



**For information
on 29.6.2023**

HAB-P336

Hospital Authority

Progress Report on Strategic Priorities

Advice Sought

Members are invited to note the implementation progress of the strategic priorities of the Hospital Authority (HA) in the first quarter of 2023 (1Q23), 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 1Q23:

- (a) 131 programmes reported under corporate plans, including 24 deferred from previous quarters; and
- (b) 279 programmes reported under cluster plans², including 53 deferred from previous quarters.

4. As detailed in **Annex 1**, 100 programmes (approximately 76.3%) under corporate plans were achieved on schedule, while 14 (approximately 10.7%) were considered partially achieved as they had in principle fulfilled the original intent and / or

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

² Including 230 programmes also reported under corporate plans.

achieved the major targets; and 214 programmes (approximately 76.7%) under cluster plans were achieved on schedule, with 20 (approximately 7.2%) considered partially achieved.

5. After the substantial service adjustment arising from the daunting challenges posed by the COVID-19 epidemic during the first three quarters from the second to the fourth quarters of 2022, service resumption took place gradually as the epidemic continued to stabilise in 1Q23. To tie in with the Government's measures on resumption of normalcy, HA has progressively resumed its services with a view to bringing back the services to the pre-epidemic level as far as practicable and as soon as possible. Nevertheless, the impacts of the epidemic as well as manpower shortage continued to be tangible in the implementation of the Annual Plan programmes in 2022-23. 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. With the society resuming to fully normalcy, HA is in full pursuit of service resumption and enhancements. In support to this, concerted efforts will continue to attract, develop and retain talents in addressing bottlenecks in manpower supply. Going forward, more innovative initiatives will be formulated and implemented towards the sustainable development of HA.

Annual Plan Targets Planned for Completion in 1Q23

PROGRESS

[Note: Where appropriate, 230 individual programmes are 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 1Q23	Latest Position
(A) <u>Annual Plan Targets Deferred From Previous Quarters</u>				
CORPORATE PLANS				
<u>Improve Service Quality</u>				
Enhance access & efficiency				
Promote day services				
1.	Enhance the provision of day rehabilitation and allied health (AH) 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 AH services at GH by 1Q22 (Same as KCC Target No. 43)	Deferred from 1Q22	Achieved	The target of providing additional rehabilitation day attendances of 2 700 at TSKH and 720 at KH by 1Q23 was achieved. The other parts of the target were achieved earlier by 1Q22.
Strengthen service coordination & collaboration				
2.	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 (Same as KCC Target No. 41)	Deferred from 1Q22	Achieved	The target of providing services with stratified care management for 4 400 additional physiotherapy outpatient attendances at QEH and CMC by 1Q23 was achieved.

Develop more options for patient care				
3.	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 <i>(Same as NTEC Target No. 26 & KCC Target No. 42)</i>	Deferred from 1Q22	Achieved	The target of providing 1 440 additional pharmacist clinic attendances at HKEC and KCC by 1Q23 was achieved. The other part of the target was achieved earlier by 1Q22.
4.	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 <i>(Same as KCC Target No. 43)</i>	Deferred from 1Q22	Achieved	The target of providing 2 400 additional outpatient attendances to patients on waiting list for joint replacement surgery at QEH by 1Q23 was achieved. The respective targets for PWH and POH were achieved earlier by 1Q22.
5.	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 <i>(Same as KWC Target No. 56)</i>	Deferred from 1Q22	Achieved	The targets of providing 247 and 993 intravitreal injections by HKEC and KWC by 1Q23 were achieved. The target for KCC was achieved earlier by 1Q22.
Enhance community-based care				
6.	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 <i>(Same as NTWC Target No. 71)</i>	Deferred from 1Q22	Achieved	The target of providing 450 additional needs assessments and discharge planning in NTWC by 1Q23 was achieved. The other parts of the target were achieved / partially achieved by 1Q22.

7.	Continue to enhance Community Geriatric Assessment Team (CGAT) support for terminally ill patients in Residential Care Homes for the Elderly (RCHEs) by providing services for 5 600 additional geriatric outreach attendances by 1Q22 <i>(Same as HKWC Target No. 34)</i>	Deferred from 1Q22	Achieved	The target of providing 350 additional psychogeriatric outreach attendances to RCHEs was achieved by 1Q23. The respective targets for other clusters were achieved earlier by 1Q22 with minor delay.
8.	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 <i>(Same as KCC Target No. 44, KWC Target No. 57 & NTWC Target No. 72)</i>	Deferred from 1Q22	Achieved	The targets of providing 840, 1 260 and 840 additional psychogeriatric outreach attendances to RCHEs at KCC, KWC and NTWC respectively were achieved by 1Q23. The target for HKWC was achieved earlier by 1Q22.
9.	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 <i>(Same as KCC Target No. 58, NTEC Target No. 64 & NTWC Target No. 73)</i>	Deferred from 1Q22	Achieved	The targets of providing 1 200, 300 and 300 additional psychiatric outreach attendances to patients with mental illness respectively at KWC, NTEC and NTWC by 1Q23 were achieved. The respective targets for HKEC, HKWC and KEC were achieved earlier by 1Q22/2Q22.
Modernise HA				
Refine technology planning and adoption to keep up with international standards				
10.	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	Deferred from 1Q22	Achieved	The target of capacity building on genomic and genetic test was completed by 3Q22 through implementation of all nine planned laboratory test categories on genomic and genetic tests. The other part of the target was achieved earlier by 1Q22.

Optimise Demand Management				
	Raise the capacity of priority services			
	Increase capacity of high demand services			
11.	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 <i>(Same as KCC Target No. 53)</i>	Deferred from 4Q21	Achieved	The target of providing one additional ICU bed at QEH by 1Q23 was achieved. The other part of the target was achieved in 2Q22.
12.	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	Deferred from 1Q21	Achieved	The target of recruiting the remaining one nurse consultant at HKWC by 1Q23 was achieved. The other 12 nurse consultants were recruited by 1Q21.
13.	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 <i>(Same as KCC Target No. 52 & NTEC Target No. 68)</i>	Deferred from 1Q22	Defer to 1Q24	The target on extending service hours for radiotherapy services at PWH and providing additional 1 330 radiotherapy treatment attendances by 1Q23 was achieved. Due to persistent shortage of radiation therapists, the target of extending radiotherapy service hours at QEH was further deferred to 1Q24. Other parts of the targets were achieved earlier by 2Q21/1Q22.

14.	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 (Same as HKEC Target No.28, KEC Target No. 39, KWC Target No. 59 & NETC Target No. 69)	Deferred from 1Q22	Achieved	The targets of increasing 3 890 OCT scans and 630 VF tests for HKEC, 2 420 VF tests for KEC, 4 300 OCT scans and 5 840 VF tests for KWC, and 3 950 OCT scans for NTEC by 1Q23 were achieved. Other parts of the targets were completed earlier by 1Q22.
15.	Continue to enhance the capacity of radiology services by providing services for an additional total of 1 710 attendances for Magnetic Resonance Imaging (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 Computed Tomography (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 (Same as HKEC Target No. 32 & KEC Target No. 38)	Deferred from 1Q22	Deferred to 1Q24	Ultrasound: The target of providing a total of 5 510 additional attendances for ultrasound scan at PYNEH, HKCH and UCH was achieved by 1Q23. X-ray: Two additional X-ray sessions per week at CCH were provided since 2Q23. Target was partially achieved. Angiography: Due to rescheduled appointments by patients during the fifth wave of COVID-19 epidemic, coupled with the severe shortage of manpower in Radiologist and Radiographer, the target of providing 175 diagnostic and angiography attendances at PYNEH was deferred to 1Q24. Other parts of the targets were achieved earlier by 1Q22.
16.	Enhance the capacity of inpatient services at NTWC by providing additional one HDU bed, two ICU beds and 12 acute beds at TMH by 4Q21; 10 acute beds at POH; and 40 extended care beds at TSWH by 4Q21 (Same as NTWC Target No. 74)	Deferred from 4Q21	Achieved	The target of providing two additional ICU beds at TMH by 1Q23 was achieved. Other parts of the target were achieved earlier by 3Q/4Q22.
17.	Enhance Specialist Outpatient Clinic (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 (Same as HKWC Target No. 36)	Deferred from 1Q22	Achieved	The target of providing 395 SOPC new case attendances at HKWC was achieved by 1Q23.

<u>Attract & Retain Staff</u>				
	Improve staff management			
Develop structured succession planning				
18.	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	Deferred from 1Q22	Achieved	The target of recruiting the remaining four nurse consultants by 1Q23 was achieved. 20 additional nurse consultants were recruited by 1Q22.
	Foster staff health & a safe working environment			
Strengthen Occupational Safety and Health				
<u>Enhance Staff Training & Development</u>				
	Strengthen training governance & policy			
Establish a mechanism to align training with career development				
19.	Further strengthen the competency of nursing staff in supporting terminally ill patients beyond Palliative Care (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 (Same as HKWC Target No. 33, KWC Target No. 61 & NTEC Target No. 70)	Deferred from 1Q22	Partially Achieved	For the part of the target to be completed by 1Q23: HKEC: A total of seven nurses completed training at HKEC by 1Q22. Due to manpower deployment under the COVID-19 epidemic, the training programme was suspended from February to August 2022. By 1Q23, two more nurses completed the training at HKEC. Target was partially achieved. KWC: A total of seven nurses completed the training at KWC by 1Q22. The remaining target was achieved by 1Q23. NTEC: A total of eight nurses completed the training at NTEC by 1Q22. The remaining target was achieved by 1Q23.

<u>Provide Smart Care</u>				
	Leverage on big data and advanced technology			
	Build up telemedicine and telecare			
20.	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	Deferred from 3Q22	Achieved	The target of providing an electronic sick leave certificate function by 1Q23 was achieved. The other part of the target was achieved earlier by 3Q22.
<u>Enhance Service Supply</u>				
	Increase healthcare capacity			
	Implement Hospital Development Plans			
21.	Prepare for the commissioning upon redevelopment of KWH, Phase 1 by providing 40 additional acute beds at the emergency medical ward at KWH by 4Q22; recruit additional manpower to support KWH Phase 1 service commencement by 1Q23 (Same as KCC Targets No. 55 & 280)	Deferred from 4Q22	Achieved	The targets of providing 40 additional acute beds at emergency medical ward at KWH and recruiting additional manpower to support service commencement of KWH Phase 1 by 1Q23 were achieved.
22.	Commission the operation of the extension of Operating Theatre (OT) block for TMH by recruiting additional manpower for the commencement of services by phases, including to provide two ICU beds, hybrid OT and robotic assisted surgery services by 4Q22, 20 additional OT sessions per week and operate the intra-operative MRI at TMH by 1Q23 (Same as NTWC Targets No. 77, 400 & 401)	Deferred from 4Q22	Deferred to 3Q24	Commencement of the related programmes was affected by the impact of respective construction works delay, subsequent defects rectification works and delay in connection works between the old and new blocks. The target of opening two additional ICU beds was achieved by 1Q23. Robotic assisted surgery service commenced at POH in 1Q23. It was planned that the service would be relocated to the OT Extension Block at TMH by 2024. Nine additional OT sessions per week were opened by 1Q23. The remaining target was deferred to 3Q24. As for the hybrid OT and intra-operative MRI services, the commencement of services was affected by the progress of alteration works and additional works due to respective construction works delay. The revised commissioning target was 3Q24.

Bolster the capability of healthcare facilities in meeting demand				
23.	Enhance the capacity of inpatient services at KCC by providing one additional HDU bed at QEH by 4Q22 <i>(Same as KCC Target No. 54)</i>	Deferred from 4Q22	Achieved	The additional HDU bed was opened at QEH by 1Q23.
24.	Enhance the capacity of inpatient services at KWC by providing additional acute beds, 10 at PMH and 30 at CMC by 4Q22 <i>(Same as KWC Target No. 62)</i>	Deferred from 4Q22	Achieved	10 additional acute medical beds were opened at PMH in December 2022. 30 additional acute medical beds were opened at CMC by 1Q23.
CLUSTER PLANS				
<i>HKEC Targets</i>				
<u>Improve Service Quality</u>				
25.	Provide services for 3 410 additional nurse clinic attendances	Deferred from 1Q22	Achieved	2 740 out of 3 410 additional nurse clinic attendances were provided by 1Q22. The remaining 670 attendances were achieved by 1Q23.
26.	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. 3)</i>	Deferred from 1Q22	Achieved	For the part of the target to be completed by 1Q23, i.e. providing 720 additional pharmacist clinic attendances in HKEC, was achieved. The other part of the target on nurse clinic attendances was achieved earlier by 1Q22.
27.	Enhance the quality of cancer care by providing case management services to 100 additional patients with gynaecological cancer	Deferred from 1Q22	Achieved	71 out of the targeted 100 patients newly diagnosed with gynaecological cancer were provided with case management services by 1Q22. The target of providing such to the remaining 29 patients was achieved by 1Q23.
28.	Enhance glaucoma care by providing services for 3 890 additional OCT scans and 630 VF tests <i>(Same as Corporate Target No. 14)</i>	Deferred from 1Q22	Achieved	The targets of providing 3 890 additional OCT scans and 630 additional VF tests at HKEC were achieved by 1Q23.

<u>Optimise Demand Management</u>				
29.	Provide Outpatient Parenteral Antimicrobial Therapy (OPAT) service for 170 additional new case attendances for SOPC at PYNEH	Deferred from 1Q21	Achieved	Service capacity for 170 additional new case attendances of OPAT service was provided by 1Q23.
30.	Commence the Enhanced Recovery After Surgery (ERAS) programme to provide services for 190 additional patients at PYNEH and RH	Deferred from 1Q22	Achieved	The target of providing 190 additional patients with ERAS services at PYNEH and RH was achieved by 1Q23.
31.	Build up laboratory service capacity for 4 700 additional tests for prostate health index	Deferred from 1Q22	Achieved	1 843 additional prostate health index tests were provided by 1Q22. The remaining target of additional 2 857 prostate health index tests was achieved by 1Q23.
32.	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 (Same as Corporate Target No. 15)	Deferred from 1Q22	Deferred to 1Q24	<p>X-ray: Two additional X-ray sessions per week at CCH were provided since 2Q23. Target was partially achieved.</p> <p>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 rescheduled appointments by patients during the fifth wave of COVID-19 epidemic, coupled with the severe shortage of manpower in Radiologist and Radiographer, the targets of providing the remaining 73 diagnostic and angiography attendances and 910 attendances for ultrasound scan at PYNEH were deferred to 1Q24.</p>
<u>Attract & Retain Staff</u>				
<u>Enhance Staff Training & Development</u>				
33.	Provide clinical attachment at PC units for 12 nurses working beyond PC setting (Same as Corporate Target No. 19)	Deferred from 1Q22	Partially Achieved	A total of seven nurses completed the training at HKEC by 1Q22. Due to manpower deployment under the COVID-19 epidemic, the training programme was suspended from February to August 2022. By 1Q23, two more nurses completed the training at HKEC. Target was partially achieved.

HKWC Targets**Improve Service Quality**

34.	Enhance CGAT support for terminally ill patients in RCHEs by providing services for 350 additional geriatric outreach attendances (Same as Corporate Target No. 7)	Deferred from 1Q22	Achieved	64 additional geriatric outreach attendances were provided by CGAT at HKWC by 1Q22. The remaining target of 286 attendances were provided by 1Q23.
35.	Enhance functional neurosurgery for eligible patients by providing 260 additional AH outpatient attendance at QMH for assessment and rehabilitation purposes	Deferred from 1Q22	Achieved	145 additional AH outpatient attendances at QMH for enhancing functional neurosurgery were provided by 1Q22. The target of providing the remaining 115 attendances was achieved by 1Q23.

Optimise Demand Management

36.	Enhance sleep services by providing services to conduct 800 additional sleep studies at HKWC (Same as Corporate Target No. 17)	Deferred from 1Q22	Achieved	An additional 339 SOPC new case attendances were provided by 1Q22. The target of providing the remaining 461 attendances was achieved by 1Q23.
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KEC Targets**Improve Service Quality**

37.	Set up a robotic surgery suite and build service capacity for serving 20 additional patients at TKOH	Deferred from 1Q22	Achieved	The target of serving 20 additional patients at TKOH was achieved by 1Q23.
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Optimise Demand Management

38.	Provide services for 2 080 additional attendances for ultrasound scan at UCH (Same as Corporate Target No. 15)	Deferred from 1Q22	Achieved	643 additional attendances for ultrasound scan were provided at UCH by 1Q22. The target of providing the remaining 1 437 additional attendances was achieved by 1Q23.
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39.	Enhance glaucoma care by providing services for 4 740 additional OCT scans and 2 420 VF tests (Same as Corporate Target No. 14)	Deferred from 1Q22	Achieved	The target for additional OCT scans was achieved by 1Q22. For VF tests, 1 371 tests were provided by 1Q22 and the target of providing 1 049 tests by 1Q23 was achieved.
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KCC Targets

Improve Service Quality

40.	Enhance rehabilitation services by providing 720 additional rehabilitation day attendances at KH (Same as Corporate Target No. 1)	Deferred from 1Q22	Achieved	339 rehabilitation day attendances were provided by KH by 1Q22. The target of providing the remaining 381 attendances was achieved by 1Q23.
41.	Provide services with stratified care management for 2 200 additional physiotherapy outpatient attendances at QEH (Same as Corporate Target No. 2)	Deferred from 1Q22	Achieved	2 001 additional physiotherapy outpatient attendances were provided at QEH by 1Q22. The target of providing the remaining 199 attendances was achieved by 1Q23.
42.	Enhance SOPC services on systemic anti-cancer therapy by providing services for an additional of 540 nurse clinic attendances and 720 pharmacist attendances (Same as Corporate Target No. 3)	Deferred from 1Q22	Achieved	The target related to nurse clinic attendance was achieved by 1Q22. For pharmacist attendances, 602 additional pharmacist clinic attendances in HKEC were provided by 1Q22. The target of providing the remaining 118 pharmacist attendances by 1Q23 was achieved.
43.	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 (Same as Corporate Target No. 4)	Deferred from 1Q22	Achieved	An additional 1 917 physiotherapy outpatient attendances were provided at QEH by 1Q22; and a total of 2 938 additional physiotherapy outpatient attendances were provided at QEH by 1Q23.

44.	Enhance multidisciplinary support to provide 840 additional psychogeriatric outreach attendances services to RCHes at KCC (Same as Corporate Target No. 8)	Deferred from 1Q22	Achieved	651 additional psychogeriatric outreach attendances to RCHes at KCC were provided by 1Q22. The target of providing the remaining 189 additional attendances by 1Q23 was achieved.
45.	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	Deferred from 1Q22	Achieved	An additional 244 tests MRD assays and NGS panels for adult with myeloid blood cancers were provided at QEH by 1Q23.
<u>Optimise Demand Management</u>				
46.	Continue to enhance the capacity of 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 1Q24	QEH: An additional 5.5 OT sessions per week on average were provided at QEH by 1Q22. Due to persistent manpower shortage of anaesthetists and nurses for OT services in QEH, the remaining target of 4.5 additional OT sessions per week was deferred to 1Q24.
47.	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 1Q24	The CRSSC was relocated to the Multi- Service Centre at QEH campus and commenced service in 2Q20. Due to the COVID-19 epidemic and shortage of experienced AH therapists, the target of providing 340 additional AH outpatient attendances was deferred to 1Q24.
48.	Provide OPAT service for 1 000 additional day patient attendances at QEH	Deferred from 1Q21	Deferred to 1Q24	Due to manpower deployment under the fifth wave of COVID-19, the target of providing 1 000 additional day patient attendances for OPAT service at QEH was deferred to 1Q24.
49.	Recruit a case manager in KCC to provide services for 300 additional psychiatric outreach attendances to patients with mental illness	Deferred from 1Q22	Deferred to 1Q24	One additional case manager was recruited to support patients with mental illness in KCC. Due to the COVID-19 epidemic, the outreach services were scaled down. The target of providing 300 additional psychiatric outreach attendances to patients with mental illness was deferred to 1Q24.
50.	Extend the service hours of radiotherapy at QEH to provide services for 1 330 additional treatment attendances	Deferred from 1Q21	Deferred to 1Q24	Due to persistent shortage of radiation therapists, the target of extending radiotherapy service hours and providing 1 330 additional treatment attendances at QEH was further deferred to 1Q24.

