



**For information
on 22.9.2022**

HAB-P326

Hospital Authority

Progress Report on Strategic Priorities

Advice Sought

Members are invited to note for information the progress of implementation of the strategic priorities of the Hospital Authority (HA) in the second quarter of 2022 (2Q22), as set out in this paper, for regular reporting to the HA Board (HAB).

Background

2. At the HAB meeting held on 31 March 2022¹, Members approved the HA's service priorities for 2022-23 as set out in the HA Annual Plan for the year. To recap, the 2022-23 HA Annual Plan sets out the following four strategic goals with 22 strategies to guide the work of HA throughout the year:

- (a) Provide smart care;
- (b) Develop smart hospitals;
- (c) Nurture smart workforce; and
- (d) Enhance service supply.

Progress of Implementing the Strategic Priorities

3. The following programme targets were planned for completion in 2Q22:
- (a) four programmes reported under corporate plans, including one deferred from previous quarter; and
 - (b) four programmes reported under cluster plans², all deferred from previous quarters.

¹ Via HAB Paper No 320 on "Hospital Authority Annual Plan 2022-23".

² One of the programmes of cluster plans was also reported under corporate plans.

4. As detailed in the **Annex**, the four programmes reported under corporate plans and three under cluster plans were achieved on schedule. One programme under cluster plan experienced further delay, as elaborated below:

<u>Item No. on Annex</u>	<u>Objectives / Strategies / Programmes</u>	<u>Brief Description of Reasons for Deferral</u>
No. 5 (NTWC target)	Modernise radiotherapy planning and treatment by acquiring a Magnetic Resonance (MR) simulator at HA by installing an additional MR-simulator at Tuen Mun Hospital (TMH) by the first quarter of 2022 (1Q22).	Basic installation of the diagnostic MRI scanner part was completed in 1Q22. The installation of the localisation laser system was further postponed pending replacement of an incorrectly delivered item. The overall setup of a MR-simulator at TMH was deferred to the third quarter of 2022.

Way Forward

5. Following the stabilisation of the fifth wave in 2Q22, HA had begun service resumption in a gradual and risk controlled manner. Nevertheless, HA has put in place an overall Phasic Response Plan (Response Plan) to cope with the evolving epidemic situation, with different activation modes of HA facilities at different levels to guide preparedness for placement of patients. Since August 2022, HA has escalated the Response Plan to Phase Three, with more beds being reserved and manpower being mobilised to manage COVID-19 patients. With the rapidly changing epidemic situation, HA will stay vigilant, and put in its utmost effort to combat the epidemic.

Annual Plan Targets Planned for Completion in 2Q22

PROGRESS

[Note: One programme was reported under both corporate plans and cluster plans, with corresponding remark added thereon for indication. For references to the Hospital Authority's (HA) clusters, hospitals and institutions, please see the list of abbreviations at the end of this annex.]

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 2Q22	Latest Position
(A) <u>Annual Plan Targets Deferred From Previous Quarters</u>				
CORPORATE PLANS				
<u>Optimise Demand Management</u>				
Raise the capacity of priority services				
Roll out service enhancements for time-critical care				
1.	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. <i>(Same as KWC Target No. 4)</i>	Deferred from 4Q21	Achieved	For the part of the target to be achieved by 2Q22: The CCL at YCH was opened and service commenced on 1 June 2022.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 2Q22	Latest Position
CLUSTER PLANS				
<i>KEC Targets</i>				
<u>Improve Service Quality</u>				
2.	Recruit an additional case manager at KEC to provide services for 300 additional psychiatric outreach attendances to patients with mental illness	Deferred from 1Q22	Achieved	The target of providing 300 additional psychiatric outreach attendances by the newly recruited case manager in KEC was achieved by 2Q22.
3.	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	Deferred from 1Q22	Achieved	The targets of providing case management services for additional 50 patients with haematological cancer and 100 patients with gynaecological cancer were achieved by 2Q22.
<i>KWC Targets</i>				
<u>Optimise Demand Management</u>				
4.	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. <i>(Same as Corporate Target No. 1)</i>	Deferred from 4Q21	Achieved	For the part of the target to be achieved by 2Q22: The CCL at YCH was opened and service was commenced on 1 June 2022.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 2Q22	Latest Position
<i>NTWC Targets</i>				
<u>Improve Service Quality</u>				
5.	Modernise radiotherapy planning and treatment by acquiring a Magnetic Resonance (MR) simulator at HA by installing an additional MR-simulator at TMH by 1Q22.	Deferred from 1Q22	Deferred to 3Q22	Basic installation of the diagnostic MRI scanner part was completed in 1Q22. The installation of the localisation laser system was further postponed pending replacement of an incorrectly delivered item. The overall setup of a MR-simulator at TMH was deferred to 3Q22.
(B) <u>2Q22 Annual Plan Targets</u>				
CORPORATE PLANS				
<u>Provide Smart Care</u>				
Leverage on big data and advanced technology				
Develop personalised care				
6.	Enhance medical device management by aligning the provision of medical devices used in 118 interventional procedures under specific clinical indications by providing additional medical devices used in the interventional procedures by 2Q22.	2Q22	Achieved	Target was achieved in 2Q22.
<u>Nurture Smart Workforce</u>				
Attract and retain staff				
Foster staff's career prospect				
7.	Enhance the HA's complaints management system to ensure long team sustainability and facilitate succession planning of Patient Relations Officers and Complaint Managers by establishing cluster-based patient relations office structure at KCC and KEC by 2Q22.	2Q22	Achieved	With the establishment of cluster-based patient relations office structure at KCC and KEC, the cluster patient relations coordinators of the two clusters were in post in 2Q22.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 2Q22	Latest Position
<u>Enhance Service Supply</u>				
Increase healthcare capacity				
Bolster the capability of healthcare facilities in meeting demand				
8.	Expand the drug access in HA by improving the alignment of the HA Drug Formulary with current clinical evidence and international guidelines on the use of drugs by widening the indications of Special Drugs and repositioning Self-financed Drugs as Special Drugs for transplantation and managing cardiovascular disease, diabetes mellitus and psychotic disorders by 2Q22.	2Q22	Achieved	The scope of the HA Drug Formulary was widened for transplantation and managing cardiovascular disease, diabetes mellitus and psychotic disorders in 2Q22.

