



2022 年 9 月 22 日醫院管理局大會參考文件 推行策略重點項目的進度報告

徵詢意見

請成員備悉本文件所載醫院管理局（醫管局）在 2022 年第二季推行策略重點項目的進度。這是向醫管局大會的定期匯報。

背景

2. 醫管局 2022-23 年度工作計劃載列了該年度的服務重點項目，有關項目於 2022 年 3 月 31 日的醫管局大會上獲成員通過¹。醫管局 2022-23 年度工作計劃下列四個主要策略目標共 22 個策略重點，作為醫管局全年工作的方針：

- (a) 提供智慧醫療；
- (b) 發展智慧醫院；
- (c) 培育智慧團隊；及
- (d) 增加服務供應。

推行策略重點項目的進度

3. 以下項目目標預訂於 2022 年第二季完成：
- (a) 在機構整體計劃下匯報的四個項目目標，其中一個延自過往季度；及
 - (b) 在聯網計劃下匯報的四個項目目標²，全部均延自過往季度。

¹ 醫管局大會會議文件第 320 號「醫院管理局 2022-23 年度工作計劃」。

² 有一個項目目標同時於機構整體計劃及聯網計劃之下匯報。

4. 如附件所載，在機構整體計劃下的四個項目目標及聯網計劃下的三個項目目標已如期達成。在聯網計劃下有一個項目目標須再度延期，詳情如下：

<u>編號</u>	<u>目標／策略／計劃</u>	<u>概述延期原因</u>
5 (新界西聯網目標)	於屯門醫院安裝一部磁力共振模擬器，透過購置磁力共振模擬器，在醫管局提供更現代化的放射治療規劃和方法。	屯門醫院已於 2022 年第一季完成有關磁力共振掃描器的診斷部件基本安裝。然而，有關鐳射定位系統須再度押後安裝，以待更換先前送錯的配件。於屯門醫院設置磁力共振模擬器的項目目標延至 2022 年第三季完成。

未來展望

5. 於 2022 年第二季，醫管局在第五波疫情趨穩之際及於風險可控的情況下逐步恢復服務。另一方面，為應對疫情變化，醫管局亦已制訂全面的分階段應變計劃（應變計劃），以便透過不同的模式，調動醫管局的設施治療或照顧病人。醫管局已由 2022 年 8 月起啟動第三階段應變計劃，預留更多病床及調動更多人手照顧 2019 冠狀病毒病病人。由於疫情變化迅速，醫管局會密切監察有關情況，不遺餘力投入抗疫工作。

醫院管理局

HAB\PAPER\326

2022 年 9 月 15 日

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>PWH</i>	<i>Prince of Wales Hospital</i>
<i>HKWC</i>	<i>Hong Kong West Cluster</i>	<i>PYNEH</i>	<i>Pamela Youde Nethersole Eastern Hospital</i>
<i>KCC</i>	<i>Kowloon Central Cluster</i>	<i>QEH</i>	<i>Queen Elizabeth Hospital</i>
<i>KEC</i>	<i>Kowloon East Cluster</i>	<i>QMH</i>	<i>Queen Mary Hospital</i>
<i>KWC</i>	<i>Kowloon West Cluster</i>	<i>RH</i>	<i>Ruttonjee Hospital</i>
<i>NTEC</i>	<i>New Territories East Cluster</i>	<i>SH</i>	<i>Shatin Hospital</i>
<i>NTWC</i>	<i>New Territories West Cluster</i>	<i>TKOH</i>	<i>Tseung Kwan O Hospital</i>
Hospitals and Institutions		<i>TMH</i>	<i>Tuen Mun Hospital</i>
<i>AHNH</i>	<i>Alice Ho Miu Ling Nethersole Hospital</i>	<i>TPH</i>	<i>Tai Po Hospital</i>
<i>BTS</i>	<i>Hong Kong Red Cross Blood Transfusion Service</i>	<i>TSKH</i>	<i>Tang Shiu Kin Hospital</i>
<i>CCH</i>	<i>Cheshire Home, Chung Hom Kok</i>	<i>TSWH</i>	<i>Tin Shui Wai Hospital</i>
<i>CMC</i>	<i>Caritas Medical Centre</i>	<i>TWEH</i>	<i>Tung Wah Eastern Hospital</i>
<i>CPH</i>	<i>Castle Peak Hospital</i>	<i>TWH</i>	<i>Tung Wah Hospital</i>
<i>DKCH</i>	<i>The Duchess of Kent Children's Hospital at Sandy Bay</i>	<i>TYH</i>	<i>Tsan Yuk Hospital</i>
<i>FYKH</i>	<i>Tung Wah Group of Hospitals Fung Yiu King Hospital</i>	<i>UCH</i>	<i>United Christian Hospital</i>
<i>GH</i>	<i>Grantham Hospital</i>	<i>WTSH</i>	<i>Tung Wah Group of Hospitals Wong Tai Sin Hospital</i>
<i>HHH</i>	<i>Haven of Hope Hospital</i>	<i>YCH</i>	<i>Yan Chai 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>		