51.	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 1Q24	QEH: Due to persistent manpower shortage of radiation therapists, the target of extending radiotherapy service hours at QEH was further deferred to 1Q24.
52.	Extend the service hours of radiotherapy at QEH to provide services for 1 330 additional treatment attendances (Same as Corporate Target No. 13)	Deferred from 1Q22	Deferred to 1Q24	Due to persistent shortage of radiation therapists, the target of extending radiotherapy service hours and providing 1 330 additional treatment attendances at QEH was further deferred to 1Q24.
53.	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. 11)	Deferred from 4Q21	Achieved	Two HDU beds were opened in 2Q22. The target of providing additional ICU bed by 1Q23 was achieved.

Enhance Service Supply

54.	Provide an additional HDU bed at QEH (Same as Corporate Target No. 23)	Deferred from 4Q22	Achieved	The additional HDU bed was opened at QEH by 1Q23.
55.	Provide 40 additional acute beds at the emergency medical ward at KWH (Same as Corporate Target No. 21)	Deferred from 4Q22	Achieved	40 additional acute beds at emergency medical ward were opened at KWH by 1Q23.

KWC Targets**Improve Service Quality**

56.	Build service capacity for 993 additional intravitreal injections at CMC (Same as Corporate Target No. 6)	Deferred from 1Q22	Achieved	851 intravitreal injections were provided by 1Q22. By 1Q23, a total of 1 549 additional intravitreal injections were provided.
57.	Enhance multidisciplinary support for providing 1 260 additional psychogeriatric outreach attendances to RCHEs at KWC (Same as Corporate Target No. 8)	Deferred from 1Q22	Achieved	The target of providing 1 260 additional psychogeriatric outreach attendances to RCHEs in KWC by 1Q23 was achieved.

58.	Recruit four additional case managers at KWC to provide services for 1 200 additional psychiatric outreach attendances to patients with mental illness (Same as Corporate Target No. 9)	Deferred from 1Q22	Achieved	The target of providing 1 200 additional psychiatric outreach attendances to patients with mental illness by 1Q23 was achieved.
<u>Optimise Demand Management</u>				
59.	Enhance glaucoma care by providing services for 4 300 additional OCT scans and 5 840 VF tests (Same as Corporate Target No. 14)	Deferred from 1Q22	Achieved	2 199 additional VF tests and 1 657 additional OCT scans were performed at KWC by 1Q22. By 1Q23, 7 836 additional VF tests and 5 867 additional OCT scans were performed.
60.	Provide 250 additional cystoscopy procedures at PMH	Deferred from 1Q22	Deferred to 1Q24	Due to renovation work at the Urodynamic Centre from July 2022 to March 2023, the related services were relocated to a temporary site which could not cater for all of the flexible cystoscopy sessions. Therefore, the target of providing 250 additional cystoscopy procedures at PMH was deferred to 1Q24.
<u>Enhance Staff Training & Development</u>				
61.	Provide clinical attachment at PC units for 12 nurses working beyond PC setting (Same as Corporate Target No. 19)	Deferred from 1Q22	Achieved	A total of seven nurses completed the training at KWC by 1Q22. The remaining target was achieved by 1Q23.
<u>Enhance Service Supply</u>				
62.	Provide 30 additional acute medical beds at CMC (Same as Corporate Target No. 24)	Deferred from 4Q22	Achieved	30 additional acute medical beds were opened at CMC by 1Q23.
63.	Provide 14 additional emergency OT sessions and two additional elective OT sessions per week, as well as two additional Pre-Anaesthetic Assessment Clinic (PAAC) sessions and two additional peri-operative medicine clinic sessions per week at PMH	Deferred from 4Q22	Achieved	Two additional elective OT sessions per week were opened at PMH by 1Q23. Other parts of the target were achieved by 3Q/4Q22.

NTEC Targets

Improve Service Quality

64.	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. 9)</i>	Deferred from 1Q22	Achieved	The target of providing 300 additional psychiatric outreach attendances to patients with mental illness by 1Q23 was achieved.
65.	Build laboratory service capacity to provide 100 additional tests for MRD assays and NGS panels for adult with myeloid blood cancers at PWH	Deferred from 1Q22	Achieved	An additional 261 tests MRD assays and NGS panels for adult with myeloid blood cancers were provided at PWH by 1Q23.
66.	Enhance AH services at NTEC by providing 500 additional AH outpatient attendances and 390 additional speech therapy attendances at the geriatric day hospital, and building laboratory capacity for additional hematological tests	Deferred from 1Q22	Achieved	The target of providing 390 additional speech therapy attendances at the geriatric day hospital was achieved by 1Q23. Other parts of the target were achieved by 1Q22.
67.	Enhance nursing care for epilepsy services and provide 780 additional screening and case assessment	Deferred from 1Q22	Achieved	The target of providing 780 additional screening and case assessment was achieved by 1Q23.

Optimise Demand Management

68.	Extend the service hours of radiotherapy at PWH to provide services for 1 330 additional treatment attendances <i>(Same as Corporate Target No. 13)</i>	Deferred from 1Q22	<u>Deferred to 1Q24</u>	Due to manpower shortage of radiation therapists and deferred radiotherapy planning / treatment during COVID-19 epidemic and Linear Accelerators downtime, the target of providing 1 330 additional treatment attendances was deferred to 1Q24. The target related to extension of service hours was achieved by 1Q22.
69.	Enhance glaucoma care by providing services for 3 950 additional OCT scans and 1 250 VF tests <i>(Same as Corporate Target No. 14)</i>	Deferred from 1Q22	Achieved	1 411 additional VF tests and 3 598 additional OCT scans were provided at NTEC by 1Q22. The target of providing the remaining 352 OCT scans was achieved by 1Q23.

<u>Enhance Staff Training & Development</u>				
70.	Provide clinical attachment at PC units for 12 nurses working beyond PC setting (Same as Corporate Target No. 19)	Deferred from 1Q22	Achieved	A total of eight nurses completed the training at NTEC by 1Q22. The remaining target was achieved by 1Q23.
<i>NTWC Targets</i>				
<u>Improve Service Quality</u>				
71.	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 (Same as Corporate Target No. 6)	Deferred from 1Q22	Achieved	The target of providing 450 additional needs assessments and discharge planning by 1Q23 was achieved. The target related to home visits was achieved by 1Q22.
72.	Enhance multidisciplinary support for providing 840 additional psychogeriatric outreach attendances to RCHEs at NTWC (Same as Corporate Target No. 8)	Deferred from 1Q22	Achieved	The target of providing 840 additional psychogeriatric outreach attendances to RCHEs at NTWC by 1Q23 was achieved.
73.	Recruit two additional case managers at NTWC to provide services for 600 additional psychiatric outreach attendances to patients with mental illness (Same as Corporate Target No. 9)	Deferred from 1Q22	Achieved	The target of providing 600 additional psychiatric outreach attendances to patients with mental illness by 1Q23 was achieved.
<u>Optimise Demand Management</u>				
74.	Provide an additional HDU bed and two additional ICU beds at TMH. (Same as Corporate Target No. 16)	Deferred from 4Q21	Achieved	The target of providing two additional ICU beds at TMH by 1Q23 was achieved. Other parts of the target were achieved earlier by 3Q/4Q22.

75.	Enhance ophthalmic services in NTWC to provide 150 additional SOPC new case attendances and 175 surgeries	Deferred from 1Q20	Achieved	The target of providing 175 additional surgeries was achieved by 1Q23. The target of providing 150 additional SOPC new case attendances was achieved earlier by 1Q20.
76.	Extend the service hours of radiotherapy at TMH to provide services for 1 330 additional treatment attendances	Deferred from 1Q21	Deferred to 1Q24	Due to the increasing use of hypofractionated regime, a general drop in teletherapy attendance per patient and decrease in patient attendances for radiotherapy services under the COVID-19 epidemic, coupled with manpower shortage of oncologists, the target of providing 1 330 additional treatment attendances was further deferred to 1Q24.

Enhance Service Supply

77.	Provide two additional ICU beds at TMH <i>(Same as Corporate Target No. 22)</i>	Deferred from 4Q22	Achieved	Two additional ICU beds were opened at TMH by 1Q23.
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(B) 1Q23 Annual Plan Targets**CORPORATE PLANS****Provide Smart Care**

	Leverage on big data and advanced technology			
	Develop personalised care			
78.	Develop specialised Chimeric Antigen Receptor T (CAR-T) Cell Therapy for patients with blood cancer at HA by building capacity for the provision of CAR-T Cell Therapy to 20 additional patients at QMH; and prepare for the development of CAR-T Cell Therapy service at HKCH and PWH by 1Q23 <i>(Same as HKWC Target No. 210, KCC Target No. 281 & NTEC Target No. 354)</i>	1Q23	Achieved	The service capacity for the provision of CAR-T Cell Therapy treatment to 20 additional patients was established at QMH. 17 additional patients had been prioritized to receive treatment by 1Q23. Target was partially achieved. The service capacity for the provision of CAR-T Cell Therapy treatment to five patients was established at HKCH by 1Q23. Preparation for the development of CAR-T Cell Therapy service at PWH commenced by 1Q23.

79.	<p>Continue to enhance geriatric support at A&E departments to facilitate care coordination for elderly patients by enhancing geriatric support by providing services for 3 000 additional focused geriatric assessments at A&E departments of TKOH, AHNH, NDH and POH by 1Q23</p> <p><i>(Same as KEC Target No. 291, NTEC Target No. 355 & NTWC Target No. 384)</i></p>	1Q23	Achieved	<p>KEC: 795 additional focused geriatric assessments were provided at the A&E department of TKOH by 1Q23.</p> <p>NTEC: 1 500 additional focused geriatric assessments were provided at the A&E departments of AHNH and NDH by 1Q23.</p> <p>NTWC: 760 additional focused geriatric assessments were provided at the A&E department of POH by 1Q23.</p>
80.	<p>Continue to improve peri-operative management and provide personalised care for elderly patients with acute fragility fractures by setting up acute geriatric fragility fracture nursing coordination services at KWH, TKOH, AHNH and POH by 1Q23</p> <p><i>(Same as KCC Target No. 254, KEC Target No. 292, NTEC Target No. 356 & NTWC Target No. 385)</i></p>	1Q23	Achieved	<p>KCC: Acute geriatric fragility fracture nursing coordination service was set up at KWH by 3Q22.</p> <p>KEC: Acute geriatric fragility fracture nursing coordination service was set up at TKOH by 3Q22.</p> <p>NTEC: Acute geriatric fragility fracture nursing coordination service was set up at AHNH by 1Q23.</p> <p>NTWC: Acute geriatric fragility fracture nursing coordination service was set up at POH by 2Q22.</p>
81.	<p>Extend the ortho-geriatric collaborative care model for elderly patients with hip or other fragility fractures in both acute and extended care settings by providing additional geriatric support for a total of 625 orthopaedic patients at KWH, WTSH and NDH by 1Q23</p> <p><i>(Same as KCC Target No. 255 & NTEC Target No. 357)</i></p>	1Q23	Achieved	<p>The target of providing geriatric support for a total of 625 additional orthopaedic patients at KWH, WTSH and NDH was achieved by 1Q23.</p>

82.	Continue to provide ERAS programme by implementing the ERAS programme for selected specialties at PYNEH, RH, QEH and PWH by 1Q23 (Same as HKEC Target No. 185, KCC Target No. 256 & NTEC Target No. 358)	1Q23	Achieved	The ERAS programme was implemented for selected specialties at PYNEH, RH, QEH and PWH by 1Q23.
83.	Improve treatment standard and outcomes for coagulopathy patients by enhancing the coagulopathy genetics service network and build capacity for providing an additional total of 220 genetic tests at QMH and PMH by 1Q23 (Same as HKWC Target No. 211 & KWC Target No. 319)	1Q23	Partially Achieved	The target of providing additional 20 genetic tests at QMH was achieved by 1Q23. For PMH, this was a new service commencing in 2Q22 and required time for building up referrals. The patient recruitment logistics <u>which</u> involved patient counselling, screening and consent was affected by reduced hospital visits by the patients under the COVID-19 epidemic. By 1Q23, 21 additional genetics tests were provided to all available patients who fulfilled the pre-test process at PMH. Target was partially achieved.
84.	Introduce Breast Cancer (BRCA) gene mutation testing for ovarian cancer patients by building capacity for providing an additional total of 710 breast cancer mutation tests at HKEC, HKWC, KCC, NTEC; and providing genetic counselling and clinic follow-up services for 600 additional cases at HKWC by 1Q23 (Same as HKEC Target No. 186, HKWC Target No. 212, KCC Target No. 257 & NTEC Target No. 359)	1Q23	Partially Achieved	Breast cancer gene mutation tests: The test was demand driven and was affected by the COVID-19 epidemic. An additional total of 430 breast cancer mutation tests were provided to all available patients at HKEC, HKWC, KCC, NTEC by 1Q23. Target was partially achieved. Genetic counselling and clinic follow-up services: An additional 647 genetic counselling and clinic follow-up services were provided at HKWC by 1Q23. Target was achieved.
85.	Enhance clinical and laboratory services for genetic and genomic medicine at NTEC by setting up multidisciplinary clinical genetic service team at NTEC and build capacity for providing 100 additional panel tests by 1Q23 (Same as NTEC Target No. 360)	1Q23	Partially Achieved	Multidisciplinary clinical genetic service team at NTEC was set up by 1Q23. The laboratory capacity for providing the additional panel tests was established. The test was demand driven and 73 additional panel tests were provided by 1Q23. Target was partially achieved.
86.	Enhance the long term management of ventilator assisted care by centralising care provision at designated facilities by designating three additional paediatrics beds for chronic ventilator assisted care at DKCH by 1Q23 (Same as HKWC Target No. 213)	1Q23	Achieved	Three additional paediatrics beds for chronic ventilator assisted care were opened at DKCH by 1Q23.

87.	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 setting by rolling out the programme to YCH and AHNH, providing services for an additional total of 2 300 physiotherapy and 1 150 occupational therapy attendances during weekends and public holidays by 1Q23 <i>(Same as KWC Target No. 320 & NTEC Target No. 361)</i>	1Q23	Achieved	The targets of providing an additional total of 2 300 physiotherapy and 1 150 occupational therapy attendances during weekends and public holidays at YCH and AHNH were achieved by 1Q23.
88.	Continue the early patient mobilisation programme in the acute general adult ICU in HA to maintain physical mobility and improve functional status of patients by providing an additional total of 2 500 early mobilisation treatment sessions by physiotherapists to 400 ICU patients at KCC and NTEC by 1Q23 <i>(Same as KCC Target No. 258 & NTEC Target No. 362)</i>	1Q23	Achieved	The target of providing an additional total of 2 500 early mobilisation treatment sessions by physiotherapists at KCC and NTEC was achieved by 1Q23.
89.	Support effective implementation of rehabilitation care by upkeeping the standard of medical technology and equipment by implementing exoskeleton in rehabilitation training and providing 1 500 additional training sessions for patients with spinal cord injury (SCI) at HKWC, KCC and NTEC by 1Q23 <i>(Same as HKWC Target No. 214, KCC Target No. 259 & NTEC Target No. 363)</i>	1Q23	Deferred to 1Q24	Implementation of the target was affected by the COVID-19 epidemic. Suspension/adjustment of elective surgeries for SCI patients affected the intake of eligible patients. While the adoption of exoskeleton for rehabilitation training commenced at HKWC in 2Q22, the service was temporarily suspended in 3Q22 as some of the patients were transferred to private hospitals under the relevant Public-Private Partnership (PPP) Programme. For KCC and NTEC, the delivery of exoskeleton was affected by the COVID-19 epidemic and service could only commence in 3Q22. By 1Q23, a total of 834 additional training sessions were provided at HKWC, KCC and NTEC. The remaining target was deferred to 1Q24.
90.	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 PYNEH, MMRC and UCH by 1Q23 <i>(Same as HKEC Target No. 187, HKWC Target No. 215 & KEC Target No. 293)</i>	1Q23	Achieved	The target of providing physiotherapy services for 7 200 additional outpatient attendances to patients on waiting list for total joint replacement surgery at PYNEH, MMRC and UCH was achieved by 1Q23

91.	Enhance physiotherapy outpatient services by continuing the stratified care management for patients with low back pain by providing stratified care management services for 2 200 additional physiotherapy outpatient attendances at QMH by 1Q23 <i>(Same as HKWC Target No. 216)</i>	1Q23	Achieved	The target of providing stratified care management services for 2 200 additional physiotherapy outpatient attendances at QMH was achieved by 1Q23.
92.	Improve clinical outcome by adopting medical grade three-dimensional printing for personalised care by adopting medical grade three-dimensional (3D) printing technology to provide services in Orthopaedics and Traumatology (O&T) departments of QMH and YCH, and enhancing medical 3D printing services at QEH by 1Q23 <i>(Same as HKWC Target No. 217, KCC Target No. 260 & KWC Target No. 321)</i>	1Q23	Achieved	The targets of adopting medical grade 3D printing technology to provide services in O&T departments of QMH and YCH and enhancing medical 3D printing services at QEH were achieved by 1Q23.
Re-orientate service models				
Promote ambulatory care				
93.	Provide additional day beds to relieve the reliance on inpatient care by providing an additional total of 90 day beds, three at KWH, 12 at QEH, 24 at YCH, 20 at PWH and 25 at TSWH by 4Q22; six at PMH by 1Q23 <i>(Same as KWC Target No. 322)</i>	1Q23	Achieved	For the part of the target to be completed by 1Q23: PMH: Six additional acute Obstetrics & Gynaecology (O&G) day beds were opened at PMH by 1Q23.
94.	Strengthen ambulatory care services by setting up a Medical Ambulatory Care Centre (MACC) at YCH by 4Q22; implement MACC chronic disease model at PWH by 4Q22; and provide services for 490 additional patient attendances at the Cardiac Ambulatory Centre of QEH by 1Q23 <i>(Same as KCC Target No. 279)</i>	1Q23	Achieved	For the part of the target to be completed by 1Q23: QEH: The target of providing 490 additional patient attendances at the Cardiac Ambulatory Centre of QEH was achieved by 1Q23.

95.	Enhance the provision of day rehabilitation services by establishing day rehabilitation programme for elderly with osteoporotic vertebral collapse at MMRC; and providing services for 1 460 additional rehabilitation day attendances at MMRC and 1 950 at QEH by 1Q23 (Same as HKWC Target No. 218 & KCC Target No. 261)	1Q23	Deferred to 1Q24	MMRC: A day rehabilitation programme for elderly with osteoporotic vertebral collapse was established in MMRC in 2Q22. By 1Q23, 957 additional rehabilitation day attendances were provided at MMRC. Due to service adjustment under the COVID-19 epidemic, the remaining target was deferred to 1Q24. QEH: The target of providing 1 950 additional rehabilitation day attendances at QEH was achieved by 1Q23.
Enhance community-based care				
96.	Enhance Community Psychiatric Service to further increase the support for mental health patients in the community by recruiting additional case managers at HKEC, HKWC, KEC, KWC, NTEC and NTWC to provide services for an additional total of 1 800 psychiatric outreach attendances by 1Q23 (Same as HKEC Target No. 189, HKWC Target No. 220, KEC Target No. 295, KWC Target No. 324, NTEC Target No. 365 & NTWC Target No. 388)	1Q23	Partially achieved	Six additional case managers were recruited by 1Q23. By 1Q23, a total of 1 792 additional psychiatric outreach attendances for mental health patients were provided. Target was partially achieved.
97.	Continue to enhance the transitional post-discharge support for patients by continuing to provide services for 1 800 additional home visits, 750 needs assessments and discharge planning for elderly patients at NTWC by 1Q23 (Same as NTWC Target No. 386)	1Q23	Achieved	The targets of providing 1 800 additional home visits, 750 needs assessments and discharge planning for elderly patients at NTWC were achieved by 1Q23.
98.	Continue to enhance the CGAT support for terminally ill patients in RCHes by providing 2 450 additional geriatric outreach attendances by 1Q23 (Same as HKEC Target No. 188, HKWC Target No. 219, KCC Target No. 262, KWC Target No. 323, NTEC Target No. 364 & NTWC Target No. 387)	1Q23	Achieved	The target of providing 2 450 additional geriatric outreach attendances for terminally ill patients in RCHes was achieved by 1Q23.

