Q22, 71 additional patients newly diagnosed with gynaecological cancer were covered with the case management services. Due to deferral or cancellation of appointment by patients during the fifth wave of COVID-19 pandemic, the remaining target was deferred to 1Q23.
No. 174 (HKEC target) / No. 114 (Corporate target)	Commence the Enhanced Recovery After Surgery (ERAS) programme to provide services for 190 additional patients at PYNEH and RH	18 additional patients were provided with ERAS services by 1Q22. Due to service adjustment during the fifth wave of COVID-19 pandemic, the remaining target was deferred to 1Q23.
No. 177 (HKEC target) / No. 118 (Corporate target)	Build up laboratory service capacity for 4 700 additional tests for prostate health index	1 843 additional prostate health index tests were provided by 1Q22. Due to service adjustment during the fifth wave of COVID-19 pandemic, the target was deferred to 1Q23.
No. 178 (HKEC target) / No. 125 (Corporate target)	Enhance imaging services at HKEC to provide an additional of 175 attendances for diagnostic and angiography attendances, 2 400 attendances for ultrasound scan at PYNEH, and provide two additional X-ray sessions per week at CCH	Diagnostic and angiography and ultrasound: 102 additional attendances for diagnostic and angiography and 1 490 additional attendances for ultrasound scan were provided at PYNEH by 1Q22. Due to the fifth wave of COVID-19 pandemic, many patients rescheduled their appointments and refused the offer of advanced appointment. Therefore, the remaining target was deferred to 1Q23. X-ray: Due to manpower shortage with staff under quarantine during the fifth wave of COVID-19 pandemic, the target of providing two additional X-ray sessions per week at CCH was deferred to 1Q23.
No. 185 (HKEC target) / No. 150 (Corporate target)	Provide clinical attachment at PC units for 12 nurses working beyond PC setting	Due to manpower deployment during the COVID-19 pandemic, the training programme was suspended since February 2022. A total of seven nurses completed training at HKEC by 1Q22. The remaining target was deferred to 1Q23.
No. 202 (HKWC target)	Enhance functional neurosurgery for eligible patients by providing 260 additional allied health outpatient attendance at QMH for assessment and rehabilitation purposes	By 1Q22, 145 additional allied health outpatient attendances were provided. Due to service adjustment during the fifth wave of COVID-19 pandemic, the remaining target was deferred to 1Q23.

<u>Item No. in Annex 1</u>	<u>Overall Objectives / Strategies / Programmes</u>	<u>Implementation progress</u>
No. 222 (KCC target) / No. 77 (Corporate target)	Enhance rehabilitation services by providing 720 additional rehabilitation day attendances at KH	Rehabilitation services at KH was enhanced with additional neurological day rehabilitation services. By 1Q22, a total of 339 rehabilitation day attendances, including 12 additional places were provided. Due to service adjustment during the fifth wave of COVID-19 pandemic, the remaining target was deferred to 1Q23.
No. 224 (KCC target) / No. 83 (Corporate target)	Provide services with stratified care management for 2 200 additional physiotherapy outpatient attendances at QEH	By 1Q22, a total of 2 001 additional physiotherapy outpatient attendances were provided at QEH. Due to decreased patient attendances during the fifth wave of COVID-19 pandemic, the remaining target was deferred to 1Q23.
No. 232 (KCC target) / No. 100 (Corporate target)	Enhance multidisciplinary support to provide 840 additional psychogeriatric outreach attendances services to RCHEs at KCC	By 1Q22, 651 additional psychogeriatric outreach attendances were provided at KCC. Due to the COVID-19 pandemic, outreach services to RCHEs were scaled down or temporarily suspended. The remaining target was deferred to 1Q23.
No. 267 (KEC target) / No. 101 (Corporate target)	Recruit an additional case manager at KEC to provide services for 300 additional psychiatric outreach attendances to patients with mental illness	Save for the following programme, the overall objectives/strategies/programmes were met. Due to the COVID-19 pandemic, outreach services were scaled down or temporarily suspended. The target of providing 300 additional psychiatric outreach attendances to patients with mental illness was deferred to 2Q22.
No. 269 (KEC target) / No. 107 (Corporate target)	Set up a robotic surgery suite and build service capacity for serving 20 additional patients at TKOH	The setup of robotic surgery suite at TKOH completed in 1Q22 behind schedule due to delayed delivery and unavailability of technicians for the essential equipment installation during the fifth wave of COVID-19 pandemic. As a result, service commencement was affected. The target of serving 20 additional patients at TKOH was deferred to 1Q23.
No. 270 (KEC target) / No. 122 (Corporate target)	Enhance the quality of cancer care by providing case management services to an additional of 50 patients with haematological cancer and 100 patients with gynaecological cancer	CCM programme had been expanded for haematological and gynaecological cancer. By 1Q22, additional 47 patients with haematological cancer and 97 patients with gynaecological cancer were provided with case management services in KEC. Due to deferral or cancellation of appointments either under service adjustment or by patients during the fifth wave of COVID-19 pandemic, the remaining targets were deferred to 2Q22.