Abbreviations for Clusters, Hospitals and Institutions**Clusters**

<i>HKEC</i>	<i>Hong Kong East Cluster</i>
<i>HKWC</i>	<i>Hong Kong West Cluster</i>
<i>KCC</i>	<i>Kowloon Central Cluster</i>
<i>KEC</i>	<i>Kowloon East Cluster</i>
<i>KWC</i>	<i>Kowloon West Cluster</i>
<i>NTEC</i>	<i>New Territories East Cluster</i>
<i>NTWC</i>	<i>New Territories West Cluster</i>

Hospitals and Institutions

<i>AHNH</i>	<i>Alice Ho Miu Ling Nethersole Hospital</i>
<i>BTS</i>	<i>Hong Kong Red Cross Blood Transfusion Service</i>
<i>CCH</i>	<i>Cheshire Home, Chung Hom Kok</i>
<i>CMC</i>	<i>Caritas Medical Centre</i>
<i>CPH</i>	<i>Castle Peak Hospital</i>
<i>DKCH</i>	<i>The Duchess of Kent Children's Hospital at Sandy Bay</i>
<i>FYKH</i>	<i>Tung Wah Group of Hospitals Fung Yiu King Hospital</i>
<i>GH</i>	<i>Grantham Hospital</i>
<i>HHH</i>	<i>Haven of Hope Hospital</i>
<i>HKCH</i>	<i>Hong Kong Children's Hospital</i>
<i>HKEH</i>	<i>Hong Kong Eye Hospital</i>
<i>KCH</i>	<i>Kwai Chung Hospital</i>
<i>KH</i>	<i>Kowloon Hospital</i>
<i>KWH</i>	<i>Kwong Wah Hospital</i>
<i>MMRC</i>	<i>MacLehose Medical Rehabilitation Centre</i>
<i>NDH</i>	<i>North District Hospital</i>
<i>NLTH</i>	<i>North Lantau Hospital</i>
<i>OLMH</i>	<i>Our Lady of Maryknoll Hospital</i>
<i>PMH</i>	<i>Princess Margaret Hospital</i>

<i>POH</i>	<i>Pok Oi Hospital</i>
<i>PWH</i>	<i>Prince of Wales Hospital</i>
<i>PYNEH</i>	<i>Pamela Youde Nethersole Eastern Hospital</i>
<i>QEH</i>	<i>Queen Elizabeth Hospital</i>
<i>QMH</i>	<i>Queen Mary Hospital</i>
<i>RH</i>	<i>Ruttonjee Hospital</i>
<i>SH</i>	<i>Shatin Hospital</i>
<i>TKOH</i>	<i>Tseung Kwan O Hospital</i>
<i>TMH</i>	<i>Tuen Mun Hospital</i>
<i>TPH</i>	<i>Tai Po Hospital</i>
<i>TSKH</i>	<i>Tang Shiu Kin Hospital</i>
<i>TSWH</i>	<i>Tin Shui Wai Hospital</i>
<i>TWEH</i>	<i>Tung Wah Eastern Hospital</i>
<i>TWH</i>	<i>Tung Wah Hospital</i>
<i>TYH</i>	<i>Tsan Yuk Hospital</i>
<i>UCH</i>	<i>United Christian Hospital</i>
<i>WTSH</i>	<i>Tung Wah Group of Hospitals Wong Tai Sin Hospital</i>
<i>YCH</i>	<i>Yan Chai Hospital</i>