99.	Further enhance the CGAT support for patients in RCHEs by providing 1 520 additional geriatric outreach attendances by 1Q23 <i>(Same as KEC Target No. 294)</i>	1Q23	Achieved	The target of providing 1 520 additional geriatric outreach attendances was achieved by 1Q23.
100.	Reinforce the multidisciplinary adult PC services for cancer and non-cancer PC patients by enhancing PC services at HKEC, HKWC, KCC and NTEC and to provide 5 220 additional PC consultative visits across these Clusters by 1Q23 <i>(Same as HKEC Target No. 190, HKWC Target No. 221, KCC Target No. 263 & NTEC Target No. 366)</i>	1Q23	Achieved	The target of providing 5 220 additional PC consultative visits across these Clusters was achieved by 1Q23.
Empower patient for self-care				
101.	Continue the pilot of the new generation home haemodialysis model to enhance quality of self-care by providing an additional total of 10 patient capacity at KEC and NTEC by 1Q23 <i>(Same as KEC Target No. 296 & NTEC Target No. 367)</i>	1Q23	Achieved	The target of providing an additional total of 10 patient capacities using new generation home haemodialysis model at KEC and NTEC was achieved by 1Q23.
Explore care options for high demand services				
Implement alternative options for specialist outpatient service				
102.	Utilise Family Medicine Specialist Clinic (FMSC) to relieve workload of Specialist Outpatient Clinic (SOPC) by further rolling out the collaborative model implemented for the O&T and surgery departments by providing an additional total of 4 000 FMSC attendances under the collaborative model for Family Medicine (FM) and O&T department at HKEC and NTWC by 1Q23; 2 000 additional FMSC attendances for FM and surgery at NTWC by 1Q23; and providing services for an additional total of 10 800 AH outpatient attendances at KCC and KWC by 1Q23 <i>(Same as HKEC Target No. 191 & NTWC Target No. 389)</i>	1Q23	Partially Achieved	<p>The target of providing a total of 10 800 additional AH outpatient attendances at KCC and KWC was achieved by 1Q23.</p> <p>The target of additional 2 000 FMSC attendances was achieved in HKEC as of 1Q23.</p> <p>1 907 and 1 994 additional FMSC attendances were provided under the collaborative models for FM and O&T department and Surgery department respectively at NTWC by 1Q23. Target was partially achieved.</p>

103.	<p>Implement the integrated model of SOP service for systemic anti-cancer therapy and breast cancer survivorship through nurse clinics and pharmacist clinics by providing services for an additional total of 540 nurse clinic attendances in SOPC and 720 pharmacist clinic attendances for systemic anti-cancer therapy at HKWC; and 560 additional nurse clinic attendances in SOPC for breast cancer survivorship at NTEC by 1Q23</p> <p><i>(Same as HKWC Target No. 222 & NTEC Target No. 368)</i></p>	1Q23	Deferred to 1Q24	<p>HKWC: The target of providing 540 additional nurse clinic attendances in SOPC was achieved by 1Q23.</p> <p>The initial attendance of pharmacist clinic was relatively low upon initial roll out. A total of 476 additional pharmacist clinic attendances for systemic anti-cancer therapy were provided by 1Q23. This was expected to increase with subsequent increase in the number of protocols to be taken up by the Oncology pharmacist and enhancement of the referral workflow. The remaining target of pharmacist clinic attendances was deferred to 1Q24.</p> <p>NTEC: The target of providing 560 additional nurse clinic attendances in SOPC for breast cancer survivorship at NTEC was achieved by 1Q23.</p>
104.	<p>Improve patient care by implementing pharmacist clinic for anticoagulant therapy management by providing services for an additional total of 4 500 pharmacist clinic attendances on anti-coagulant therapy management at GH and TMH by 1Q23</p> <p><i>(Same as HKWC Target No. 223 & NTWC Target No. 390)</i></p>	1Q23	Achieved	<p>The target of providing a total of 4 500 additional pharmacist clinic attendances on anti-coagulant therapy management at GH and TMH was achieved by 1Q23.</p>
105.	<p>Enhance nurse clinic services in respiratory (chronic obstructive pulmonary disease), human immunodeficiency virus, ophthalmology (cataract surgery), hepatitis, pain management, total joint replacement, otorhinolaryngology (hearing problems), and set up nurse clinic for chest pain, vascular care and paediatrics and adolescent (atopic dermatitis) to alleviate workload of doctors by adopting the integrated model of SOP service by recruiting additional APNs, Registered Nurses (RNs) and PCAs to establish or scale up 17 nurse clinics in 10 specialties to provide services for 11 160 additional attendances across Clusters by 1Q23</p> <p><i>(Same as HKWC Target No. 224, KCC Target No. 265, KEC Target No. 297, KWC Target No. 325, NTEC Target No. 368 & NTWC Target No. 391)</i></p>	1Q23	Achieved	<p>An additional total of 11 APNs, four RNs and seven PCAIs were recruited for setting up / expansion of 17 nurse clinics by 1Q23.</p> <p>The target of providing 11 160 additional attendances across Clusters was achieved by 1Q23.</p>

Enhance and develop different PPP options				
106.	<p>Provide additional patient choices through selected PPP programmes, including</p> <ul style="list-style-type: none"> • 4 000 service quotas for Cataract Surgeries Programme (CSP); • 376 service quotas for Haemodialysis Public-Private Partnership Programme (HD PPP); • 48 760 service quotas for Project on Enhancing Radiological Investigation Services through Collaboration with the Private Sector (Radi Collaboration); • 49 280 service quotas for General Outpatient Clinic Public-Private Partnership Programme (GOPC PPP) and Co-care Service Model; • 2 000 service quotas for Colon Assessment Public-Private Partnership Programme (Colon PPP); • 2 700 service quotas for Glaucoma Public-Private Partnership Programme (Glaucoma PPP); • 240 service quotas for Trauma Operative Service Collaboration Programme (Trauma Collaboration); • 120 service quotas for Breast Cancer Operative Service Collaboration Programme (Breast Cancer Collaboration); and • 277 service quotas for Radiation Therapy Service Public-Private Partnership Programme (RT PPP) by 1Q23. <p>In addition to the ongoing PPP programmes, various new PPP initiatives are being formulated for targeted implementation in 2022-23 to address service gaps and to dovetail with the Government's direction in strengthening primary care and cancer care strategy. These new initiatives include providing</p> <ul style="list-style-type: none"> • 100 service quotas for Total Joint Replacement Public-Private Partnership Programme (TJR PPP); • 200 service quotas for Chemotherapy Public-Private Partnership Programme (Chemo PPP); and • 18 480 service quotas for Laboratory Investigation Public-Private Partnership Programme (Lab PPP) by 1Q23. 	1Q23	Partially Achieved	<p>Progress of the ongoing PPP programmes were as follows:</p> <p>CSP: 4 006 service quotas for CSP were provided by 1Q23. Target was achieved.</p> <p>HD PPP: 376 service quotas for HD PPP were provided by 1Q23. Target was achieved.</p> <p>Radi Collaboration: 59 523 service quotas for Radi Collaboration were provided by 1Q23. Target was achieved.</p> <p>GOPC PPP: 49 384 service quotas for GOPC PPP were provided by 1Q23. Target was achieved.</p> <p>Colon PPP: 2 506 service quotas for Colon PPP were provided by 1Q23. Target was achieved.</p> <p>Glaucoma PPP: 2 686 service quotas for Glaucoma PPP were provided by 1Q23. Target was partially achieved.</p> <p>Trauma Collaboration: 586 service quotas for Trauma Collaboration were provided by 1Q23. Target was achieved.</p> <p>Breast Cancer Collaboration: 379 service quotas for Breast Cancer Collaboration were provided by 1Q23. Target was achieved.</p> <p>RT PPP: 139 service quotas for RT PPP were provided by 1Q23. The enrolment of patient commenced in July 2022, but more time was taken to identify suitable patients, prepare invitations and run in the operation flow in the first few months. Furthermore, the overall enrolment rate was affected by the high concentration of service centres of the contractors on the Hong Kong Island, which were less convenient for some patients.</p>

				<p>The formulation of new PPP initiatives, including TJR PPP, Chemo PPP and Investigation PPP, were in progress. The target was partially achieved with latest position as below:</p> <p>TJR PPP: In view of the complexity of TJR PPP, feasibility and service model of this new initiative required further exploration and deliberation in HA.</p> <p>Chemo PPP: In view of the complexity of Chemo PPP, feasibility and service model of this new initiative required further exploration and deliberation in HA.</p> <p>Investigation PPP: Subsequent to the latest exploration and deliberation, procurement process for the Investigation PPP commenced target implementation in 2Q23.</p>
<u>Develop Smart Hospitals</u>				
	Enable smart care provision			
	Provide AI support for data-driven care			
107.	Enhance clinical system capabilities to support the data-driven care by planning and developing the HA Artificial Intelligence (AI) and data analytics platform to support the development of data driven intelligence to improve clinical efficiency and effectiveness by 1Q23	1Q23	Achieved	11 AI products had been deployed in HA, including Chest X-Ray, Hip Fracture, AI for Hepatitis B laboratory reports, Command Centre Service Prediction and Diabetes Mellitus (DM) risk.
	Develop smart ward, smart clinic and smart pharmacy			
108.	Enhance the safety and efficiency of medication process by implementation of inpatient drug distribution model at HA through the use of automated medication unit dose dispensing system and smart cabinets by implementing aligned inpatient drug distribution model at HKWC, KCC and KWC by 1Q23 (Same as HKWC Target No. 228, KCC Target No. 266 & KWC Target No. 327)	1Q23	Achieved	The aligned inpatient drug distribution model was implemented at HKWC, KCC and KWC by 1Q23.

109.	Optimise medication safety and efficiency through extending the Inpatient Medication Order Entry (IPMOE) system to more specialties in a phased approach by rolling out the IPMOE chemotherapy module to the oncology department of QMH and QEH; and rolling out the IPMOE system at KWH by 1Q23 (Same as HKWC Target No. 231 & KCC Target No. 270)	1Q23	Deferred to 2Q23	QMH and QEH: The IPMOE chemotherapy module was implemented in the oncology department of QMH & QEH by 1Q23. Target was achieved. KWH: Due to the delay of KWH phase 1 move-in schedule, the implementation of IPMOE system at KWH was deferred to 2Q23.
110.	Develop smart hospital initiatives by continuing to implement and develop initiatives for smart hospital, including the hospital command centres, Queue Management System, smart payment kiosks, electronic bed panels, smart vital signs charting and hospital navigation, to improve the efficiency of patient services at public hospitals and to improve patient, clinical and business experience by 1Q23	1Q23	Achieved	Capacity and Resource Command Centres had been implemented in eight acute hospitals; while Clinical Command Centres had been deployed to selected wards and specialties for seven hospitals. 234 kiosks had been set up in 33 hospitals at 196 locations such as outpatient clinic, shroff and pharmacy to provide services to patients. As at 1Q23, eVitals (Vital Signs Management System) was implemented in 27 hospitals and smart panel in 26 hospitals. In addition, more than ten other smart care products were developed and implemented, such as the electronic medical certificate and drug delivery mini-apps.
Roll Out “Mobile Patient” initiatives				
111.	Enhance clinical system capabilities for mobile application (App) by developing the HA patient mobile App platform (HA Go) to further digitalise HA’s services so that the public can easily access these services with a new experience through innovative approaches on their smart phones by 1Q23	1Q23	Achieved	As at 1Q23, 1.8 million members of the public have activated their HA Go accounts. Some of the new HA Go features included mini-apps for booking appointments at the designated clinics for COVID-19 confirmed cases and telehealth services, with the latter having supported more than 200 000 consultations. Other HA Go features developed in 2022-23 included laboratory result enquiry, tele-training, electronic medical certificate and drug delivery mini-apps.
112.	Develop a mobile application via HA Go platform to enhance users' experience in Samaritan Fund and Community Care Fund application by developing a mobile Medical Fee Assistance App for Samaritan Fund and Community Care Fund applicants to retrieve application and approval information by 1Q23	1Q23	Achieved	The mobile Medical Fee Assistance App, which was a mini-app under HA Go, was launched. Patients applying for Samaritan Fund and Community Care Fund could retrieve application and approval information, receive relevant push notifications and upload documentary proof for their applications since 4Q22.

Enable smart hospital support and management				
Automate services via IT tools / solutions and robotics				
113.	<p>Improve safety and effectiveness for surgery by implementing Robotic-Arm Assisted System at HA by adopting robotic assisted operation mode to perform joint replacement surgery at HKBH by 1Q23; providing robotic surgery sessions at QEH for selected urology patients of KWH by 1Q23; and providing five additional OT sessions per week at TKOH for robotic surgery services by 4Q22</p> <p><i>(Same as KCC Target No. 267)</i></p>	1Q23	Achieved	<p>Robotic-Arm Assisted System was installed in HKBH and 20 joint replacement surgeries were performed by 1Q23.</p> <p>12 robotic surgery sessions were provided at QEH for selected urology patients of KWH by 1Q23.</p> <p>The other part of the target related to additional OT session was achieved in 4Q22.</p>
114.	<p>Enhance clinical management and patient care through the implementation of smart hospital initiatives at HA by strengthening the manpower to support the smart hospital initiatives at KCC, KEC and NTWC by 1Q23</p> <p><i>(Same as KCC Target No. 268, KEC Target No. 300, NTWC Target No. 393)</i></p>	1Q23	Achieved	<p>Additional manpower was recruited to support the smart hospital initiatives at KCC, KEC and NTWC by 1Q23.</p>

Establish IT platforms to facilitate operational efficiency				
115.	<p>Create smart emergency departments by digitalisation of documentation and workflow by rolling out phase one eAED service model to QMH, KWH, UCH, PMH, PWH, AHNH and TMH; and rolling out the eResus service model to RH, NLTH and POH by 1Q23</p> <p><i>(Same as HKEC Target No. 194, HKWC Target No. 229, KCC Target No. 269, KEC Target No. 301, KWC Target No. 328, NTEC Target No. 369 & NTWC Target No. 394)</i></p>	1Q23	Deferred to 2Q23 / 3Q23	<p>eAED service model: Phase one eAED service model was rolled out to KWH, UCH, PWH and AHNH by 1Q23.</p> <p>Due to the delay of in-house renovation works at QMH, the procurement of computer hardware for the eAED service model was affected. The implementation of phase one eAED service model at QMH was deferred to 2Q23.</p> <p>To align with the renovation of the A&E department of PMH, the implementation of eAED phase one service model at PMH was deferred to 3Q23.</p> <p>Due to works delay and subsequent delay in alterations and additions works of the OT Extension Block of TMH, the implementation of phase one eAED service model at TMH was deferred to 2Q23.</p> <p>eResus service model: The eResus service model was rolled out to POH by 1Q23.</p> <p>Due to delay in the delivery of necessary equipment under the fifth wave of COVID-19, implementation of the eResus service model at RH was deferred to 2Q23.</p> <p>For NLTH, installation of equipment and hardware was in progress. Due to the COVID-19 epidemic and shortage of professional staff, more time was required for equipment selection and testing and product demonstration. The target of rolling out the eResus service model at NLTH was deferred to 2Q23.</p>
116.	<p>Improve efficiency by central coordination and risk management of the Anaesthesia Clinical Information System (ACIS) at HA by implementing the centralised ACIS at DKCH, GH and TWH by 1Q23</p> <p><i>(Same as HKWC Target No. 230)</i></p>	1Q23	Achieved	<p>The centralised ACIS system was implemented in DKCH, GH and TWH by 1Q23.</p>

117.	Continue the enhancement of different systems to improve the efficiency of human resources (HR) management by enhancing and further rolling out the e-Talent system to automate workflow for succession management; the electronic Staff Development Review (e-SDR) system to digitalise the staff performance process; and the eAllowance system to support payment of allowances by 1Q23	1Q23	Achieved	<p>The enhancement of e-Talent Dashboard and Annual Review Form Submission System had been completed and cascaded to three Clusters. Further rollout would be continued.</p> <p>Ongoing system enhancements for the e-SDR system to improve usability and user experience had been performed on schedule and would be continued. Further rollout of e-SDR to other managerial/ administrative staff and clinical professionals was in progress and would be continued.</p> <p>The eAllowance system had been enhanced to support payment of various allowances such as Special Honorarium Scheme (Special Duties), Special Scheme for Radiologists, Typhoon Allowance and Rainstorm Black Allowance, Shift Duty Allowance as well as salary payment for Locum and Temporary Staff.</p>
118.	Continue to roll out the Staff Rostering System (SRS) to streamline the roster planning and facilitate management review by rolling out SRS to the supporting staff group in administrative services by 1Q23	1Q23	Achieved	SRS with seven administrative functions, including Telephone Exchange Rooms, Patient Food Services, Transport Pools, Laundry Services, Linen Services, Medical Records and Facility Management, had been rolled out at the seven Clusters.
119.	Continue the enhancement of locum recruitment to improve efficiency by enhancing the system update and sustainability for the eLocum management system to further automate job and skill matching and enhance internal communication for recruitment efficiency by 1Q23	1Q23	Achieved	The web version of eLocum Management System interfacing with other HR systems such as Human Capital Management (HCM), eAllowance and eRecruitment had been completed. Locum Office and Cluster HRs were able to perform job matching of all locum ranks and serving locum staff could update their own work preference and time availability via the system. User acceptance test (UAT) for the mobile version of eLocum Management System via myHR App was completed and implementation to enable locum staff updating their work preference and time availability was on schedule.
120.	Continue to develop the Clinical Management System (CMS) to improve the efficiency of clinical services by further developing the HA clinical system capabilities for the fourth generation of CMS, including new functions on paperless, protocol-enabled, closed-loop, personalised and patient-centred clinical services by 1Q23	1Q23	Achieved	As at 1Q23, the development of 23 new products under CMS IV Phase 2 was completed to support paperless, protocol-enabled, closed-loop, personalised and patient-centred clinical services.

121.	Provide IT support for technology adoption by continuing to develop and introduce innovative solutions such as mobile payment (e-payment) capabilities; and exploring, sourcing and testing potential technology solutions to support IT innovation initiatives comprising cloud services, mobile, telemedicine and Internet of Things (IoT), as well as AI and Big Data prototyping by 1Q23	1Q23	Achieved	<p>For e-payment support, over nine payment means had been introduced and new e-payment solutions in the market would continue to be adopted.</p> <p>For AI and Big Data prototyping, a number of innovative solutions were being developed, including more AI automation on laboratory report results handing, AI for OCT images, and patient deterioration prediction.</p>
122.	Provide IT support for clinical systems to cater for electronic Health Record (eHR) project by continuing to enhance HA's clinical systems and provide IT support to facilitate data sharing between public and private healthcare sectors under eHR Stage 1 programme; and continuing to expand the scope of data sharing including Chinese Medicine information and radiological images under eHR Stage 2 programme by 1Q23	1Q23	Achieved	HA had been sharing radiology images and Chinese Medicine information to the eHR Sharing System (eHRSS) since March 2021 and March 2022 respectively. HA would continue to enhance the data sharing capabilities from HA systems to eHRSS according to plans agreed with the eHRSS Office.
123.	Provide IT support to community partners and Government departments in support of various PPP and eHealth initiatives by providing ongoing support and enhancements to existing PPP programmes, performing related IT enhancements to provide integrated support for various PPP programmes; continuing to provide agency support for the implementation of eHRSS; and supporting other eHealth related initiatives including District Health Centre project and COVID-19 related initiatives by 1Q23	1Q23	Achieved	<p>Ongoing support and enhancements to existing PPP programmes were provided, including implementation service for Co-care(Psychiatry) and development of develop the OnePPP platform to support Lab PPP.</p> <p>Development of an operation platform on eHRSS to support the operation and management of various eHealth or primary care initiatives, such as District Health Centre, Chronic Disease Co-care (CDCC), Breast Cancer Screening Programme and eHealthcare voucher enhancement. On the other hand, relevant support for COVID-19 related initiatives was being stepped down according to the latest development of the epidemic. The agreed IT support work for 2022-23 had been completed with preparation for further enhancements and related initiatives kicked off.</p>

Nurture Smart Workforce				
	Attract and retain staff			
	Conduct long-term manpower planning of healthcare staff			
124.	Strengthen nursing roles in clinical care by improving clinical supervision, specialty training, promotion prospect and recruiting additional manpower by enhancing nursing manpower for general and psychiatric inpatient wards, A&E, ICU, infection control, stroke and peri-operative services by 1Q23 <i>(Same as HKEC Target No. 195, HKWC Target No. 232, KEC Target No. 272, KCC Target No. 302, KWC Target No 329, NTEC Target No. 370 & NTWC Target No. 395)</i>	1Q23	Achieved	An additional total of 12 APNs, four upgraded APNs and 121 RNs was recruited for enhancing various nursing services by 1Q23.
125.	Enhance the manpower planning for orthoptist services by recruiting additional orthoptist at HKWC, KEC and KWC by 1Q23 <i>(Same as HKWC Target No. 233, KEC Target No. 303 & KWC Target No. 330)</i>	1Q23	Achieved	A total of three additional orthoptists were recruited at HKWC, KEC and KWC by 1Q23.
126.	Enhance the manpower planning for prosthetist and orthotist services by recruiting additional graduate prosthetist-orthotist at HKEC, KCC and NTEC by 1Q23 <i>(Same as HKEC Target No. 196, KCC Target No. 273 & NTEC Target No. 371)</i>	1Q23	Achieved	A total of three additional graduate prosthetist-orthotists were recruited at HKEC, KCC and NTEC by 1Q23.
	Enhance staff recruitment and employment options			
127.	Attract more retired staff who are willing to take up further employment after their retirement age to address manpower shortage and succession gaps by implementing the policy of “Extending Employment Beyond Retirement” for retiring or retired staff who wish to continue to work in HA at or beyond retirement age by 1Q23	1Q23	Achieved	Retiring/retired staff had been engaged and further employment would continue to be offered to suitable retirees.