<u>Item No. in Annex 1</u>	<u>Overall Objectives / Strategies / Programmes</u>	<u>Implementation progress</u>
No. 276 (KEC target) / No. 125 (Corporate target)	Provide services for 2 080 additional attendances for ultrasound scan at UCH	By 1Q22, 643 additional attendances for ultrasound scan were provided at UCH. Due to the fifth wave of COVID-19 pandemic, ultrasound services were affected by increased default and reschedule rates and adjustment of elective activities. Therefore, the remaining target was deferred to 1Q23.
No. 295 (KWC target) / No. 100 (Corporate target)	Enhance multidisciplinary support for providing 1 260 additional psychogeriatric outreach attendances to RCHes at KWC	By 1Q22, 722 additional psychogeriatric outreach attendances were provided at KWC. Due to the COVID-19 pandemic, outreach services to RCHes were scaled down or temporarily suspended. The remaining target was deferred to 1Q23.
No. 296 (KWC target) / No. 101 (Corporate target)	Recruit four additional case managers at KWC to provide services for 1 200 additional psychiatric outreach attendances to patients with mental illness	Save for the following programme, the overall objectives/strategies/programmes were met. By 1Q22, 815 additional psychiatric outreach attendances to patients with mental illness were provided at KWC. Due to the COVID-19 pandemic, outreach services were scaled down or temporarily suspended. The remaining target was deferred to 1Q23.
No. 301 (KWC target) / No. 116 (Corporate target)	Enhance SOPC capacity by providing services for additional new case attendances of 375 for internal medicine and 225 for neurosurgery at KWC	Save for the following programme, the overall objectives/strategies/programmes were met. 163 additional new case attendances were provided for neurosurgery at PMH during by 1Q22. Due to the fifth wave of COVID-19 pandemic, there was a high default rate in 1Q22. The remaining target was deferred to 4Q22.
No. 310 (KWC target)	Provide 250 additional cystoscopy procedures at PMH	By 1Q22, 149 additional cystoscopy procedures were provided at PMH. Due to service suspension and increase in default rate during the fifth wave of COVID-19 pandemic, the remaining target was deferred to 1Q23.
No. 311 (KWC target) / No. 150 (Corporate target)	Provide clinical attachment at PC units for 12 nurses working beyond PC setting	Due to manpower deployment during the COVID-19 pandemic, the training programme was suspended since February 2022. A total of seven nurses completed training at KWC by 1Q22. The remaining target was deferred to 1Q23.
No. 324 (NTEC target) / No. 101 (Corporate target)	Recruit an additional case manager at NTEC to provide services for 300 additional psychiatric outreach attendances to patients with mental illness	Save for the following programme, the overall objectives/strategies/programmes were met. Due to the COVID-19 pandemic, outreach services were scaled down or temporarily suspended. The target of providing 300 additional psychiatric outreach attendances to patients with mental illness was deferred to 1Q23.

