2022 年 12 月 15 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 年第三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 年第三季完成：

(a)　　在機構整體計劃下匯報的九個項目目標，其中三個延自過往季度；及

(b)　　在聯網計劃下匯報的 15 個項目目標[2]，其中五個延自過往季度。

4.　　　　　　如**附件**所載，在機構整體計劃下的五個項目目標及聯網計劃下的 11 個項目目標已如期達成。在機構整體計劃和聯網計劃下分別各有四個項目目標延期，詳情如下：

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[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] 包括十個同時於機構整體計劃之下匯報的項目目標。

編號	目標／策略／計劃	概述延期原因
1 （機構整體目標）／ 5 （九龍中聯網目標）	伊利沙伯醫院增設一張深切治療病床，以及兩張加護病房病床，以加強九龍中聯網的住院服務量（2021 年第四季）	伊利沙伯醫院已於 2022 年 6 月增設兩張加護病房病床。 由於深切治療部嚴重缺乏有經驗的護士人手，該院增設一張深切治療病床的項目目標延至 2023 年第一季完成。
3 （機構整體目標）	在新常態下，透過研發和推行電子及虛擬的機構員工活動，加強員工間的互動，試辦醫管局電競比賽和線上賽跑（2022 年第一季）	myHR 流動應用程式原訂於 2022 年 2、3 月推出全新的「我至 Fit」功能，推廣健康生活和虛擬賽跑等虛擬活動。有關功能的用戶驗收測試(UAT)已於 2022 年 2 月完成，但受第五波疫情影響而暫停推出。該功能計劃於 2022 年第四季推出。
7 （九龍西聯網目標）	北大嶼山醫院急症科病房及延續護理病房分別開設 20 張病床，醫院亦開展婦科及兒科專科門診服務，並增加五個手術室節數（2019 年第四季）	由於人手短缺，尚餘兩個待增加的手術室節數預訂於 2022 年第四季完成。
8 （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（2022 年第一季）	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 年第四季完成。
9 （機構整體目標）	在醫管局推廣遙距診療，提供遙距診療的病假證明（2022 年第三季）；推廣並推出智慧鄉村模式（2022 年第三季）	在智慧鄉村計劃下，醫管局與多個鄉事委員會協作，由 2022 年第三季開始為居於鄉郊地區的病人提供遙距診症服務。 遙距診療的電子病假證明改於 2022 年第四季推出，以配合將在醫管局和社區進行的大規模推廣。

編號	目標／策略／計劃	概述延期原因
10 （機構整體目標）／ 18 （九龍中聯網目標）	分階段開展香港兒童醫院（兒童醫院）的服務，並採用「軸輻模式」為全港患有罕見複雜疾病的兒科病人提供服務，增設兩張加護病床和一張急症病床(2022 年第三季)；於週末提供緊急手術服務（2022 年第三季）；每星期增加六個手術室節數（2022 年第四季）；建立遺傳及基因組和腫瘤科測試的服務量(2023 年第一季)；增加 190 次磁力共振掃描造影服務人次（2023 年第一季）	兒童醫院已於 2022 年 9 月新增兩張加護病床。 為籌備兒童骨科遷至兒童醫院，部分服務已作重組協調。有鑑於此，原訂於 2022 年第三季增設的急症手術病床將延至 2022 年第四季啟用，以便兒童醫院順利開展兒童骨科服務。 待新聘的護士完成相關培訓後，兒童醫院將由 2022 年第四季起於週末提供緊急手術服務。

未來展望

5.　　　隨著本港疫情穩定下來，醫管局積極恢復轄下服務，惟服務恢復情況備受疫情變化以及將於 2022 年末至 2023 年初來臨的冬季流感高峰期所影響。醫管局會保持戒備、積極抗疫，同時在不斷演變的疫情下，善用每分資源維持轄下服務。