Foster Staff's career prospects				
128.	Enhance the career prospects and service coordination for AH professionals by enhancing AH manpower to support clinical stream coordinator (AH) and succession planning in all Clusters by 1Q23 <i>(Same as HKEC Target No. 197, HKWC Target No. 234, KCC Target No. 274, KEC Target No. 304, KWC Target No. 331, NTEC Target No. 372 & NTWC Target No. 396)</i>	1Q23	Achieved	Secondment of at least two Senior AH professionals to the AH office of each Cluster was arranged to enhance succession planning. One AHII was recruited for each Cluster for relieving support to the parent department of clinical stream coordinator (AH). Target was achieved.
129.	Continue to enhance career progression and promotion opportunities for doctors by providing additional promotion opportunities for residents and associate consultants (AC) by 1Q23	1Q23	Achieved	In 2022-23, two rounds of additional promotion exercises for frontline doctors were conducted with a total of 21 qualified doctors selected for appointment to AC under this programme, totaling at 643 qualified doctors promoted since 2011/12. For the Enhancement of Consultant Promotion exercise in 2022-23, around 100 upgraded consultant posts were created to enhance the promotion opportunities in various specialties and Clusters.
130.	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 1Q23	1Q23	Achieved	The annual progression exercises for 2022-23 was completed. The number of experienced and well-performing staff approved for progression across Clusters was as follows: <ul style="list-style-type: none"> - 494 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 2022; - 348 OpA IIIB in in-patient services [OpA IIIB(IPS)] were approved for progression to OpA IIIA(IPS) with effect from 1 October 2022; and - 114 EA IIIA in in-patient wards [EA IIIA (Ward)] were appointed to EA II (Ward) with effect from 1 December 2022 Starting from 1Q23, the progression exercise had been changed from annually to quarterly and accepted applications all year round to facilitate timely recognition of staff for their service and performance.
131.	Strengthen nursing career structure by introducing the Associate Nurse Consultant (ANC) rank to provide additional promotion opportunities for nurses; and creating additional positions for Nurse Consultants (NC) by 1Q23	1Q23	Achieved	119 additional ANCs were recruited and 138 additional APNs were upgraded to ANCs by 1Q23. 17 additional NCs were recruited by 1Q23.

132.	Enhance career progression and promotion opportunities for nurses by providing additional promotion opportunities for Enrolled Nurses (ENs) to RNs, as well as RNs to APNs to improve patient quality care and night supervision at Clusters by 1Q23	1Q23	Achieved	140 ENs were upgraded to RNs and 69 RNs were upgraded to APNs by 1Q23.
Strengthen staff relations, management and recognition				
133.	Improve the understanding of staff by conducting HA staff survey by conducting around two focused staff surveys in a year to study specific areas for particular staff group, and tapping staff intelligence or views of launching new initiatives by 1Q23	1Q23	Achieved	By 1Q23, Focused Staff Surveys (FSS) targeting nursing and AH staff with less than three years' experience in HA were conducted to understand their intention to stay in HA and tap their intelligence on staff retention measures.
134.	Continue to strengthen staff's mental wellbeing and facilitate their recovery from COVID-19 by providing staff psychological services by enhancing e-psychological services (e.g. the myOasis mental health App) and developing mental health promotion programmes according to staff's needs by 1Q23	1Q23	Achieved	Corporate Clinical Psychology Services (CCPS) continued to provide a wide range of psychological services to strengthen staff's mental well-being and facilitate their recovery from COVID-19 by 1Q23, with highlight as follows: <ul style="list-style-type: none"> • developed online self-help resources relating to mental health, psychological recovery and resilience building on Oasis Website and myOasis App (average: over 26 000 hit count/month); • organised mental health talks, webinars and groups to promote staff resilience and self-care; • designed and rolled out new treatment groups on topics such as parenting and recovery from distressing incidents to cater for the special needs of staff; • enhanced and promulgated self-assessment and e-triage services to strengthen mental health awareness and help-seeking behaviours of staff; and • incorporated service information and psychological resources in HA's various online platforms, such as myHR App, myOasis, myFitness, HA Chatbot and HA.home, to increase service accessibility.
Drive Digital Workplace				
135.	Support the clinical duties by improving the coverage and accessibility of HA Wi-Fi and mobile access by continuing to provide mobile access outside HA Wi-Fi for doctors in all Clusters by 1Q23	1Q23	Achieved	Mobile access outside HA Wi-Fi had been improved by using virtual private network (VPN) 4G data plan for the doctors' Clinical Mobile Device (1D1P). As at the end of 1Q23, 5 118 1D1Ps were using the data plan to support clinical duties.

136.	Provide IT support for people and resource management by developing and implementing digital workplace initiatives focusing upon increasing automation and facilitating more communication and collaboration by 1Q23	1Q23	Achieved	<p>For effective staff communication and engagement, HA Chatbot supported over ten initiatives, particularly COVID-19 related initiatives, with over 310 Bulletins issued through HA Chat by 1Q23.</p> <p>Digital Ward Place products were rolled out to over 400 wards, facilitating collaboration and streamlining administration in wards.</p> <p>Asset Management products enabled automated processing of over 400 000 documents.</p>
Enhance training and development				
Reinforce staff training programmes				
137.	<p>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 1Q23</p> <p><i>(Same as HKEC Target No. 198, HKWC Target No. 235, KCC Target No. 275, KEC Target No. 305, KWC Target No 332, NTEC Target No 373 & NTWC Target No. 397)</i></p>	1Q23	Achieved	A total of 4 484 training places for formal resuscitation training for clinical staff and formal first aid training for security staff were provided by 1Q23.
138.	<p>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 1Q23</p> <p><i>(Same as HKEC Target No. 199, HKWC Target No. 236, KCC Target No. 276, KEC Target No. 306, KWC Target No 333, NTEC Target No 374 & NTWC Target No. 398)</i></p>	1Q23	Partially Achieved	99.8 FTE APNs were recruited as part-time clinical preceptors by 1Q23. Target was partially achieved.
139.	Continue to reinforce the internship training at HA by providing internship training to all local medical graduates and doctors who passed the Licensing Examination of the Medical Council of Hong Kong (MCHK) and organising mandatory intern training programme for all intakes of interns by 1Q23	1Q23	Achieved	<p>Mandatory orientation programmes were organised for all intakes of interns in 2022-23.</p> <p>Internship training was provided to all local medical graduates and overseas medical graduates who passed the Licensing Examination of MCHK.</p>
140.	Continue to strengthen training support for specialties with specialist training gaps by providing 69 trainee places for doctors by 1Q23	1Q23	Achieved	A total of 69 posts were put as operation reserve to provide support to specialties with specialist training gaps. As at 31 March 2023, a total of 65 posts were provided to specialties with specialist training gaps in 2022-23. The remaining 4 posts would be allocated when operation needs arose. Target was achieved.

141.	Increase throughput of HA nursing schools, conduct 18-month midwifery programmes and encourage ENs to upgrade their skills and competency to RNs level by offering training sponsorship to the clinical practicum part of their enrolled RN Conversion Programmes through the provision of pre-registration training by enrolling 300 RN students for the HA Professional Diploma in Nursing and offer of pre-enrollment training places for 100 EN students; offer of midwifery programmes to around 80 trainees; and offer of training sponsorship to support around 280 ENs to enrol the voluntary RN Conversion Programmes by 1Q23	1Q23	Partially Achieved	<p>RN training programmes: A total of 300 students were recruited for the RN training programme conducted at CMC, QEH and TMH Nursing Schools in 3Q22.</p> <p>EN training programmes: A total of 100 students were recruited for the EN training programmes at GH Nursing School in 4Q22 and 1Q23.</p> <p>Midwifery programmes: A total of 97 Midwife trainees were recruited to undertake midwifery training programme at School of Midwifery in PWH in 2Q22 and 4Q22. Target was partially achieved.</p> <p>RN Conversion Programmes: A total of 217 ENs were offered training sponsorship to enroll in the voluntary RN conversion programmes in 1Q23. The number of eligible applications received was lower than the planned target. Target was partially achieved.</p>
142.	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 1Q23	1Q23	Achieved	High calibre supporting staff had been selected to receive sponsorship and ENs (General) Training programme had commenced.
143.	Strengthen the clinical training for pharmaceutical staff in HA by providing three core clinical training programmes for pharmaceutical staff in HA by 1Q23	1Q23	Achieved	All three core clinical training programmes for HA pharmaceutical staff were provided by 1Q23.
144.	Enhance training and development of finance division staff for professional and operational competency by providing opportunity for finance professional staff to attend continuing professional development courses, and continue the finance graduate trainee programme by 1Q23	1Q23	Achieved	Over 80% of finance professional staff attended at least one continuing professional development course, and four trainees at Accounting Officer (AO)II rank were recruited for the finance graduate trainee programme by 1Q23.
145.	Continue to provide IT trainings to HA staff by providing training for a total of 1 800 participants to enhance IT skills and knowledge by 1Q23	1Q23	Achieved	The Institute of Health IT had conducted 19 HA-wide webinars featuring Smart Hospital innovation showcases and delivered over 10 000 training hours to more than 10 000 HA participants to enhance their IT skill and knowledge.

Facilitate staff to attend training				
146.	<p>Continue to provide more training opportunities for clinical staff to facilitate service advancement and professional development by sponsoring around 570 simulation training classes, including crew resources management training for clinical staff; providing 26 specialty training and around 50 enhancement programmes for nurses, 65 specialty training or enhancement programmes for AH professionals and one specialty training and 11 enhancement programmes for pharmacy staff; and conducting training on infection control and infectious diseases and other clinical training courses at the Simulation Training Centre of KWC by 1Q23</p> <p><i>(Same as KWC Target No. 334)</i></p>	1Q23	Partially Achieved	<p>Simulation training: More training opportunities were provided for clinical staff to facilitate service advancement and professional development.</p> <p>A total of 492 simulation training classes, including crew resource management training for doctors and nurses in various specialties were organised in all Clusters by 1Q23. Two classes were cancelled in KCC due to shortage of instructor manpower and participants and 13 classes were cancelled in NTEC due to the COVID-19 epidemic. Target was partially achieved.</p> <p>Specialty training or enhancement programmes: A total of 26 specialty training programmes and over 50 enhancement programmes were provided for nurses by 1Q23.</p> <p>A total of 96 specialty training and enhancement programmes were provided for AH professionals by 1Q23.</p> <p>12 specialty training or enhancement programmes were provided for pharmacy staff by 1Q23.</p> <p>Simulation Training Centre of KWC: 14 training courses on infection control and infectious diseases and other clinical training courses were conducted at the Simulation Training Centre of KWC by 1Q23.</p>
147.	<p>Continue to strengthen the competency of nurses working beyond PC setting in supporting terminally ill patients through clinical attachments at PC units by providing clinical attachments to a total of 24 nurses to PC units at KCC and NTWC by 1Q23</p> <p><i>(Same as KCC Target No. 277 & NTWC Target No. 399)</i></p>	1Q23	Partially Achieved	<p>Due to manpower deployment during the COVID-19 epidemic, the training programme was suspended from February to August 2022. A total of 16 nurses completed the training at KCC and NTWC by 1Q23. Target was partially achieved.</p>
148.	<p>Provide training subsidy to nurses, AH and pharmacy staff for participating in recognised service-related programmes by offering training subsidies to around 600 nurses and around 225 AH and pharmacy staff by 1Q23</p>	1Q23	Achieved	<p>Training subsidy was offered to 600 nurses, 160 AH staff and 65 pharmacy staff.</p>

149.	Continue the Staff Development Rotation Programme in Patient Relations and Engagement Department (PRED) to enhance the exposure, competence and experience of PR Officers and Complaint Managers in complaints management service by organising three rounds of rotation for a four to six-month period for PR Officers and Complaint Managers by 1Q23	1Q23	Partially achieved	Due to the COVID-19 epidemic, two rounds of rotation with periods of three and four months respectively were completed. The rotation involved four complaint management staff from Head Office (HO) and three Clusters. Target was partially achieved.
Enhance Service Supply				
	Increase healthcare capacity			
Implement Hospital Development Plans				
150.	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; providing emergency OT services at weekends by 3Q22; providing six additional OT sessions per week by 4Q22; building capacity for genomic and genetic and oncology tests by 1Q23; and providing 190 additional MRI scans by 1Q23 (Same as KCC Target No. 281)	1Q23	Deferred to 1Q24	For the parts of the target to be completed by 1Q23: Enhance pathology support: HKCH had built up capacity for 15 new types of genomic and genetic tests and oncology tests to enhance pathology support. Target was achieved. MRI scans: MRI service commencement was affected by the delayed installation of the second MRI scanner due to the overall shortage of helium in Hong Kong. The target of providing 190 additional MRI scans was deferred to 1Q24.
151.	Prepare for the commissioning of the phased operation of the new Ambulatory Block of UCH by recruiting additional clinical and non-clinical staff in preparation for the commissioning of services by 1Q23 (Same as KEC Target No. 307)	1Q23	Achieved	50 additional clinical and non-clinical staff were recruited in preparation for the commissioning of the new Ambulatory Block of UCH by 1Q23.
152.	Commission the operation of the new hospital block of HHH by recruiting additional administrative staff for the operation of the new hospital block of HHH by 1Q23 (Same as KEC Target No. 308)	1Q23	Achieved	15 additional administrative staff were recruited for the operation of the new hospital block of HHH by 1Q23.
153.	Prepare for the commissioning upon redevelopment of KCH Phase 2 by recruiting and training additional psychiatric nurses and supporting staff in preparation for the commissioning of services (Same as KWC Target No. 337)	1Q23	Achieved	Additional psychiatric nurses and supporting staff were recruited and trained for preparing the commissioning upon redevelopment of KCH Phase 2.

154.	Commence General Outpatient Clinic (GOPC) services at a new clinic in Sham Shui Po district by commencing services to provide 1 580 additional GOPC quota at KWC by 1Q23 (Same as KWC Target No. 338)	1Q23	Achieved	Nam Cheong Family Medicine Clinic commenced service in March 2023 and 1 659 additional GOPC quotas were provided by 1Q23.
155.	Strengthen the manpower support for the hospital development projects to ensure smooth transition in the planning process by continuing the planning and coordination for hospital development projects and strengthen the executive support by 1Q23	1Q23	Achieved	Manpower support was strengthened and the planning and coordination work continued for the hospital development projects, including Phase 1 GH Redevelopment project, New Acute Hospital - Kai Tak, Phase II Redevelopment of PWH and OT Extension Block in TMH.
156.	Provide IT infrastructure and systems to support new hospitals and clinics by providing IT set up for the new hospital buildings in the first 10-year Hospital Development Plan; setting up IT infrastructure and implement corporate IT systems for OT Block of TMH, Trinity Block of HHH, KWH redevelopment Phase I, Shek Kip Mei Community Health Centre (CHC), Nam Cheong Family Medicine Clinic, UCH redevelopment, KCH redevelopment and North District CHC by 1Q23	1Q23	Partially Achieved	IT infrastructure and corporate IT systems setup for Trinity Block of HHH, Shek Kip Mei CHC and Nam Cheong Family Medicine Clinic were completed by 1Q23. The provision of IT infrastructure and corporate IT systems setup continued for OT Block of TMH, KWH redevelopment Phase I, UCH redevelopment, KCH redevelopment and North District CHC in line with the respective progress of works. Target was partially achieved.
Bolster the capability of healthcare facilities in meeting demand				
157.	Continue to enhance the capacity of OT services by providing 37 additional OT sessions per week, including one at HKEC, seven at KEC, 24 at KWC, and five at NTEC by 1Q23 (Same as KEC Target No. 309)	1Q23	Achieved	HKEC: One additional OT session per week was opened at RH in 4Q22. KEC: Seven additional OT sessions per week were opened at UCH by 1Q23. KWC: 14 additional emergency OT sessions per week were opened at PMH in 3Q22. 2.75 elective OT sessions per week were opened at PMH in 1Q23. Six additional OT sessions per week were opened at YCH in 4Q22. Two additional OT sessions per week were opened at NLTH in 4Q22. NTEC: Five additional OT sessions per week were opened at NTEC by 1Q23.

158.	Enhance the capacity for cardiovascular surgery services by providing four additional OT sessions per week at NTEC by 4Q22; and providing open heart surgery service for 30 additional patients at QMH by 1Q23 <i>(Same as HKWC Target No. 237)</i>	1Q23	Achieved	For the part of the target to be completed by 1Q23: The target of providing open heart surgery service for 30 additional patients at QMH was achieved by 1Q23.
159.	Provide timely diagnosis and treatment for patients and enhance interventional radiology services through hybrid OT by setting up a hybrid OT at PYNEH and provide 62 additional interventional procedures by 1Q23 <i>(Same as HKEC Target No. 200)</i>	1Q23	Achieved	Hybrid OT service at PYNEH commenced in September 2022. The target of providing 62 additional interventional procedures at HKEC was achieved by 1Q23.
160.	Expand the service capacity of the Hyperbaric Oxygen Therapy (HBOT) Centre in HA, which was first established in 2018-19, by providing 24-hour emergency HBOT service at PYNEH by 1Q23 <i>(Same as HKEC Target No. 201)</i>	1Q23	Achieved	24-hour emergency HBOT service at PYNEH commenced in April 2022.
161.	Enhance the service capacity for total joint replacement surgery by conducting 150 additional total joint replacement surgeries at HKEC by 1Q23 <i>(Same as HKEC Target No. 202)</i>	1Q23	Deferred to 1Q24	Due to service adjustment under the COVID-19 epidemic, only 93 additional total joint replacement surgeries were provided by 1Q23. The remaining target of additional total joint replacement surgeries at HKEC was deferred to 1Q24.
162.	Continue to enhance the service capacity of GOPC to improve the access for major service users by increasing the GOPC quota by a total of 9 500 at KEC, NTEC and NTWC by 1Q23 <i>(Same as KEC Target No. 310, NTEC Target No. 375 & NTWC Target No. 402)</i>	1Q23	Partially Achieved	Additional GOPC quotas were provided in KEC, NTEC and NTWC as planned in 2022-23. Despite the planned increase in GOPC quotas, the number of GOPC attendances fell short of the target deliverables due to multiple factors, including GOPC service adjustment, manpower deployment to designated clinics for COVID-19 confirmed cases / tele-consultation service, reserved quotas for COVID-19 patients in GOPCs as well as high patient default rate, etc. under the COVID-19 epidemic. The Clusters would continue to provide the planned increase of GOPC quotas in 2023-24 onward to augment the service capacity of GOPC. Target was partially achieved.