<u>Item No. in Annex 1</u>	<u>Overall Objectives / Strategies / Programmes</u>	<u>Implementation progress</u>
No. 325 (NTEC target) / No. 103 (Corporate target)	Build laboratory service capacity to provide 100 additional tests for MRD assays and NGS panels for adult with myeloid blood cancers at PWH	The primary objective to build up service capacity was achieved. The tests for MRD assays and NGS panels were available by 1Q22. Nevertheless, due to the fifth wave of COVID-19 pandemic, the delivery of Digital Polymerase Chain Reaction (PCR system), which was an essential equipment to collect MRD data, was affected. The target of providing 100 additional tests for MRD assays and NGS panels was deferred to 1Q23.
No. 331 (NTEC target)	Enhance allied health services at NTEC by providing 500 additional allied health outpatient attendances and 390 additional speech therapy attendances at the geriatric day hospital, and building laboratory capacity for additional hematological tests	Save for the following programme, the overall objectives/strategies/programmes were met. Due to the COVID-19 pandemic, geriatric day services had been reduced and/or temporarily suspended. The target of providing 390 additional speech therapy attendances at the geriatric day hospital was deferred to 1Q23.
No. 332 (NTEC target)	Enhance nursing care for epilepsy services and provide 780 additional screening and case assessment	Due to the fifth wave of COVID-19 pandemic, epilepsy nursing service had been scaled down since January 2022. The target of providing 780 additional screening and case assessment was deferred to 1Q23.
No. 340 (NTEC target)	Extend the service hours of radiotherapy at PWH to provide services for 1 330 additional treatment attendances	Save for the following programme, the overall objectives/strategies/programmes were met. Due to manpower shortage of radiation therapists and deferred radiotherapy planning / treatment during the fifth wave of COVID-19 pandemic, the target of providing 1 330 additional treatment attendances was deferred to 1Q23.
No. 345 (NTEC target) / No. 150 (Corporate target)	Provide clinical attachment at PC units for 12 nurses working beyond PC setting	Due to manpower deployment during the COVID-19 pandemic, the training programme was suspended since February 2022. A total of eight nurses completed training at NTEC. The remaining target was deferred to 1Q23.
No. 349 (NTEC target)	Modernise radiotherapy planning and treatment by acquiring a Magnetic Resonance (MR) simulator at HA by installing an additional MR-simulator at TMH by 1Q22.	Basic installation of the diagnostic MRI scanner part was completed. For the oncology MR-simulator part, the installation of the localisation laser system was outstanding due to delivery delay of the equipment accessories under the COVID-19 pandemic. The installation of MR-simulator at TMH was deferred to 2Q22.
No. 354 (NTWC target) / No. 100 (Corporate target)	Enhance multidisciplinary support for providing 840 additional psychogeriatric outreach attendances to RCHes at NTWC	By 1Q22, 572 additional psychogeriatric outreach attendances were provided at NTWC. Due to the COVID-19 pandemic, outreach services to RCHes were scaled down or temporarily suspended. The remaining target was deferred to 1Q23.

<u>Item No. in Annex 1</u>	<u>Overall Objectives / Strategies / Programmes</u>	<u>Implementation progress</u>
No. 355 (NTWC target) / No. 101 (Corporate target)	Recruit two additional case managers at NTWC to provide services for 600 additional psychiatric outreach attendances to patients with mental illness	Save for the following programme, the overall objectives/strategies/programmes were met. By 1Q22, 587 additional psychiatric outreach attendances to patients with mental illness were provided at NTWC. Due to the COVID-19 pandemic, outreach services were scaled down or temporarily suspended. The remaining target was deferred to 1Q23.

B. Programmes Affected by Other Factors

The target completion of the following programmes was deferred due to other reasons as set out in the table below.

<u>Item No. in Annex 1</u>	<u>Overall Objectives / Strategies / Programmes</u>	<u>Implementation Progress</u>
*No. 4 (Corporate target) / No. 59 (KWC target) / No. 360 (NTWC target)	Continue to enhance the capacity of Operating Theatre (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	Save for the following programme, the overall objectives/strategies/programmes were met. Due to critical medical manpower shortage, the opening of six additional OT sessions per week at PMH was deferred to 3Q22.
*No. 5 (Corporate target) / No. 30 (HKWC target) /	Strengthen nursing roles in clinical care by improving clinical supervision, specialty training, promotion prospect and recruiting additional manpower by providing 14 additional nurse consultant positions and enhancing nursing manpower for general and psychiatric inpatient wards, labour wards, Accident & Emergency (A&E), ICU, stroke and peri-operative services by 1Q21	Save for the following programme, the overall objectives/strategies/programmes were met. As no suitable candidate was selected at the interview board in March 2022, the target of recruiting the remaining one nurse consultant at HKWC was deferred to 1Q23.
No. 87 (Corporate target) / No. 164 (HKEC target) / No. 193 (HKWC target) / No. 263 (KEC target) / No. 291 (KWC target) / No. 320 (NTEC target) / No. 350 (NTWC target) /	Enhance nurse clinic services in rheumatology (rheumatoid arthritis), respiratory (chronic obstructive pulmonary disease), paediatrics (neonatal jaundice), colorectal care, ophthalmology (cataract surgery), otorhinolaryngology (for hearing problems) and set up nurse clinics in total joint replacement, pain management, neurosurgery, gastroenterology (inflammatory bowel disease) and endocrinology (osteoporosis) to alleviate doctors' workload by adopting the integrated model of SOP service by recruiting additional APNs and Patient Care Assistants (PCAs) to establish or scale up 30 nurse clinics to provide services for 19 620 additional attendances across Clusters by 1Q22	Save for the following programme, the overall objectives/strategies/programmes were met. A total of 27 Advanced Practice Nurses (APNs) and 26 Patient Care Assistants (PCA) II were recruited by 1Q22 for setting or scaling up 27 nurse clinics. The remaining target was deferred to 1Q23.