醫院管理局
HAB\PAPER\330
2022 年 12 月 8 日

Annual Plan Targets Planned for Completion in 3Q22

PROGRESS

[Note: Where appropriate, ten individual programmes of cluster plans are also reported under corporate 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 3Q22	Latest Position
(A)	**Annual Plan Targets Deferred From Previous Quarters**			
CORPORATE PLANS				
Optimise Demand Management				
	Raise the capacity of priority services			
	Increase capacity of high demand services			
1.	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 *(Same as KCC Target No. 5)*	Deferred from 4Q21	Deferred to 1Q23	For the part of the target deferred from 4Q21: Two additional HDU beds were opened at QEH in June 2022. Due to severe shortage of experienced nursing staff in ICU, the opening of an additional ICU bed at QEH was deferred to 1Q23.
2.	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 *(Same as KWC Target No. 6)*	Deferred from 4Q21	Achieved	For the part of the target deferred from 4Q21: Six additional OT sessions per week were provided at PMH since August 2022.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 3Q22	Latest Position
Attract & retain staff				
	Promote staff engagement & well-being			
	Develop ways to better engage & communicate with staff			
3.	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	Deferred from 1Q22	Deferred to 4Q22	For the part of the target deferred from 1Q22: A new module "myFitness" under myHR App was originally planned for roll out in February/March 2022 to promote healthy lifestyles and virtual activities, including Virtual Run. User Acceptance Test (UAT) was completed in February 2022. The roll out of the module was suspended due to the fifth wave of COVID-19 epidemic. It was planned that module would be rolled out by 4Q22.

CLUSTER PLANS

HKEC Targets

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 3Q22	Latest Position
Optimise Demand Management				
4.	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	Achieved	For the part of the target deferred from 1Q20: The provision of 24-hour PPCI service at HKEC commenced in September 2022.

KCC Targets

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 3Q22	Latest Position
Optimise Demand Management				
5.	Enhance the capacity of inpatient services at KCC by providing one additional ICU bed and two additional HDU beds at QEH by 4Q21 *(Same as Corporate Target No. 1)*	Deferred from 4Q21	Deferred to 1Q23	For the part of the target deferred from 4Q21: Two additional HDU beds were opened at QEH in June 2022. Due to severe shortage of experienced nursing staff in ICU, the opening of an additional ICU bed at QEH was deferred to 1Q23.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 3Q22	Latest Position
	KWC Targets			
	Optimise Demand Management			
6.	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 *(Same as Corporate Target No. 2)*	Deferred from 4Q21	Achieved	For the part of the target deferred from 4Q21: Six additional OT sessions per week were provided at PMH since August 2022.
7.	Open 20 additional beds in the emergency medicine (EM) ward and extended care ward respectively, provide gynaecology and paediatric Specialist Outpatient Clinic (SOPC) services, and add five elective OT sessions at NLTH by 4Q19	Deferred from 4Q19	Deferred to 4Q22	For the part of the target deferred from 4Q19: Due to the shortage of manpower, the remaining two OT sessions were scheduled to open in 4Q22.
	NTWC Targets			
	Optimise Demand Management			
8.	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 2Q22	Deferred to 4Q22	For the part of the target deferred from 2Q22: 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 the MR-simulator at TMH was deferred to 4Q22.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 3Q22	Latest Position
(B)	**3Q22 Annual Plan Targets**			
CORPORATE PLANS				
Provide Smart Care				
	Leverage on big data and advanced technology			
	Build up telemedicine and telecare			
9.	Promulgate the use of telemedicine in HA by providing an electronic sick leave certificate for telemedicine by 3Q22; promote and launch the model of smart village by 3Q22	3Q22	Deferred to 4Q22	As a smart village initiative, the provision of telehealth consultation to patients living in rural areas commenced in 3Q22 in collaboration with a number of Rural Committee Organisations. The launch of electronic sick leave certificate function was rescheduled to 4Q22 to tie in with wider promotion within HA and in the community.
Enhance Service Supply				
	Increase healthcare capacity			
	Implement Hospital Development Plans			
10.	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 two additional HDU beds, one acute bed by 3Q22; provide emergency OT services at weekends by 3Q22; provide six additional OT sessions per week by 4Q22; build capacity for genomic and genetic and oncology tests by 1Q23; provide 190 additional Magnetic Resonance Imaging (MRI) scans by 1Q23 *(Same as KCC Target No. 18)*	3Q22	Deferred to 4Q22	For the part of the target to be completed by 3Q22: Two additional HDU beds were opened at HKCH in September 2022. To prepare for the translocation of Paediatric Orthopaedic service to HKCH, some services have been re-organised for alignment. In this regard, the acute surgical bed originally scheduled to be opened at HKCH in 3Q22 was deferred to 4Q22 to cater for the smooth commencement of Paediatric Orthopaedic service in HKCH. Emergency OT services at weekends would be ready by 4Q22 upon completion of related training of the newly recruited nursing staff.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 3Q22	Latest Position
	Bolster the capability of healthcare facilities in meeting demand			
11.	Enhance the capacity of inpatient services at HKEC by providing one additional ICU bed at RH and two additional neurosurgical HDU beds at PYNEH by 3Q22 *(Same as HKEC Targets No. 15 & 16)*	3Q22	Achieved	One additional ICU bed was opened at RH in August 2022. Two additional neurosurgical HDU beds were opened at PYNEH in September 2022.
12.	Enhance the capacity of inpatient services at KEC by providing additional acute beds, 10 at TKOH and 26 at UCH by 3Q22, and 40 extended care beds at HHH by 3Q22 *(Same as KEC Targets No. 20, 21 & 22)*	3Q22	Achieved	Additional 10 acute medical beds at TKOH, 26 acute medical beds at UCH and 40 extended care beds at HHH were opened in September 2022.
13.	Enhance the provision of Child & Adolescent (C&A) psychiatry day services by providing additional psychiatric day hospital places, five at PYNEH by 3Q22 and five at KH by 4Q22; providing paediatrics inpatient consultation services at QEH and KWH by 1Q23; and providing 500 additional nursing assessment at KEC by 1Q23 *(Same as HKEC Target No. 17)*	3Q22	Achieved	For the part of the target to be completed by 3Q22: Five additional psychiatric day hospital places were opened at PYNEH in July 2022.
14.	Continue to augment cardiac services by providing additional Cardiac Care Unit (CCU) beds and enhancing the service capacity of Cardiac Catheterisation Laboratory (CCL) by providing additional CCU beds, two at TKOH by 3Q22 and two at PMH by 4Q22; and provide two additional CCL sessions per week at TKOH by 3Q22 *(Same as KEC Target No. 24)*	3Q22	Achieved	For the part of the target to be completed by 3Q22: Two additional CCU beds were opened and two additional CCL sessions per week were provided at TKOH in September 2022.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 3Q22	Latest Position
	CLUSTER PLANS			
	HKEC Targets			
	<u>**Enhance Service Supply**</u>			
15.	Provide an additional ICU bed at RH *(Same as Corporate Target No. 11)*	3Q22	Achieved	One additional ICU bed was opened at RH in August 2022.
16.	Provide two additional neurosurgical HDU beds at PYNEH *(Same as Corporate Target No. 11)*	3Q22	Achieved	Two additional neurosurgical HDU beds were opened at PYNEH in September 2022.
17.	Enhance C&A mental health services by providing five additional psychiatric day places at PYNEH *(Same as Corporate Target No. 13)*	3Q22	Achieved	Five additional psychiatric day hospital places were opened at PYNEH in July 2022.
	KCC Targets			
	<u>**Enhance Service Supply**</u>			
18.	Provide two additional HDU beds, and an additional acute bed at HKCH *(Same as Corporate Target No. 10)*	3Q22	Deferred to 4Q22	Two additional HDU beds were opened at HKCH in September 2022. To prepare for the translocation of Paediatric Orthopaedic service to HKCH, services have been re-organised for alignment. In this regard, the acute surgical bed originally scheduled to be opened at HKCH in 3Q22 was deferred to 4Q22 to cater for the smooth commencement of Paediatric Orthopaedic service in HKCH.