163.	Enhance SOPC service capacity in various Clusters by providing services for an additional total of 8 555 SOPC new case attendances across all Clusters by 1Q23 <i>(Same as HKEC Target No. 204, HKWC Targets No. 238, 245, 250, KCC Target No. 282, KEC Target No. 311, NTEC Target No.382 & NTWC Target No. 403)</i>	1Q23	Deferred to 1Q24	<p>HKEC, HKWC, KCC, KEC and KWC: The target to provide additional SOPC new case attendances was achieved in HKEC, HKWC, KCC, KEC and KWC by 1Q23.</p> <p>NTEC: SOPC service capacity had been enhanced. Due to service adjustment and increased patient default rate under the COVID-19 epidemic, the target of providing additional SOPC new case attendances was deferred to 1Q24.</p> <p>NTWC: Due to manpower deployment under the COVID-19 epidemic, the target of providing additional SOPC new case attendances was deferred to 1Q24.</p>
164.	Enhance the service capacity of the laboratory testing of HA by building up laboratory capacity for 10 750 and 1 000 additional polymerase chain reaction tests for Candida auris and Hepatitis E virus respectively by 1Q23 <i>(Same as HKWC Target No. 239 & KWC Target No. 339)</i>	1Q23	Achieved	The targets of building up laboratory capacity for 10 750 and 1 000 additional polymerase chain reaction tests for Candida auris and Hepatitis E virus respectively were achieved by 1Q23.
165.	Enhance medication safety and antimicrobial stewardship through a drug allergy de-labelling initiative (DADI) by setting up a DADI hub and enhancing laboratory allergy diagnostic service at HKWC; setting up nurse-led low risk Penicillin Allergy Centre at KCC, KWC and NTEC; and providing an additional total of 400 day inpatient attendances at HKWC, KCC, KWC and NTEC by 1Q23 <i>(Same as HKWC Target No. 240, KCC Target No. 283, KWC Target No. 340 & NTEC Target No. 376)</i>	1Q23	Deferred to 1Q24	<p>DADI hub: A DADI hub was set up with laboratory allergy diagnostic service enhanced at HKWC by 1Q23. Target was achieved.</p> <p>Nurse-led Penicillin Allergy Centre: Nurse-led low risk Penicillin Allergy Centres were set up at KCC, KWC and NTEC by 1Q23. Target was achieved.</p> <p>Day inpatient attendances: The target of providing 100 additional day inpatient attendances at each of HKWC, KWC and NTEC was achieved by 1Q23.</p> <p>Due to increased number of patients declining appointment or being unfit for treatment after infection of COVID-19, only 62 day inpatient attendances were provided at KCC. The remaining target was deferred to 1Q24.</p>
166.	Continue to enhance the capacity of radiology services by providing services for an additional total of 3 240 attendances for MRI scan at PMH, PWH and TMH by 1Q23; providing services for an additional total of 2 790 attendances for CT scan at YCH and AHNH by 1Q23; providing services for an additional of 3 120 attendances for	1Q23	Deferred to 1Q24	<p>MRI scan: The target of providing a total of 3 240 additional attendances for MRI scan at PMH, PWH and TMH was achieved by 1Q23.</p> <p>CT scan:</p>

	<p>ultrasound scan at NDH by 1Q23; enhancing nuclear medicine services by acquiring a cardiac gamma camera system at QEH to provide services for 300 additional patient attendances; and provide support for bone densitometry services at HKCH for 370 additional attendances by 1Q23</p> <p><i>(Same as KCC Target No. 284, KWC Targets No. 341 & 342, NTEC Targets No. 377, 378 & 380, & NTWC Targets No. 404 & 405)</i></p>			<p>The target of providing an additional total of 2 790 attendances for CT scan at YCH and AHNH was achieved by 1Q23.</p> <p>Ultrasound scan: Due to the COVID-19 epidemic, there was an increasing trend in patient default rate on ultrasound scan services at NDH. 2 420 additional attendances for ultrasound scan at NDH were provided by 1Q23. The remaining target was deferred to 1Q24.</p> <p>Nuclear medicine services: The cardiac gamma camera system was installed in QEH and the target of providing 300 additional patient attendances was achieved by 1Q23.</p> <p>Bone densitometry services: Due to the COVID-19 epidemic, there was an increasing trend in patient default rate or postponement. 310 additional attendances for bone densitometry services were provided to patients at HKCH by 1Q23. The remaining target was deferred to 1Q24.</p>
167.	<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 selected hospitals of all Clusters by 4Q22; launching the drug refill services at GH, TWH and YCH by 1Q23; extending the service hours of pharmacy at WTSH by 1Q23; enhancing clinical pharmacy service for ICU and medical oncology services of QMH, and for chemotherapy prescription screening at PYNEH and PWH by 1Q23</p> <p><i>(Same as HKEC Target No. 205, HKWC Targets No. 242 & 243, KCC Target No. 285, KWC Target No. 343 & NTEC Target No. 379)</i></p>	1Q23	Achieved	<p>For the parts of the target to be completed by 1Q23:</p> <p>Drug refill services were implemented at GH, TWH and YCH by 1Q23. Target was achieved.</p> <p>The service hours of pharmacy at WTSH had been extended since 4Q22. Target was achieved.</p> <p>Full clinical pharmacy service was provided at the Adult ICU of QMH since 4Q22. Medication counselling and prescription verification service for medical oncology patients commenced at QMH in 4Q22. Target was achieved.</p> <p>Clinical pharmacy service for chemotherapy prescription screening at PYNEH and PWH was enhanced by 1Q23. Target was achieved.</p>
168.	<p>Enhance cancer treatments to meet service demand by enhancing chemotherapy services at KCC, KEC, KWC and NTWC to provide an additional total of 3 130 day inpatient attendances by 1Q23; and enhancing medical oncology service at QMH and KWH by 1Q23</p>	1Q23	Deferred to 1Q24	<p>Medical oncology service at QMH and KWH was enhanced by 1Q23. Target was achieved.</p> <p>1 332 additional day inpatient attendances for chemotherapy were provided at KEC by 1Q23. Target was partially achieved.</p>

	(Same as HKWC Target No. 243, KCC Target No. 264, KEC Targets No. 312 & 313, KWC Target No. 344)			<p>600 additional day inpatient attendances for chemotherapy were provided at NTWC by 4Q22. Target was achieved.</p> <p>The number of inpatient attendances at KCC and KWC was affected by service adjustment and reduced referrals under the COVID-19 epidemic and, for KCC, acclimatization to new workflow during the move-in phase to the new day centre of KWH. By 1Q23, a total of 2 679 additional day inpatient attendances were provided. The remaining targets for KCC and KWC were deferred to 1Q24.</p>
169.	<p>Enhance radiotherapy services for cancer treatment by extending the service hours of radiotherapy at PMH by 1Q23; commencing Magnetic Resonance (MR) Simulator services for enhancing the service quality of radiotherapy at TMH by 1Q23; and providing MRI simulation services for planning of radiotherapy at PWH by 1Q23</p> <p>(Same as KWC Target No. 345, NTEC Target No. 380 & NTWC Target No. 404)</p>	1Q23	Deferred to 1Q24	<p>MR-Simulator services:MR-Simulator services for enhancing the service quality of radiotherapy commenced at TMH by 1Q23. Target was achieved.</p> <p>MRI simulation services: MRI simulation services for planning of radiotherapy was provided at PWH by 1Q23. Target was achieved.</p> <p>Radiotherapy service: Due to severe shortage of radiation therapists, the target of extending service hours of radiotherapy at PMH was deferred to 1Q24.</p>
170.	<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 50 additional patients newly diagnosed with haematological cancer at HKEC and 100 additional patients newly diagnosed with urological cancer at NTWC by 1Q23</p> <p>(Same as HKEC 206 & NTWC Target No. 406)</p>	1Q23	Achieved	CCM Programmes were expanded to provide services for 50 additional patients newly diagnosed with haematological cancer at HKEC and 100 additional patients newly diagnosed with urological cancer at NTWC by 1Q23.
171.	<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 providing an additional total of 65 hospital haemodialysis places across Clusters and installing three additional stations for haemodialysis at QMH by 1Q23</p> <p>(Same as HKEC Target No. 207, HKWC Target No. 244, KCC Target No. 286, KEC Target No. 314, KWC Target No. 346, NTEC Target No. 381 & NTWC Target No. 407)</p>	1Q23	Achieved	The targets of providing 65 additional hospital haemodialysis places across Clusters and three additional stations for haemodialysis at QMH were achieved by 1Q23.

172.	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 <i>(Same as KEC Target No. 315)</i>	1Q23	Achieved	For the parts of the target to be completed by 1Q23: Paediatrics inpatient consultation services at QEH and KWH commenced in July 2022. The target of providing 500 additional nursing assessment at KEC was achieved by 1Q23.
173.	Improve standard of care for patients on Non-Invasive Ventilation or Invasive Mechanical Ventilation by adopting a mobile respiratory team approach by setting up a mobile team at CMC to provide respiratory care to patients in the medical wards and designating four beds to support cases with respiratory complications by 1Q23 <i>(Same as KWC Target No. 347)</i>	1Q23	Achieved	The mobile respiratory team commenced service at CMC by 4Q22 to provide respiratory care to patients in the medical wards. Four beds were designated to support cases with respiratory complications at a designated ventilation area at CMC by 4Q22.
174.	Enhance the multidisciplinary support for sleep service under a 24-hour integrated model by designating four existing beds for sleep studies and conducting 540 additional sleep studies at KCC by 1Q23 <i>(Same as KCC Target No. 287)</i>	1Q23	Deferred to 1Q24	Four beds for sleep service were designated at KCC by 3Q22. Sleep service at KCC was affected by the COVID-19 epidemic and manpower shortage. By 1Q23, 383 additional sleep studies were conducted at KCC. The remaining target was deferred to 1Q24.
175.	Continue to develop dermatology services in HA by building up consultant-led dermatology team at HKWC and NTEC; and enhancing multidisciplinary care for patients with severe dermatosis or complex needs at HKWC by 1Q23 <i>(Same as HKWC Target No. 246 & NTEC Target No. 382)</i>	1Q23	Achieved	Consultant-led dermatology teams were set up at HKWC and NTEC by 1Q23. Multidisciplinary dermatology service was enhanced for patients with severe dermatosis or complex needs at HKWC by 1Q23.
176.	Modernise the treatments of ophthalmology services by providing intravitreal injection services in HA by enhancing capacity by providing services for an additional total of 2 970 intravitreal injections across HKWC, KEC and NTWC by 1Q23 <i>(Same as HKWC Target No. 247, KEC Target No. 316 & NTWC Target No. 408)</i>	1Q23	Achieved	The target of providing services for 2 970 additional intravitreal injections was achieved by 1Q23.

177.	Enhance the infectious disease services and sustain the operation of NLTH Hong Kong Infection Control Centre (HKICC) by continuing to support the operation of NLTH HKICC at KWC and strengthening infectious disease management at HKWC by 1Q23 (Same as HKWC Target No. 248 & KWC Target No. 348)	1Q23	Achieved	All time-limited posts were extended for continuing to support the operation of NLTH HKICC at KWC. One RT was recruited to enhance the infectious disease management at HKWC by 1Q23.
178.	Improve the standard of care for acute ischaemic stroke patients by providing Intra-Arterial Mechanical Thrombectomy in a phased approach by providing 24-hour Intra-Arterial Mechanical Thrombectomy service for acute ischaemic stroke patients at KWC by 1Q23 (Same as KWC Target No. 349)	1Q23	Deferred to 3Q23	Due to severe shortage of nurses and additional time required for ensuring the smooth running of new workflow logistics, the target of providing 24-hour Intra-Arterial Mechanical Thrombectomy service for acute ischaemic stroke patients at KWC was deferred to 3Q23.
179.	Expand the coverage of Primary Percutaneous Coronary Intervention (PPCI) for patients with ST-Elevation Myocardial Infarction (STEMI) by providing cluster-based 24-hour PPCI for eligible patients with STEMI at KWC by 1Q23 and NTWC by 4Q22 (Same as KWC Target No. 350)	1Q23	Deferred to 2Q23	For the part of the target to be completed by 1Q23: Due to manpower shortage, the implementation of cluster-based 24-hour PPCI service at KWC was deferred to 2Q23.
180.	Enhance vascular surgery service through setting up vascular surgery networks to provide emergency vascular surgery by enhancing vascular surgical service in HA – to maintain a sustainable structure of Kowloon vascular surgery network by 1Q23; setting up a vascular surgical team at the Hong Kong Island network and providing specialist coverage for emergency and elective surgeries for HKEC and HKWC by 1Q23 (Same as HKEC Target No. 249, KCC Target No. 288 & KWC Target No. 351)	1Q23	Achieved	A vascular surgical team was established in the Kowloon network to provide coverage for emergency vascular surgery; and another one was established in the Hong Kong Island network to provide specialist coverage for emergency and elective surgeries for HKEC and HKWC.
181.	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 20 sessions of cross-cluster RAS at QMH and PMH by 1Q23	1Q23	Achieved	The target of providing 20 sessions of cross-cluster RAS at QMH and PMH by 1Q23 was achieved.

182.	Evaluate the clinical effectiveness of Integrated Chinese-Western Medicine (ICWM) programme by commencing the clinical effectiveness studies for ICWM programme of stroke and musculoskeletal pain by 1Q23	1Q23	Achieved	The two clinical effectiveness studies for ICWM programme were commissioned by 1Q23.
183.	Continue to strengthen the clinical management of patients diagnosed with Human Immunodeficiency Virus (HIV) by offering Highly Active Antiretroviral Therapy (HAART) to eligible patients by providing multi-disciplinary care for additional HIV new cases and offering HAART to eligible patients at QEH and PMH by 1Q23	1Q23	Partially Achieved	<p>QEH: The targets of providing multi-disciplinary care for 100 additional new HIV cases and offering HAART to 100 eligible patients at QEH were achieved by 1Q23.</p> <p>PMH: 87 new HIV cases were served and 86 patients were provided with HAART by 1Q23. All demands were met. Target was partially achieved.</p>
Ensure financial sustainability				
Work out a viable funding arrangement with the Government				
184.	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 resource required for public healthcare services provided by HA by 1Q23	1Q23	Achieved	<p>The Government had been provided with the projected resource requirement of HA for 2023-24 through a written submission August 2022.</p> <p>The medium-term financial projection had been conducted to facilitate discussion with the Government on the triennium funding arrangement from 2024/25 to 2026/27.</p>
CLUSTER PLANS				
<i>HKEC Targets</i>				
<u>Provide Smart Care</u>				
185.	Implement the ERAS programme for surgery to provide services for 165 additional patients at HKEC (Same as Corporate Target No. 82)	1Q23	Achieved	The target of providing 165 additional patients for ERAS programme at HKEC was achieved by 1Q23.
186.	Build capacity for providing 170 additional breast cancer mutation tests for ovarian cancer patients at PYNEH (Same as Corporate Target No. 84)	1Q23	Partially Achieved	The BRCA mutation test was demand driven and was affected by the COVID-19 epidemic. An additional total of 100 tests were provided all available patients at HKEC by 1Q23. Target was partially achieved.

187.	Provide physiotherapy services for 2 400 additional outpatient attendances to patients on waiting list for total joint replacement surgery at PYNEH (Same as Corporate Target No. 90)	1Q23	Achieved	The target of providing physiotherapy services for 2 400 additional outpatient attendances to patients on waiting list for total joint replacement surgery at PYNEH was achieved by 1Q23.
188.	Continue to enhance the CGAT support for terminally ill patients in RCHEs by providing 350 additional geriatric outreach attendances (Same as Corporate Target No. 98)	1Q23	Achieved	The target of providing 350 additional geriatric outreach attendances for terminally ill patients in RCHEs was achieved by 1Q23.
189.	Recruit an additional case manager at HKEC to provide services for 300 additional psychiatric outreach attendances to increase support for mental health patients in the community (Same as Corporate Target No. 96)	1Q23	Deferred to 1Q24	An additional case manager was recruited at HKEC. Due to shortage of psychiatric outreach nurses and service adjustment under the COVID-19 epidemic, the target of providing 300 additional psychiatric outreach attendances for mental health patients at HKEC was deferred to 1Q24.
190.	Enhance PC services at HKEC and provide 625 additional inpatient consultative visits (Same as Corporate Target No. 100)	1Q23	Achieved	The target of providing 625 additional inpatient consultative visits at HKEC was achieved by 1Q23.
191.	Provide 2 000 additional FMSC attendances under the collaborative model for FM and O&T departments at HKEC (Same as Corporate Target No. 102)	1Q23	Achieved	The target of additional 2 000 FMSC attendances was achieved in HKEC as of 1Q23.
192.	Enhance neuropsychological services at PYNEH and provide services for 38 additional patients	1Q23	Achieved	The target of providing neuropsychological services for 38 additional patients was achieved by 1Q23.
193.	Implement early vestibular assessment and management for otolaryngology patients and provide services for 2 260 additional allied health outpatient attendances at HKEC	1Q23	Achieved	The target of providing 2 260 additional allied health outpatient attendances for early vestibular assessment and management for otolaryngology patients was achieved by 1Q23.

<u>Develop Smart Hospitals</u>				
194.	Roll out the eResus service model to the A&E department of RH (Same as Corporate Target No. 115)	1Q23	Deferred to 2Q23	Due to delay in the delivery of necessary equipment under the fifth wave of COVID-19, implementation of the eResus service model at RH was deferred to 2Q23.
<u>Nurture Smart Workforce</u>				
195.	Enhance nursing manpower for general and psychiatric inpatient wards, as well as A&E, ICU and peri-operative services at HKEC (Same as Corporate Target No. 124)	1Q23	Achieved	12 additional RNs were recruited for enhancing various nursing services at HKEC by 1Q23.
196.	Recruit an additional graduate prosthetist-orthotist at HKEC to enhance manpower planning for AH services (Same as Corporate Target No. 126)	1Q23	Achieved	An additional graduate prosthetist-orthotist was recruited at HKEC in 3Q22.
197.	Enhance AH manpower to support clinical stream coordinator (AH) and succession planning at HKEC (Same as Corporate Target No. 128)	1Q23	Achieved	Secondment of two Senior AH professionals to the AH office of HKEC was arranged. One AHII was recruited for relieving support to the parent department of clinical stream coordinator AH) at HKEC. Target was achieved.
198.	Provide 830 training places for clinical staff to undergo resuscitation training and 270 first aid training places for security staff (Same as Corporate Target No. 137)	1Q23	Achieved	A total of 1 106 training places of formal resuscitation training for clinical staff and first aid training for security staff were provided by 1Q23.
199.	Recruit 13 FTE APNs as part-time clinical preceptors for junior nurses (Same as Corporate Target No. 138)	1Q23	Partially Achieved	12.6 FTE APNs were recruited as part-time clinical preceptors by 1Q23. Target was partially achieved.
<u>Enhance Service Supply</u>				
200.	Enhance interventional radiology services by setting up a hybrid OT to provide 60 additional interventional procedures at PYNEH (Same as Corporate Target No. 159)	1Q23	Achieved	Hybrid OT service at PYNEH commenced in September 2022. 62 additional interventional procedures were provided at HKEC by 1Q23.

201.	Provide 24-hour emergency HBOT services at PYNEH <i>(Same as Corporate Target No. 160)</i>	1Q23	Achieved	24-hour emergency HBOT service at PYNEH commenced in April 2022.
202.	Enhance service capacity to provide 150 additional total joint replacement operations at HKEC <i>(Same as Corporate Target No. 161)</i>	1Q23	Deferred to 1Q24	Due to service adjustment under the COVID-19 epidemic, only 93 additional total joint replacement surgeries were provided by 1Q23. The remaining target of additional total joint replacement surgeries at HKEC was deferred to 1Q24.
203.	Provide seven additional endoscopy sessions per week at PYNEH	1Q23	Achieved	Seven additional endoscopy sessions per week were provided at PYNEH by 1Q23.
204.	Enhance ophthalmology services at HKEC by providing 1 000 additional SOPC new case attendances <i>(Same as Corporate Target No. 163)</i>	1Q23	Achieved	The target of providing 1 000 additional SOPC new case attendances for ophthalmology services was achieved by 1Q23.
205.	Provide clinical pharmacy services on chemotherapy prescription screening for patients of the haematology oncology at day ward of PYNEH <i>(Same as Corporate Target No. 167)</i>	1Q23	Achieved	Clinical pharmacy service for chemotherapy prescription screening at PYNEH was provided by 1Q23.
206.	Enhance the quality of cancer care by providing case management services to 50 additional patients newly diagnosed with haematological cancer <i>(Same as Corporate Target No. 170)</i>	1Q23	Achieved	The target of providing case management services to 50 additional patients newly diagnosed with haematological cancer at HKEC was achieved by 1Q23.
207.	Provide three additional hospital haemodialysis places for patients suffering from end-stage renal disease at HKEC <i>(Same as Corporate Target No. 171)</i>	1Q23	Achieved	The target of providing three additional hospital haemodialysis places at HKEC was achieved by 1Q23.
208.	Enhance AH services at HKEC to provide 1 350 additional AH inpatient or day inpatient attendances	1Q23	Deferred to 1Q24	Due to service adjustment under the COVID-19 epidemic, the target of providing 1 350 additional AH inpatient or day inpatient attendances was deferred to 1Q24.