* Deferred from previous quarters

<u>Item No. in Annex 1</u>	<u>Overall Objectives / Strategies / Programmes</u>	<u>Implementation Progress</u>
No. 111 (Corporate target) / No. 300 (KWC target) / No. 333 (NTEC target)	Continue to improve peri-operative management of elderly patients with acute fragility fractures by providing five additional OT sessions per week to the day-time trauma list for geriatric patients with acute fragility fracture at YCH, and setting up acute geriatric fragility fracture nursing coordination services at YCH and NDH by 1Q22	Save for the following programme, the overall objectives/strategies/programmes were met. Additional OT sessions: Due to anaesthetic manpower shortage at YCH, the opening of five additional OT sessions was deferred to 4Q22.
No. 135 (Corporate target)	Strengthen nursing roles in clinical care by improving clinical supervision, specialty training, promotion prospect and recruiting additional manpower by providing additional nurse consultant positions and enhancing nursing manpower for general and psychiatric inpatient wards, labour wards, A&E, ICU, infection control, stroke and peri-operative services, as well as night and clinical supervision by 1Q22	Save for the following programme, the overall objectives/strategies/programmes were met. Recruitment of nurse consultants: 20 additional nurse consultants were recruited by 1Q22. The recruitment of the remaining four nurse consultants planned was deferred to 1Q23.
No. 138 (Corporate target) / No. 183 (HKEC target) / No. 254 (KCC target)	To foster staff safety culture and improve overall Occupational Safety & Health (OSH) of HA through enhancing the full-time manpower and professional competence of OSH personnel by strengthening manpower to support the implementation of OSH initiatives at Cluster and corporate level by 1Q22	Save for the following programme, the overall objectives/strategies/programmes were met. KEC: KEC will strengthen the manpower for the implementation of OSH initiatives and the recruitment of Occupational Safety Hygienist II post is in progress. Target was deferred to 1Q23.
No. 233 (KCC target) / No. 103 (Corporate target)	Build laboratory service capacity to provide 100 additional tests for minimal residual disease (MRD) assays and next-generation sequencing (NGS) panels for adult with myeloid blood cancers at QEH	A total of 12 tests for MRD assays were provided by 1Q22. The remaining target was deferred to 1Q23. The new NGS equipment was delivered to QEH in January 2022 and one of the essential equipment (concentrator) was delivered in March 2022. After testing and evaluation, the NGS service will commence in June 2022.

Abbreviations for Clusters and 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>
<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>

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>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>KWH</i>	<i>Kwong Wah Hospital</i>	<i>TPH</i>	<i>Tai Po Hospital</i>
<i>MMRC</i>	<i>MacLehose Medical Rehabilitation Centre</i>	<i>TSKH</i>	<i>Tang Shiu Kin Hospital</i>
<i>NDH</i>	<i>North District Hospital</i>	<i>TSWH</i>	<i>Tin Shui Wai Hospital</i>
<i>NLTH</i>	<i>North Lantau Hospital</i>	<i>TWEH</i>	<i>Tung Wah Eastern Hospital</i>
<i>OLMH</i>	<i>Our Lady of Maryknoll Hospital</i>	<i>TWH</i>	<i>Tung Wah Hospital</i>
<i>PMH</i>	<i>Princess Margaret Hospital</i>	<i>TYH</i>	<i>Tsan Yuk Hospital</i>
<i>POH</i>	<i>Pok Oi Hospital</i>	<i>UCH</i>	<i>United Christian Hospital</i>
<i>PWH</i>	<i>Prince of Wales Hospital</i>	<i>WTSH</i>	<i>Tung Wah Group of Hospitals Wong Tai Sin Hospital</i>
<i>PYNEH</i>	<i>Pamela Youde Nethersole Eastern Hospital</i>	<i>YCH</i>	<i>Yan Chai Hospital</i>