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 3Q22	Latest Position
	KEC Targets			
	Nurture Smart Workforce			
19.	Enhance the HA's complaints management system by establishing a cluster-based, patient relations office structure at KEC	3Q22	Achieved	A cluster-based patient relations office was established at KEC in 3Q22.
	Enhance Service Supply			
20.	Provide 26 additional acute medical beds at UCH *(Same as Corporate Target No. 12)*	3Q22	Achieved	26 additional acute medical beds were opened at UCH in September 2022.
21.	Provide 10 additional acute medical beds at TKOH *(Same as Corporate Target No. 12)*	3Q22	Achieved	10 additional acute medical beds were opened at TKOH in September 2022.
22.	Provide 40 additional extended care beds at HHH *(Same as Corporate Target No. 12).*	3Q22	Achieved	40 additional extended care beds were opened at HHH in September 2022.
23.	Strengthen manpower to enhance ICU services at TKOH	3Q22	Achieved	Medical manpower has been strengthened to enhance ICU services at TKOH.
24.	Enhance cardiac services at TKOH by providing two additional CCU beds and two additional CCL sessions per week *(Same as Corporate Target No. 14)*	3Q22	Achieved	Two additional CCU beds were opened and two additional CCL sessions per week were provided at TKOH in September 2022.

Abbreviations for Clusters, Hospitals and Institutions

Clusters	
HKEC	Hong Kong East Cluster
HKWC	Hong Kong West Cluster
KCC	Kowloon Central Cluster
KEC	Kowloon East Cluster
KWC	Kowloon West Cluster
NTEC	New Territories East Cluster
NTWC	New Territories West Cluster

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

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