209.	Enhance psychiatric consultation liaison services and provide services for 900 additional consultations by nurses	1Q23	Achieved	The target of providing 900 additional consultations by nurses was achieved by 1Q23.
<i>HKWC Targets</i>				
<u>Provide Smart Care</u>				
210.	Build capacity for the provision of CAR-T Cell Therapy treatment to 20 additional patients at QMH (Same as Corporate Target No. 78)	1Q23	Partially Achieved	The service capacity for the provision of CAR-T Cell Therapy treatment to 20 additional patients was established at QMH. 17 additional patients had been prioritized to receive treatment by 1Q23. Target was partially achieved.
211.	Enhance the coagulopathy genetics service network at HKWC for Hong Kong Island, and build capacity for providing 20 additional genetic tests at QMH (Same as Corporate Target No. 83)	1Q23	Achieved	The target of providing 20 additional genetic tests at QMH was achieved by 1Q23.
212.	Build capacity for providing 190 additional breast cancer mutation tests for ovarian cancer patients at QMH and provide genetic counselling and clinic follow-up services for 600 additional cases at HKWC (Same as Corporate Target No. 84)	1Q23	Partially Achieved	The target of providing genetic counselling and clinic follow-up services to 600 additional cases at QMH by 1Q23 was achieved. The BRCA mutation test was demand driven and was affected by the COVID-19 epidemic. An additional total of 97 tests were provided all available patients at HKWC by 1Q23. Target was partially achieved.
213.	Designate three additional paediatrics beds for chronic ventilator assisted care at DKCH (Same as Corporate Target No. 86)	1Q23	Achieved	Three additional paediatrics beds for chronic ventilator assisted care were opened at DKCH by 1Q23.
214.	Implement exoskeleton in rehabilitation training at HKWC and provide 500 additional training sessions for patients with SCI (Same as Corporate Target No. 89)	1Q23	Deferred to 1Q24	Implementation of the target was affected by the COVID-19 epidemic. Suspension/adjustment of elective surgeries for SCI patients affected the intake of eligible patients. While the adoption of exoskeleton for rehabilitation training commenced at HKWC in 2Q22, the service was temporarily suspended in 3Q22 as some of the patients were transferred to private hospitals under the relevant PPP programme. By 1Q23, a total of 430 additional training sessions were provided at HKWC. The remaining target was deferred to 1Q24.

215.	Provide physiotherapy services for 2 400 additional outpatient attendances to patients on waiting list for total joint replacement surgery at MMRC (Same as Corporate Target No. 90)	1Q23	Achieved	The target of providing physiotherapy services for 2 400 additional outpatients attendances to patients on waiting list for total joint replacement surgery at MMRC was achieved by 1Q23.
216.	Enhance physiotherapy outpatient services by providing stratified care management for 2 200 additional attendances at QMH (Same as Corporate Target No. 91)	1Q23	Achieved	The target of providing stratified care management for 2 200 additional physiotherapy outpatient attendances at QMH was achieved by 1Q23.
217.	Adopt medical grade 3D printing technology to provide services in O&T departments at QMH (Same as Corporate Target No. 92)	1Q23	Achieved	The target of adopting medical grade 3D printing technology to provide services in the O&T department of QMH was achieved by 1Q23.
218.	Establish day rehabilitation programme for elderly with osteoporotic vertebral collapse at MMRC and provide services for 1 460 additional rehabilitation day attendances (Same as Corporate Target No. 95)	1Q23	Deferred to 1Q24	A day rehabilitation programme for elderly with osteoporotic vertebral collapse was established in MMRC in 2Q22. By 1Q23, 957 additional rehabilitation day attendances were provided at MMRC. Due to service adjustment under the COVID-19 epidemic, the remaining target was deferred to 1Q24.
219.	Continue to enhance the CGAT support for terminally ill patients in RCHEs by providing 350 additional geriatric outreach attendances (Same as Corporate Target No. 98)	1Q23	Achieved	The target of providing 350 additional geriatric outreach attendances for terminally ill patients in RCHEs was achieved by 1Q23.
220.	Recruit an additional case manager at HKWC to provide services for 300 additional psychiatric outreach attendances to increase support for mental health patients in the community (Same as Corporate Target No. 96)	1Q23	Deferred to 1Q24	An additional case manager was recruited at HKWC. 244 additional psychiatric outreach attendances for mental health patients were completed by 1Q23. Due to manpower deployment under the COVID-19 epidemic, the target of providing the remaining 56 attendances was deferred to 1Q24.
221.	Enhance PC services at HKWC and provide 1 250 additional consultative visits (Same as Corporate Target No. 100)	1Q23	Achieved	The target of providing 1 250 additional consultative visits at HKWC was achieved by 1Q23.

222.	Provide services for an additional total of 540 nurse clinic attendances in SOPC and 720 pharmacist clinic attendances for systemic anti-cancer therapy at HKWC (Same as Corporate Target No. 103)	1Q23	Deferred to 1Q24	The target of providing 540 additional nurse clinic attendances in SOPC was achieved by 1Q23. The initial attendance of pharmacist clinic was relatively low upon initial roll out. A total of 476 additional pharmacist clinic attendances for systemic anti-cancer therapy were provided by 1Q23. This was expected to increase with subsequent increase in the number of protocols to be taken up by the Oncology pharmacist and enhancement of the referral workflow. The remaining target of pharmacist clinic attendances was deferred to 1Q24.
223.	Provide services for 2 250 additional pharmacist clinic attendances on anti-coagulant therapy management at GH (Same as Corporate Target No. 104)	1Q23	Achieved	The target of providing 2 250 additional pharmacist clinic attendances on anti-coagulant therapy management at GH was achieved by 1Q23.
224.	Provide services for 1 680 additional nurse clinic attendances in SOPC (Same as Corporate Target No. 105)	1Q23	Achieved	The target of providing 1 680 additional nurse clinic attendances in SOPC was achieved by 1Q23.
225.	Provide 75 additional apheresis sessions to support the transplant services and CAR-T Cell Therapy	1Q23	Achieved	The target of providing 75 additional apheresis sessions to support the transplant services and CAR-T Cell Therapy was achieved by 1Q23.
226.	Provide services for 1 220 additional AH inpatient attendances to enhance swallowing and speech assessment, as well as rehabilitation for post-intubation or tracheostomy patients in high intensity care units	1Q23	Achieved	The target of providing 1 220 additional AH inpatient attendances for post-intubation or tracheostomy patients in high intensity care units was achieved by 1Q23.
227.	Implement End-of-life and Careful Hand Feeding Programme at GH and provide 675 additional AH inpatient attendances	1Q23	Achieved	The target of providing 675 additional AH inpatient attendances for the End-of-life and Careful Hand Feeding Programme was achieved by 1Q23.
Develop Smart Hospitals				
228.	Implement the aligned inpatient drug distribution model at HKWC (Same as Corporate Target No. 108)	1Q23	Achieved	The aligned inpatient drug distribution model was implemented at HKWC by 1Q23.
229.	Roll out the phase one eAED service model to the A&E department of QMH (Same as Corporate Target No. 115)	1Q23	Deferred to 2Q23	Due to the delay of in-house renovation works at QMH, the procurement of computer hardware for the eAED service model was affected. The implementation of phase one eAED service model at QMH was deferred to 2Q23.

230.	Implement the centralised ACIS at DKCH, GH and TWH <i>(Same as Corporate Target No. 116)</i>	1Q23	Achieved	The centralised ACIS system was implemented in DKCH, GH and TWH by 1Q23.
231.	Roll out the IPMOE chemotherapy module to the oncology department of QMH <i>(Same as Corporate Target No. 109)</i>	1Q23	Achieved	The IPMOE chemotherapy module was implemented in the oncology department of QMH by 1Q23.
Nurture Smart Workforce				
232.	Enhance nursing manpower for general inpatient wards, as well as A&E, ICU, infection control, and peri-operative services <i>(Same as Corporate Target No. 124)</i>	1Q23	Achieved	10 additional RNs were recruited for enhancing various nursing services at HKWC by 1Q23.
233.	Recruit an additional orthoptist to enhance the manpower planning <i>(Same as Corporate Target No. 125)</i>	1Q23	Achieved	An additional orthoptist was recruited at HKWC by 1Q23.
234.	Enhance AH manpower to support clinical stream coordinator (AH) and succession planning at HKWC <i>(Same as Corporate Target No. 128)</i>	1Q23	Achieved	Secondment of two Senior AH professionals to the AH office of HKWC was arranged. One AHII was recruited for relieving support to the parent department of clinical stream coordinator (AH) at HKWC. Target was achieved.
235.	Provide 60 training places for clinical staff to undergo resuscitation training <i>(Same as Corporate Target No. 137)</i>	1Q23	Achieved	63 training places for formal resuscitation training for clinical staff were provided by 1Q23.
236.	Recruit 11 FTE APNs as part-time clinical preceptors for junior nurses <i>(Same as Corporate Target No. 138)</i>	1Q23	Achieved	11.4 FTE APNs were recruited as part-time clinical preceptors by 1Q23.
Enhance Service Supply				
237.	Conduct 30 additional heart surgeries at QMH <i>(Same as Corporate Target No. 158)</i>	1Q23	Achieved	The target of providing open heart surgery service for 30 additional patients at QMH was achieved by 1Q23.

238.	Enhance eye services for patients with systemic association by setting up an eye disease clinic and enhancing diagnosis and management for patients with Meibomian Gland Dysfunction at GH <i>(Same as Corporate Target No. 163)</i>	1Q23	Achieved	An eye disease clinic was set up at GH in 3Q22 and the diagnosis and management for patients with Meibomian Gland Dysfunction were also enhanced.
239.	Build laboratory capacity for 1 000 additional polymerase chain reaction tests for Hepatitis E virus <i>(Same as Corporate Target No. 164)</i>	1Q23	Achieved	The target of building up laboratory capacity for 1 000 additional polymerase chain reaction tests for Hepatitis E virus was achieved by 1Q23.
240.	Set up a DADI hub and enhance laboratory allergy diagnostic service at HKWC, as well as to provide services for 100 additional day inpatient attendances <i>(Same as Corporate Target No. 165)</i>	1Q23	Achieved	A DADI hub was set up with laboratory allergy diagnostic service enhanced at HKWC by 1Q23. Target was achieved.
241.	Launch the drug refill services at GH and TWH <i>(Same as Corporate Target No. 167)</i>	1Q23	Achieved	Drug refill services were implemented at GH and TWH by 1Q23.
242.	Enhance clinical pharmacy services at ICU by providing additional medication verifications and reviews at QMH <i>(Same as Corporate Target No. 167)</i>	1Q23	Achieved	Additional medication verifications and reviews were provided at QMH by 1Q23.
243.	Strengthen multidisciplinary care for medical oncology services and providing 580 additional medication counselling and prescription verification services at QMH <i>(Same as Corporate Targets No. 167 & 168)</i>	1Q23	Deferred to 1Q24	By 1Q23, 411 additional patients were provided with medication counselling and prescription verification services. Due to the recruitment difficulty of 0.5 FTE pharmacist, the remaining target was deferred to 1Q24.
244.	Provide six additional hospital haemodialysis places for patients suffering from end-stage renal disease at HKWC and provide three additional stations for haemodialysis at QMH <i>(Same as Corporate Target No. 171)</i>	1Q23	Achieved	The targets of providing six additional hospital haemodialysis places and three additional stations for haemodialysis were achieved by 1Q23.

245.	Enhance dermatology services by setting up consultant-led dermatology team at HKWC to provide services for 250 additional SOPC new case attendances (Same as Corporate Target No. 163 & 175)	1Q23	Achieved	One consultant was recruited to set up consultant-led dermatology team at HKWC and 561 additional SOPC new attendances were provided by 1Q23.
246.	Enhance multidisciplinary care for patients with severe dermatosis or complex needs (Same as Corporate Target No. 175)	1Q23	Achieved	Multidisciplinary dermatology service was enhanced for patients with severe dermatosis or complex needs at HKWC by 1Q23.
247.	Enhance capacity by providing services for 990 additional intravitreal injections (Same as Corporate Target No. 176)	1Q23	Achieved	The target of providing services for 990 additional intravitreal injections was achieved by 1Q23.
248.	Enhance the infectious disease management at HKWC (Same as Corporate Target No. 177)	1Q23	Achieved	One RT was recruited to enhance the infectious disease management at HKWC by 1Q23.
249.	Set up a vascular surgical team at the Hong Kong Island network and provide specialist coverage for emergency and elective surgeries for HKEC and HKWC (Same as Corporate Target No. 180)	1Q23	Achieved	A vascular surgical team was established in the Hong Kong Island network to provide specialist coverage for emergency and elective surgeries for HKEC and HKWC.
250.	Enhance capacity of the medical SOPC at HKWC by providing services for 370 additional SOPC new case attendances and 1 680 additional procedures (Same as Corporate Target No. 163)	1Q23	Achieved	The targets of providing 370 additional SOPC new case attendances and 1 680 additional procedures for the medical SOPC at HKWC were achieved by 1Q23.
251.	Build capacity for the provision of counselling and investigation services to 60 additional potential live donor kidney transplant patients for complex kidney transplantation and improve the care and coordination at HKWC	1Q23	Achieved	The target of providing counselling and investigation services to 60 additional potential live donor kidney transplant patients was achieved by 1Q23.
252.	Enhance epilepsy services by providing services for 15 additional video electroencephalogram tests	1Q23	Deferred to 1Q24	Due to resignation of the leading doctor, training of personnel to handle the analysis of examination reports was required. By 1Q23, five additional video electroencephalogram tests were provided. The remaining target was deferred to 1Q24.

253.	Enhance the diagnostic and management pathway for 450 additional patients referred for lung nodule or suspicious lung malignancy	1Q23	Achieved	The target of referring 450 additional patients for lung nodule or suspicious lung malignancy was achieved by 1Q23.
<i>KCC Targets</i>				
<u>Provide Smart Care</u>				
254.	Set up acute geriatric fragility fracture nursing coordination services at KWH (Same as Corporate Target No. 80)	1Q23	Achieved	Acute geriatric fragility fracture nursing coordination services was implemented at KWH by 3Q22.
255.	Enhance elderly care by extending the ortho-geriatric collaborative care model to KWH and WTSH to provide support for an additional total of 375 geriatric patients with hip or other fragility fractures; and to provide 24 additional geriatric day hospital places at WTSH (Same as Corporate Target No. 81)	1Q23	Achieved	The target of providing support for an additional total of 375 geriatric patients with hip or other fragility fractures was achieved by 1Q23. 24 additional geriatric day hospital places were provided at WTSH in 4Q22.
256.	Implement the ERAS programme to provide services for 160 additional patients at QEH (Same as Corporate Target No. 82)	1Q23	Achieved	The target of providing ERAS services for 160 additional patients at QEH was achieved by 1Q23.
257.	Build capacity for providing 140 additional breast cancer mutation tests for ovarian cancer patients at QEH (Same as Corporate Target No. 84)	1Q23	Partially Achieved	The BRCA mutation test was demand driven and was affected by the COVID-19 epidemic. An additional total of 104 tests were provided all available patients at KCC by 1Q23. Target was partially achieved.
258.	Provide 1 250 additional early mobilisation treatment sessions by physiotherapists to 200 ICU patients at KCC (Same as Corporate Target No. 88)	1Q23	Achieved	The target of providing 1 250 additional early mobilisation treatment sessions by physiotherapists to ICU patients at KCC was achieved.

259.	Implement exoskeleton in rehabilitation training at KCC and provide 500 additional training sessions for patients with SCI (Same as Corporate Target No. 89)	1Q23	Deferred to 1Q24	Implementation of the target was affected by the COVID-19 epidemic. Suspension/adjustment of elective surgeries for SCI patients affected the intake of eligible patients. In addition, the delivery of exoskeleton was affected by the COVID-19 epidemic and service could only commence in 3Q22. By 1Q23, a total of 265 additional training sessions were provided at KCC. The remaining target was deferred to 1Q24.
260.	Enhance medical grade 3D printing services at QEH (Same as Corporate Target No. 92)	1Q23	Achieved	The target of enhancing medical grade 3D printing services at QEH was achieved by 1Q23.
261.	Provide services for 1 950 additional rehabilitation day attendances at QEH for patients with fragility fractures (Same as Corporate Target No. 95)	1Q23	Achieved	The target of providing 1 950 additional rehabilitation day attendances for patients with fragility fractures at QEH was achieved by 1Q23.
262.	Continue to enhance the CGAT support for terminally ill patients in RCHEs by providing 350 additional geriatric outreach attendances (Same as Corporate Target No. 98)	1Q23	Achieved	The target of providing 350 additional geriatric outreach attendances for terminally ill patients in RCHEs was achieved by 1Q23.
263.	Enhance PC services at KCC and provide 1 420 additional consultative visits (Same as Corporate Target No. 100)	1Q23	Achieved	The target of providing 1 420 additional PC consultative visits at KCC was achieved by 1Q23.
264.	Enhance cancer services by providing 300 additional day inpatient attendances for chemotherapy services at KCC and enhancing the medical oncology service at KWH (Same as Corporate Target No. 168)	1Q23	Deferred to 1Q24	Medical oncology service at KWH was enhanced by 1Q23. Target was achieved. The number of inpatient attendances was affected by service adjustment and reduced referrals under the COVID-19 epidemic and acclimatization to new workflow during the move-in phase to the new day centre of KWH. By 1Q23, a total of 113 additional day inpatient attendances for chemotherapy services at KCC were provided. The remaining target was deferred to 1Q24.

265.	Provide services for 3 430 additional nurse clinic attendances in SOPC <i>(Same as Corporate Target No. 105)</i>	1Q23	Achieved	The target of providing 3 430 additional nurse clinic attendances in SOPC was achieved by 1Q23.
<u>Develop Smart Hospitals</u>				
266.	Implement the aligned inpatient drug distribution model at KCC <i>(Same as Corporate Target No. 108)</i>	1Q23	Achieved	The aligned inpatient drug distribution model was implemented at KCC by 1Q23.
267.	Improve safety and effectiveness for surgery by adopting robotic assisted operation mode to perform joint replacement surgery at HKBH and providing robotic surgery sessions at QEH for selected urology patients of KWH <i>(Same as Corporate Target No. 113)</i>	1Q23	Achieved	Robotic-arm assisted system was installed in HKBH. 20 joint replacement surgeries were performed by 1Q23. 12 robotic surgery sessions were provided at QEH for selected urology patients of KWH by 1Q23.
268.	Strengthen the manpower to support the smart hospital initiatives at KCC <i>(Same as Corporate Target No. 114)</i>	1Q23	Achieved	Additional manpower was recruited through three time-limited posts to support the smart hospital initiatives at KCC.
269.	Roll out the phase one eAED service model to the A&E department of KWH <i>(Same as Corporate Target No. 115)</i>	1Q23	Achieved	Phase one eAED service model was rolled out to KWH by 1Q23.
270.	Roll out the IPMOE system at KWH, as well as roll out the IPMOE chemotherapy module to the oncology department of QEH <i>(Same as Corporate Target No. 109)</i>	1Q23	Deferred to 2Q23	The IPMOE chemotherapy module was implemented in the oncology department of QEH by 1Q23. Due to the delay of KWH phase 1 move-in schedule, the implementation of IPMOE system at KWH was deferred to 2Q23.
271.	Implement the new blood bank computing system to monitor the blood supply, improve workflow and donor engagement by introducing real time online blood donation registration at mobile collection site by 1Q23	1Q23	Achieved	The real time online blood donation registration with electronic questionnaire form was introduced and completed in mobile collection sites by 1Q23.
<u>Nurture Smart Workforce</u>				

272.	Enhance nursing manpower for general and psychiatric inpatient wards, as well as A&E, ICU, infection control, stroke and peri-operative services <i>(Same as Corporate Target No. 124)</i>	1Q23	Achieved	Two additional APNs and 20 additional RNs were recruited by 1Q23 for enhancing various nursing services at KCC.
273.	Recruit an additional graduate prosthetist-orthotist at KCC to enhance manpower planning for AH services <i>(Same as Corporate Target No. 126)</i>	1Q23	Achieved	An additional graduate prosthetist-orthotist was recruited at KCC by 1Q23.
274.	Enhance AH manpower to support clinical stream coordinator (AH) and succession planning at KCC <i>(Same as Corporate Target No. 128)</i>	1Q23	Achieved	Secondment of two Senior AH professionals to the AH office of KCC was arranged. One AHII was recruited for relieving support to the parent department of clinical stream coordinator (AH) at KCC. Target was achieved.
275.	Provide 220 training places for clinical staff to undergo resuscitation training <i>(Same as Corporate Target No. 137)</i>	1Q23	Achieved	228 training places for formal resuscitation training for clinical staff were provided by 1Q23.
276.	Recruit 17 FTE APNs as part-time clinical preceptors for junior nurses <i>(Same as Corporate Target No. 138)</i>	1Q23	Achieved	17 FTE APNs were recruited as part-time clinical preceptors by 1Q23.
277.	Provide clinical attachments to 12 nurses to PC unit at KCC <i>(Same as Corporate Target No. 147)</i>	1Q23	Partially Achieved	Due to manpower deployment during the COVID-19 epidemic, the training programme was suspended from February to August 2022. A total of eight nurses completed the training at KCC by 1Q23. The target was partially achieved.
278.	Enhance the HA's complaints management system by establishing a cluster-based, patient relations office structure at KCC	1Q23	Achieved	A cluster-based patient relations office was established at KCC by 1Q23.

Enhance Service Supply				
279.	Set up a multidisciplinary team to provide services for 490 additional patient attendances for patients with chronic heart failure at the Cardiac Ambulatory Centre, and provide services for 500 additional echocardiograms (Same as Corporate Target No. 94)	1Q23	Deferred to 1Q24	<p>Patient attendances for the Cardiac Ambulatory Centre: The target of providing 490 additional patient attendances at the Cardiac Ambulatory Centre of QEH was achieved by 1Q23.</p> <p>Echocardiogram service: While the echocardiogram service was rolled out on scheduled, the total throughput was affected by the COVID-19 epidemic which imposed heavy workload on the limited medical manpower. By 1Q23, 198 additional echocardiograms were provided. The remaining target was deferred to 1Q24.</p>
280.	Recruit additional manpower to support KWH Phase 1 service commencement (Same as Corporate Target No. 21)	1Q23	Achieved	75 additional staff and 30 upgraded staff were recruited to support service commencement of KWH Phase 1 by 1Q23.
281.	Provide six additional OT sessions per week and emergency OT services at weekends; provide 190 additional attendances for MRI scans; build capacity for various types of genomic and genetic tests and oncology tests; and build capacity for CAR-T cell services at HKCH (Same as Corporate Targets No. 78 & 150)	1Q23	Deferred to 1Q24	<p>OT services: Six additional OT sessions per week and emergency OT services at weekends were provided at HKCH by 1Q23. Target was achieved.</p> <p>Enhance pathology support: HKCH had built up capacity for 15 new types of genomic and genetic tests and oncology tests to enhance pathology support. Target was achieved.</p> <p>Service capacity for CAR-T cell services: The service capacity for the provision of CAR-T Cell Therapy treatment to five patients was established at HKCH by 1Q23. Target was achieved.</p> <p>MRI scans: MRI service commencement was affected by the delayed installation of the second MRI scanner due to the overall shortage of helium in Hong Kong. The target of providing 190 additional MRI scans was deferred to 1Q24.</p>
282.	Enhance ophthalmology services at KCC by providing 250 additional SOPC new case attendances (Same as Corporate Target No. 163)	1Q23	Achieved	The target of providing 250 additional SOPC new case attendances for ophthalmology services at KCC was achieved by 1Q23.

283.	Set up nurse-led low risk Penicillin Allergy Centre at KCC and provide services for 100 additional day inpatient attendances (Same as Corporate Target No. 165)	1Q23	Deferred to 1Q24	The target of setting up a nurse-led low risk Penicillin Allergy Centre at KCC was achieved by 1Q23. Due to increased number of patients declining appointment or being unfit for treatment after infection under the COVID-19 epidemic, only 62 day inpatient attendances were provided at KCC. The remaining target was deferred to 1Q24.
284.	Acquire a cardiac gamma camera system at QEH to provide services for 300 additional patient attendances; and provide support for bone densitometry services at HKCH to 370 additional attendances (Same as Corporate Target No. 166)	1Q23	Deferred to 1Q24	The cardiac gamma camera system was installed in QEH and the target of providing 300 additional patient attendances was achieved by 1Q23. Due to the COVID-19 epidemic, there was an increasing trend in patient default rate or postponement. 310 additional attendances for bone densitometry services were provided to patients at HKCH by 1Q23. The remaining target was deferred to 1Q24.
285.	Provide inpatient and discharge medication management services at OLMH and WTSH, as well as extend the service hours of pharmacy at WTSH (Same as Corporate Target No. 167)	1Q23	Achieved	In-patient and discharge medication management services were provided at OLMH and WTSH since 4Q22. The service hours of pharmacy at WTSH had been extended since 4Q22.
286.	Provide 11 additional hospital haemodialysis places for patients suffering from end-stage renal disease (Same as Corporate Target No. 171)	1Q23	Achieved	The target of providing 11 additional hospital haemodialysis places at KCC was achieved by 1Q23.
287.	Designate four existing beds for sleep studies and conduct 540 additional sleep studies (Same as Corporate Target No. 174)	1Q23	Deferred to 1Q24	Four beds for sleep service were designated at KCC by 3Q22. Sleep service at KCC was affected by the COVID-19 epidemic and manpower shortage. By 1Q23, 383 additional sleep studies were conducted at KCC. The remaining target was deferred to 1Q24.

288.	Enhance vascular surgical service in HA to maintain a sustainable structure of Kowloon vascular surgery network (Same as Corporate Target No. 180)	1Q23	Achieved	A vascular surgical team in the Kowloon network was established to provide coverage for emergency vascular surgery.
289.	Enhance otolaryngology services at KWH and provide services for 1 550 additional AH outpatient attendances	1Q23	Achieved	Otolaryngology services was enhanced at KWH since 3Q22. The target of providing 1 550 additional AH outpatient attendances was achieved by 1Q23.
290.	Recruit additional administrative manpower for the provision of 24-hour support at BTS Headquarters	1Q23	Achieved	Eight additional clerical and supporting staff were recruited for the provision of 24-hour support at BTS Headquarters.

KEC Targets

Provide Smart Care

291.	Enhance geriatric support by providing services for 750 additional focused geriatric assessments at the A&E department of TKOH (Same as Corporate Target No. 79)	1Q23	Achieved	795 additional focused geriatric assessments were provided at the A&E department of TKOH by 1Q23.
292.	Set up acute geriatric fragility fracture nursing coordination services at TKOH (Same as Corporate Target No. 80)	1Q23	Achieved	Acute geriatric fragility fracture nursing coordination service was set up at TKOH by 3Q22.
293.	Provide physiotherapy services for 2 400 additional outpatient attendances to patients on waiting list for total joint replacement surgery at UCH (Same as Corporate Target No. 90)	1Q23	Achieved	The target of providing physiotherapy services for 2 400 additional outpatient attendances to patients on waiting list for total joint replacement surgery at UCH was achieved by 1Q23.
294.	Continue to enhance the CGAT support for patients in RCHEs by providing 1 520 additional geriatric outreach attendances (Same as Corporate Target No. 99)	1Q23	Achieved	The target of providing 1 520 additional geriatric outreach attendances was achieved by 1Q23.

295.	Recruit an additional case manager at KEC to provide services for 300 additional psychiatric outreach attendances to increase support for mental health patients in the community <i>(Same as Corporate Target No. 96)</i>	1Q23	Achieved	An additional case manager was recruited at KEC. The target of providing 300 additional psychiatric outreach attendances for mental health patients was achieved by 1Q23.
296.	Provide five additional patient capacities for the new generation home haemodialysis model at KEC <i>(Same as Corporate Target No. 101)</i>	1Q23	Achieved	The target of providing five additional patient capacity using new generation home haemodialysis model at KEC was achieved by 1Q23.
297.	Provide services for 2 540 additional nurse clinic attendances in SOPC <i>(Same as Corporate Target No. 105)</i>	1Q23	Partially Achieved	By 1Q23, 2 491 additional nurse clinic attendances in SOPC were provided. Target was partially achieved.
298.	Provide services for managing 100 additional day and same day surgical cases admitted to UCH	1Q23	Deferred to 1Q24	Due to service adjustment under the COVID-19 epidemic and shortfall of anaesthetist manpower, the target of providing 100 additional day and same day surgical cases admitted to UCH was deferred to 1Q24.
299.	Enhance podiatry services at KEC by providing 640 additional AH outpatient attendances	1Q23	Partially Achieved	By 1Q23, 613 additional AH outpatient attendances for podiatry services were provided. Target was partially achieved.

<u>Develop Smart Hospitals</u>				
300.	Strengthen the manpower to support the smart hospital initiatives at KEC <i>(Same as Corporate Target No. 114)</i>	1Q23	Achieved	Additional manpower was recruited to support the smart hospital initiatives at KEC.
301.	Roll out the phase one eAED service model to the A&E department of UCH <i>(Same as Corporate Target No. 115)</i>	1Q23	Achieved	Phase one eAED service model was rolled out to UCH by 1Q23.
<u>Nurture Smart Workforce</u>				
302.	Enhance nursing manpower for general inpatient wards, as well as A&E, Intensive Care Unit, infection control, and peri-operative services <i>(Same as Corporate Target No. 124)</i>	1Q23	Achieved	Three additional APNs and 12 additional RNs were recruited for enhancing various nursing services at KEC by 1Q23.
303.	Recruit an additional orthoptist to provide 500 additional joint clinic consultations <i>(Same as Corporate Target No. 125)</i>	1Q23	Achieved	An additional orthoptist was recruited and the target of providing 500 additional joint clinic consultations was achieved by 1Q23.
304.	Enhance AH manpower to support clinical stream coordinator (AH) and succession planning at KEC <i>(Same as Corporate Target No. 128)</i>	1Q23	Achieved	Secondment of two Senior AH professionals to the AH office of KEC was arranged. One AHII was recruited for relieving support to the parent department of clinical stream coordinator (AH) at KEC. Target was achieved.
305.	Provide 420 training places for clinical staff to undergo resuscitation training <i>(Same as Corporate Target No. 137)</i>	1Q23	Achieved	420 training places of formal resuscitation training for clinical staff were provided by 1Q23.
306.	Recruit 11 FTE APNs as part-time clinical preceptors for junior nurses <i>(Same as Corporate Target No. 138)</i>	1Q23	Achieved	11 FTE APNs were recruited as part-time clinical preceptors by 1Q23.

Enhance Service Supply				
307.	Recruit additional clinical and non-clinical staff in preparation for the commissioning of new Ambulatory Block of UCH (Same as Corporate Target No. 151)	1Q23	Achieved	50 additional clinical and non-clinical staff were recruited in preparation for the commissioning of the new Ambulatory Block of UCH by 1Q23.
308.	Recruit additional administrative staff for the operation of the new hospital block of HHH (Same as Corporate Target No. 152)	1Q23	Achieved	15 additional administrative staff were recruited for the operation of the new hospital block of HHH by 1Q23.
309.	Provide seven additional OT sessions per week at UCH (Same as Corporate Target No. 157)	1Q23	Achieved	Seven additional OT sessions per week were opened at UCH by 1Q23.
310.	Increase the GOPC quota by 2 375 at KEC (Same as Corporate Target No. 162)	1Q23	Partially Achieved	<p>Additional GOPC quotas were provided in KEC as planned in 2022-23.</p> <p>Despite the planned increase in GOPC quotas, the number of GOPC attendances fell short of the target deliverables due to multiple factors, including GOPC service adjustment, manpower deployment to designated clinics for COVID-19 confirmed cases / tele-consultation service, reserved quotas for COVID-19 patients in GOPCs as well as high patient default rate, etc. under the COVID-19 epidemic.</p> <p>KEC would continue to provide the planned increase of GOPC quotas in 2023-24 onward to augment the service capacity of GOPC. Target was partially achieved.</p>
311.	Enhance service capacity of SOPC at KEC by providing 625 additional SOPC new case attendances (Same as Corporate Target No. 163)	1Q23	Achieved	717 additional SOPC new case attendances were provided at KEC by 1Q23.
312.	Prepare for the commissioning of oncology services at KEC by building capacity for 1 200 additional laboratory tests and provide services for 500 additional SOPC new case attendances (Same as Corporate Targets No. 163 & 168)	1Q23	Partially Achieved	<p>The target of providing 500 additional SOPC new case attendances for oncology services at KEC was achieved by 1Q23.</p> <p>Capacity for additional laboratory tests was built up. By 1Q23, 1 164 additional laboratory tests were provided. Target was partially achieved.</p>

313.	Enhance oncology services at KEC by providing 1 330 additional day inpatient attendances for chemotherapy (Same as Corporate Target No. 168)	1Q23	Achieved	The target of providing 1 330 additional day inpatient attendances for chemotherapy was achieved by 1Q23.
314.	Provide 12 additional hospital haemodialysis places for patients suffering from end-stage renal disease at KEC (Same as Corporate Target No. 171)	1Q23	Achieved	The target of providing 12 additional hospital haemodialysis places at KEC was achieved by 1Q23.
315.	Enhance C&A psychiatric services by providing 500 additional triage and assessment by nurses (Same as Corporate Target No. 172)	1Q23	Achieved	The target of providing 500 additional nursing assessment was achieved by 1Q23.
316.	Enhance capacity by providing services for 990 additional intravitreal injections at KEC (Same as Corporate Target No. 176)	1Q23	Achieved	The target of providing services for 990 additional intravitreal injections was achieved by 1Q23.
317.	Strengthen manpower to enhance clinical microbiology and infection control services at KEC	1Q23	Achieved	Additional manpower was recruited to enhance clinical microbiology and infection control services at KEC by 4Q22.
318.	Build capacity for the provision of services to 150 additional patients with respiratory diseases in HHH	1Q23	Achieved	The target of providing services to 150 additional patients with respiratory diseases in HHH was achieved by 1Q23.

KWC Targets

Provide Smart Care

319.	Enhance the coagulopathy genetics service network at KWC for Kowloon and New Territories, and build capacity for providing 200 additional genetic tests at PMH (Same as Corporate Target No. 83)	1Q23	Partially achieved	This was a new service commencing in 2Q22 and required time for building up referrals. The patient recruitment logistics which involved patient counselling, screening and consent was affected by reduced hospital visits by the patients under the COVID-19 epidemic. By 1Q23, 21 additional genetics were provided to all available patients who fulfilled the pre-test process at PMH. Target was partially achieved.
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320.	Roll out the restorative rehabilitation programme for stroke patients at YCH and provide services for an additional 1 150 physiotherapy and 1 150 occupational therapy attendances during weekends and public holidays (Same as Corporate Target No. 87)	1Q23	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 1Q23.
321.	Adopt medical grade 3D printing technology to provide services in the O&T department at YCH (Same as Corporate Target No. 92)	1Q23	Achieved	The target of adopting medical grade 3D printing technology to provide services in the O&T department of YCH was achieved by 1Q23.
322.	Set up O&G day ward and provide six additional day beds at PMH (Same as Corporate Target No. 93)	1Q23	Achieved	Six additional acute O&G day beds were opened at PMH by 1Q23.
323.	Continue to enhance the CGAT support for terminally ill patients in RCHEs by providing 700 additional geriatric outreach attendances (Same as Corporate Target No. 98)	1Q23	Achieved	The target of providing 350 additional geriatric outreach attendances for terminally ill patients in RCHEs was achieved by 1Q23.
324.	Recruit an additional case manager at KWC to provide services for 300 additional psychiatric outreach attendances to increase support for mental health patients in the community (Same as Corporate Target No. 96)	1Q23	Achieved	An additional case manager was recruited at KWC. The target of providing 300 additional psychiatric outreach attendances for mental health patients was achieved by 1Q23.
325.	Provide services for 880 additional nurse clinic attendances in SOPC (Same as Corporate Target No. 105)	1Q23	Achieved	The target of providing 880 additional nurse clinic attendances in SOPC was achieved by 1Q23.
326.	Extend the service hours of the day surgical centre at PMH to enhance the capacity of day surgery services	1Q23	Achieved	The service hours of the day surgical centre at PMH were extended by 1Q23.

<u>Develop Smart Hospitals</u>				
327.	Implement the aligned inpatient drug distribution model at KWC (Same as Corporate Target No. 108)	1Q23	Achieved	The aligned inpatient drug distribution model was implemented at KWC by 1Q23.
328.	Roll out the phase one eAED service model to the A&E department of PMH and the eResus service model to the A&E department of NLTH (Same as Corporate Target No. 115)	1Q23	Deferred to 2Q23 / 3Q23	To align with the renovation of the A&E department of PMH, the implementation of eAED phase one service model at PMH was deferred to 3Q23. For NLTH, installation of equipment and hardware was in progress. Due to the COVID-19 epidemic and shortage of professional staff, more time was required for equipment selection and testing and product demonstration. The target of rolling out the eResus service model at NLTH was deferred to 2Q23.
<u>Nurture Smart Workforce</u>				
329.	Enhance nursing manpower for general and psychiatric inpatient wards, as well as A&E, Intensive Care Unit, stroke and peri-operative services (Same as Corporate Target No. 124)	1Q23	Achieved	An additional APN and 25 additional RNs were recruited for enhancing various nursing services at KWC by 1Q23.
330.	Recruit an additional orthoptist to enhance the service coverage (Same as Corporate Target No. 125)	1Q23	Achieved	An additional orthoptist was recruited in 3Q22.
331.	Enhance AH manpower to support clinical stream coordinator (AH) and succession planning at KWC (Same as Corporate Target No. 128)	1Q23	Achieved	Secondment of two Senior AH professionals to the AH office of KWC was arranged. One AHII was recruited for relieving support to the parent department of clinical stream coordinator (AH) at KWC. Target was achieved.
332.	Provide 2 400 training places for clinical staff to undergo resuscitation training (Same as Corporate Target No. 137)	1Q23	Partially Achieved	2 398 training places of formal resuscitation training for clinical staff were provided by 1Q23. Target was partially achieved.

333.	Recruit 16 FTE APNs as part-time clinical preceptors for junior nurses <i>(Same as Corporate Target No. 138)</i>	1Q23	Achieved	16 FTE APNs were recruited as part-time clinical preceptors by 1Q23.
334.	Conduct training on infection control and infectious diseases and other clinical training courses at the Simulation Training Centre of KWC <i>(Same as Corporate Target No. 146)</i>	1Q23	Achieved	14 training courses on infection control and infectious diseases and other clinical training courses were conducted at the Simulation Training Centre of KWC by 1Q23.
335.	Strengthen manpower support to the patient relations office at KCH and provide additional training sessions for staff on complaint management	1Q23	Achieved	One APN(Psy) was recruited to support the patient relations office at KCH. Three training sessions on complaint management were provided by 1Q23.
336.	Strengthen manpower support to the corporate communication team at KWC	1Q23	Achieved	Additional one IO and one AIO were recruited to support to the corporate communication team at KWC by 4Q22.

Enhance Service Supply

337.	Recruit and train additional psychiatric nurses and supporting staff in preparation for the commissioning of the redevelopment of KCH Phase 2 <i>(Same as Corporate Target No. 153)</i>	1Q23	Achieved	Additional psychiatric nurses and supporting staff were recruited and trained for preparing the commissioning upon redevelopment of KCH Phase 2.
338.	Commence GOPC services at a new clinic in Sham Shui Po district to provide 1 580 additional GOPC quota at KWC <i>(Same as Corporate Target No. 154)</i>	1Q23	Achieved	Nam Cheong Family Medicine Clinic commenced service in March 2023 and 1 659 additional GOPC quotas were provided by 1Q23.
339.	Build capacity for 10 750 additional polymerase chain reaction tests for Candida auris <i>(Same as Corporate Target No. 164)</i>	1Q23	Achieved	The target of building capacity for 10 750 additional polymerase chain reaction tests for Candida auris was achieved by 1Q23.
340.	Set up nurse-led low risk Penicillin Allergy Centre at KWC and provide services for 100 additional day inpatient attendances <i>(Same as Corporate Target No. 165)</i>	1Q23	Achieved	The targets of setting up a nurse-led low risk Penicillin Allergy Centre and providing services for 100 additional day inpatient attendances at KWC were achieved by 1Q23.

341.	Provide services for 980 additional attendances for MRI scan at PMH <i>(Same as Corporate Target No. 166)</i>	1Q23	Achieved	The target of providing 980 additional attendances for MRI scan at PMH was achieved by 1Q23.
342.	Provide services for 730 additional attendances for CT scan at YCH <i>(Same as Corporate Target No. 166)</i>	1Q23	Achieved	The target of providing 730 additional attendances for CT scan at YCH was achieved by 1Q23.
343.	Launch the drug refill services at YCH <i>(Same as Corporate Target No. 167)</i>	1Q23	Achieved	Drug refill services were implemented at YCH by 1Q23.
344.	Enhance oncology services at KWC by providing 900 additional day inpatient attendances for chemotherapy services <i>(Same as Corporate Target No. 168)</i>	1Q23	Deferred to 1Q24	The number of inpatient attendances was affected by service adjustment and reduced referrals under the COVID-19 epidemic. By 1Q23, a total of 634 additional day inpatient attendances were provided. The remaining target was deferred to 1Q24.
345.	Extend the service hours of radiotherapy at PMH to provide services for 1 330 additional treatment attendances <i>(Same as Corporate Target No. 169)</i>	1Q23	Deferred to 1Q24	Due to severe shortage of radiation therapists, the target of extending service hours of radiotherapy at PMH was deferred to 1Q24.
346.	Provide 15 additional hospital haemodialysis places for patients suffering from end-stage renal disease at KWC <i>(Same as Corporate Target No. 171)</i>	1Q23	Achieved	The target of providing 15 additional hospital haemodialysis places at KWC was achieved by 1Q23.
347.	Set up a mobile team at CMC to provide respiratory care to patients in the medical wards and designate four beds to support cases with respiratory complications <i>(Same as Corporate Target No. 173)</i>	1Q23	Achieved	The mobile respiratory team commenced service at CMC in December 2022 to provide respiratory care to patients in the medical wards. Four beds were designated to support cases with respiratory complications at a designated ventilation area at CMC in December 2022.
348.	Continue to support the operation of NLTH HKICC at KWC <i>(Same as Corporate Target No. 177)</i>	1Q23	Achieved	All time-limited posts were extended for continuing to support the operation of NLTH HKICC at KWC.

349.	Provide 24-hour Intra-arterial Mechanical Thrombectomy services for acute ischaemic stroke patients at KWC (Same as Corporate Target No. 178)	1Q23	Deferred to 3Q23	Due to severe shortage of nurses and additional time required for ensuring the smooth running of new workflow logistics, the target of providing 24-hour Intra-Arterial Mechanical Thrombectomy service for acute ischaemic stroke patients at KWC was deferred to 3Q23.
350.	Provide cluster-based 24-hour PPCI for eligible patients with STEMI at KWC (Same as Corporate Target No. 179)	1Q23	Deferred to 2Q23	Due to manpower shortage, the implementation of cluster-based 24-hour PPCI service at KWC was deferred to 2Q23.
351.	Enhance vascular surgical service in HA – maintain a sustainable structure of Kowloon vascular surgery network and provide coverage for emergency vascular surgery (Same as Corporate Target No. 180)	1Q23	Achieved	A vascular surgical team in the Kowloon network was established to provide coverage for emergency vascular surgery.
352.	Enhance neuroscience services by providing services for 210 additional patient attendances	1Q23	Achieved	The target of providing neuroscience services for 210 additional patient attendances was achieved by 1Q23.
353.	Provide services for 500 additional wound and stoma care inpatient attendances at KWC	1Q23	Achieved	The target of providing 500 additional wound and stoma care inpatient attendances at KWC was achieved by 1Q23.

NTEC Targets

Provide Smart Care

354.	Prepare for the development of CAR-T Cell Therapy services at PWH (Same as Corporate Target No. 78)	1Q23	Achieved	Preparation for the development of CAR-T Cell Therapy service at PWH commenced by 1Q23.
355.	Enhance geriatric support by providing services for an additional total of 1 500 focused geriatric assessments at the A&E departments of AHNH and NDH (Same as Corporate Target No. 79)	1Q23	Achieved	1 500 additional focused geriatric assessments were provided at the A&E departments of AHNH and NDH by 1Q23.

356.	Set up acute geriatric fragility fracture nursing coordination services at AHNH (Same as Corporate Target No. 80)	1Q23	Achieved	Acute geriatric fragility fracture nursing coordination service was set up at AHNH by 1Q23.
357.	Extend the ortho-geriatric collaborative care model to NDH for elderly patients with hip or other fragility fractures and provide support for 250 additional orthopaedic patients (Same as Corporate Target No. 81)	1Q23	Achieved	The target of providing support for 250 additional orthopaedic patients with hip or other fragility fractures at NDH was achieved by 1Q23.
358.	Implement the ERAS programme in the ENT department to provide services for 135 additional patients at PWH (Same as Corporate Target No. 82)	1Q23	Achieved	The target of providing ERAS services for 135 additional patients at PWH was achieved by 1Q23.
359.	Build capacity for providing 200 additional breast cancer (BRCA) mutation tests for ovarian cancer patients at NTEC through HA service network model (Same as Corporate Target No. 84)	1Q23	Partially Achieved	The BRCA mutation test was demand driven and was affected by the COVID-19 epidemic. An additional total of 129 tests were provided all available patients at NTEC by 1Q23. Target was partially achieved.
360.	Set up multidisciplinary clinical genetic service team at NTEC and build capacity for providing 100 additional panel tests (Same as Corporate Target No. 85)	1Q23	Partially Achieved	Multidisciplinary clinical genetic service team at NTEC was set up by 1Q23. The laboratory capacity for providing the additional panel tests was established. The test was demand driven and 73 additional panel tests were provided by 1Q23. Target was partially achieved.
361.	Roll out the restorative rehabilitation programme for patients with lower limb fracture or arthroplasties at AHNH and provide services for 1 150 additional physiotherapy attendances during weekends and public holidays (Same as Corporate Target No. 87)	1Q23	Achieved	The target of providing 1 150 additional physiotherapy attendances during weekends and public holidays at AHNH was achieved in 1Q23.
362.	Provide 1 250 additional early mobilisation treatment sessions by physiotherapists to 200 ICU patients at NTEC (Same as Corporate Target No. 88)	1Q23	Achieved	The target of providing an additional total of 1 250 early mobilisation treatment sessions by physiotherapists at NTEC was achieved by 1Q23.

363.	Implement exoskeleton in rehabilitation training at NTEC and provide 500 additional training sessions for patients with spinal cord injury (Same as Corporate Target No. 89)	1Q23	Deferred to 1Q24	Implementation of the target was affected by the COVID-19 epidemic. Suspension/adjustment of elective surgeries for SCI patients affected the intake of eligible patients. For NTEC, the delivery of exoskeleton was affected by the COVID-19 epidemic and service could only commence in 3Q22. By 1Q23, a total of 139 additional training sessions were provided at NTEC. The remaining target was deferred to 1Q24.
364.	Continue to enhance the CGAT support for terminally ill patients in RCHes by providing 350 additional geriatric outreach attendances (Same as Corporate Target No. 98)	1Q23	Achieved	The target of providing 350 additional geriatric outreach attendances for terminally ill patients in RCHes was achieved by 1Q23.
365.	Recruit an additional case manager at NTEC to provide services for 300 additional psychiatric outreach attendances to increase support for mental health patients in the community (Same as Corporate Target No. 96)	1Q23	Achieved	An additional case manager was recruited at NTEC. The target of providing 300 additional psychiatric outreach attendances for mental health patients was achieved by 1Q23.
366.	Enhance PC services at NTEC to provide 1 930 additional consultative visits (Same as Corporate Target No. 100)	1Q23	Achieved	The target of providing 1 930 additional consultative visits at NTEC was achieved by 1Q23.
367.	Provide five additional patient capacities for the new generation home haemodialysis model at NTEC (Same as Corporate Target No. 101)	1Q23	Achieved	The target of providing five additional patient capacity using new generation home haemodialysis model at NTEC was achieved by 1Q23.
368.	Provide services for 560 additional nurse clinic attendances in SOPC for breast cancer survivorship and 540 additional nurse clinic attendances in SOPC for chronic obstructive pulmonary disease (COPD) at NTEC (Same as Corporate Targets No. 103 & 105)	1Q23	Deferred to 1Q24	Attendances for breast cancer survivorship: The target of providing 560 additional nurse clinic attendances in SOPC for breast cancer survivorship at NTEC was achieved by 1Q23. Attendances for COPD: Due to high default rate during the COVID-19 epidemic, only 426 additional nurse clinic attendances in SOPC for COPD at NTEC were provided by 1Q23. The remaining target was deferred to 1Q24.

<u>Develop Smart Hospitals</u>				
369.	Roll out the phase one eAED service model to the A&E departments of PWH and AHNH (Same as Corporate Target No. 115)	1Q23	Achieved	Phase one eAED service model was rolled out to PWH and AHNH by 1Q23.
<u>Nurture Smart workforce</u>				
370.	Enhance nursing manpower for general and psychiatric inpatient wards, as well as A&E, ICU, infection control, stroke and peri-operative services (Same as Corporate Target No. 124)	1Q23	Achieved	Three additional APNs and 25 additional RNs were recruited for enhancing various nursing services at NTEC by 1Q23.
371.	Recruit an additional graduate prosthetist-orthotist at NTEC to enhance manpower planning for AH services (Same as Corporate Target No. 126)	1Q23	Achieved	An additional graduate prosthetist-orthotist was recruited at NTEC by 1Q23.
372.	Enhance AH manpower to support clinical stream coordinator (AH) and succession planning at NTEC (Same as Corporate Target No. 128)	1Q23	Achieved	Secondment of two Senior AH professionals to the AH office of NTEC was arranged. One AHII was recruited for relieving support to the parent department of clinical stream coordinator (AH) at NTEC. Target was achieved.
373.	Provide 150 training places for clinical staff to undergo resuscitation training (Same as Corporate Target No. 137)	1Q23	Achieved	160 training places for formal resuscitation training for clinical staff were provided by 1Q23.
374.	Recruit 16 FTE APNs as part-time clinical preceptors for junior nurses (Same as Corporate Target No. 138)	1Q23	Achieved	16 FTE APNs were recruited as part-time clinical preceptors by 1Q23.

Enhance Service Supply				
375.	Increase the general outpatient clinic quota by 2 375 at NTEC (Same as Corporate Target No. 162)	1Q23	Partially Achieved	Additional GOPC quotas were provided in NTEC as planned in 2022-23. Despite the planned increase in GOPC quotas, the number of GOPC attendances fell short of the target deliverables due to multiple factors, including GOPC service adjustment, manpower deployment to designated clinics for COVID-19 confirmed cases / tele-consultation service, reserved quotas for COVID-19 patients in GOPCs as well as high patient default rate, etc. under the COVID-19 epidemic. NTEC would continue to provide the planned increase of GOPC quotas in 2023-24 onward to augment the service capacity of GOPC. Target was partially achieved.
376.	Set up nurse-led low risk Penicillin Allergy Centre at NTEC and provide services for 100 additional day inpatient attendances (Same as Corporate Target No. 165)	1Q23	Achieved	Nurse-led low risk Penicillin Allergy Centre was set up at NTEC. 100 additional day inpatient attendances were provided.
377.	Provide services for 2 060 additional attendances for CT scan at AHNH (Same as Corporate Target No. 166)	1Q23	Achieved	The target of providing 2 060 additional attendances for CT scan at AHNH was achieved by 1Q23.
378.	Provide services for 3 120 additional attendances for ultrasound scan at NDH (Same as Corporate Target No. 166)	1Q23	Deferred to 1Q24	Due to the COVID-19 epidemic, there was an increasing trend in patient default rate on ultrasound scan services at NDH. 2 420 additional attendances for ultrasound scan at NDH were provided by 1Q23. The remaining target was deferred to 1Q24.
379.	Enhance clinical pharmacy services for chemotherapy prescription screening and new case counseling for haematology oncology patients at PWH (Same as Corporate Target No. 167)	1Q23	Achieved	Clinical pharmacy service for chemotherapy prescription screening and new case counseling for haematology oncology patients at PWH was enhanced by 1Q23.
380.	Provide services for 1 590 additional attendances for MRI scan, and provide MRI simulation services for the planning of radiotherapy at PWH (Same as Corporate Targets No. 166 & 169)	1Q23	Achieved	The target of providing 1 590 additional attendances for MRI scan was achieved by 1Q23. MRI simulation services for planning of radiotherapy was provided at PWH by 1Q23.

381.	Provide nine additional hospital haemodialysis places for patients suffering from end-stage renal disease at NTEC (Same as Corporate Target No. 171)	1Q23	Achieved	The target of providing nine additional hospital haemodialysis places at NTEC was achieved by 1Q23.
382.	Build up consultant-led dermatology team at NTEC to provide services for 280 additional SOPC new case attendances (Same as Corporate Targets No. 163 & 175)	1Q23	Deferred to 1Q24	A consultant-led dermatology team was built up at NTEC by 1Q23. Target was achieved. Due to service adjustment and increased patient default rate under the COVID-19 epidemic, only 149 additional SOPC new case attendances were provided. The remaining target was deferred to 1Q24.
383.	Implement the integrated substance abuse service model for patients with complex substance abuse and severe comorbid conditions	1Q23	Achieved	The integrated substance abuse service model for patients with complex substance abuse and severe comorbid condition was implemented in 4Q22.

NTWC Targets

Provide Smart Care

384.	Enhance geriatric support by providing services for 750 additional focused geriatric assessments at the A&E department of POH (Same as Corporate Target No. 79)	1Q23	Achieved	760 additional focused geriatric assessments were provided at the A&E department of POH by 1Q23.
385.	Set up acute geriatric fragility fracture nursing coordination services at POH (Same as Corporate Target No. 80)	1Q23	Achieved	Acute geriatric fragility fracture nursing coordination service was set up at POH by 1Q23.
386.	Enhance transitional post-discharge support by providing services for 750 needs assessments and discharge planning for elderly patients, and 1 800 additional home visits by nurses and AH professionals (Same as Corporate Target No. 97)	1Q23	Achieved	The targets of providing 1 800 additional home visits, 750 needs assessments and discharge planning for elderly patients at NTWC were achieved by 1Q23.
387.	Continue to enhance the CGAT support for terminally ill patients in RCHEs by providing 350 additional geriatric outreach attendances (Same as Corporate Target No. 98)	1Q23	Achieved	The target of providing 350 additional geriatric outreach attendances for terminally ill patients in RCHEs was achieved by 1Q23.

388.	Recruit an additional case manager at NTWC to provide services for 300 additional psychiatric outreach attendances to increase support for mental health patients in the community (Same as Corporate Target No. 96)	1Q23	Achieved	An additional case manager was recruited at NTWC. The target of providing 300 additional psychiatric outreach attendances for mental health patients was achieved by 1Q23.
389.	Provide 2 000 additional FMSC attendances under the collaborative model for FM and O&T departments, and 2 000 additional FMSC attendances for FM and Surgery departments at NTWC (Same as Corporate Target No. 102)	1Q23	Partially Achieved	1 907 and 1 994 additional FMSC attendances were provided under the collaborative models for FM and O&T department and Surgery department respectively at NTWC by 1Q23. Target was partially achieved.
390.	Provide services for 2 250 additional pharmacist clinic attendances on anti-coagulant therapy management at TMH (Same as Corporate Target No. 104)	1Q23	Achieved	The target of providing 2 250 additional pharmacist clinic attendances on anti-coagulant therapy management at TMH was achieved by 1Q23.
391.	Provide services for 2 090 additional nurse clinic attendances in SOPC (Same as Corporate Target No. 105)	1Q23	Deferred to 1Q24	Due to delay in the delivery of equipment under the COVID-19 epidemic and shortage of professional staff., only 1 717 additional nurse clinic attendances in SOPC were provided by 1Q23. The remaining target was deferred to 1Q24.
392.	Strengthen the AH manpower to provide services for an additional 3 360 physiotherapy inpatient attendances, 1 430 speech therapy inpatient attendances and 130 AH outpatient attendances	1Q23	Achieved	The targets of providing an additional 3 360 physiotherapy inpatient attendances, 1 430 speech therapy inpatient attendances and 130 AH outpatient attendances were achieved by 1Q23.
<u>Develop Smart Hospitals</u>				
393.	Strengthen the manpower to support the smart hospital initiatives at NTWC (Same as Corporate Target No. 114)	1Q23	Achieved	Additional manpower was recruited to support the smart hospital initiatives at NTWC by 1Q23.
394.	Roll out the phase one eAED service model to the A&E department of TMH and the eResus service model to the A&E department of POH (Same as Corporate Target No. 115)	1Q23	Deferred to 2Q23	The eResus service model was rolled out to POH by 1Q23. Target was achieved. Due to works delay and subsequent delay in alterations and additions works of the OT Extension Block of TMH, the implementation of phase one eAED service model at TMH was deferred to 2Q23.

<u>Nurture Smart Workforce</u>				
395.	Enhance nursing manpower for general and psychiatric inpatient wards, as well as A&E, ICU, infection control, stroke and peri-operative services (Same as Corporate Target No. 124)	1Q23	Achieved	An additional total of three APNs, three APN (upgrade) and 18 RNs were recruited for enhancing various nursing services at NTEC by 1Q23.
396.	Enhance AH manpower to support clinical stream coordinator (AH) and succession planning at NTWC (Same as Corporate Target No. 128)	1Q23	Achieved	Secondment of two Senior AH professionals to the AH office of NTWC was arranged. One AHII was recruited for relieving support to the parent department of clinical stream coordinator (AH) at NTWC. Target was achieved.
397.	Provide 105 training places for clinical staff to undergo resuscitation training (Same as Corporate Target No. 137)	1Q23	Achieved	109 training places for formal resuscitation training for clinical staff were provided by 1Q23.
398.	Recruit 16 FTE APNs as part-time clinical preceptors for junior nurses (Same as Corporate Target No. 138)	1Q23	Partially Achieved	15.8 FTE APNs were recruited as part-time clinical preceptors by 1Q23. Target was partially achieved.
399.	Provide clinical attachments to 12 nurses to PC unit at NTWC (Same as Corporate Target No. 147)	1Q23	Partially Achieved	Due to manpower deployment during the COVID-19 epidemic, the training programme was suspended from February to August 2022. A total of eight nurses completed the training at NTWC by 1Q23. The target was partially achieved.
<u>Enhance Service Supply</u>				
400.	Provide 20 additional OT sessions at TMH (Same as Corporate Target No. 22)	1Q23	Deferred to 3Q24	Commencement of the programme was affected by the impact of respective construction works delay, subsequent defects rectification works and delay in connection works between the old and new blocks. Nine additional OT sessions were opened at NTWC by 1Q23. The remaining target was deferred to 3Q24.
401.	Commence service for the intra-operative MRI at TMH (Same as Corporate Target No. 22)	1Q23	Deferred to 3Q24	Commencement of the intra-operative MRI service was affected by the progress of alteration works and additional works due to respective construction works delay. The revised commissioning target was 3Q24.

402.	Increase the GOPC quota by 4 750 at NTWC (Same as Corporate Target No. 162)	1Q23	Partially Achieved	Additional GOPC quotas were provided in NTWC as planned in 2022-23. Despite the planned increase in GOPC quotas, the number of GOPC attendances fell short of the target deliverables due to multiple factors, including GOPC service adjustment, manpower deployment to designated clinics for COVID-19 confirmed cases / tele-consultation service, reserved quotas for COVID-19 patients in GOPCs as well as high patient default rate, etc. under the COVID-19 epidemic. NTWC would continue to provide the planned increase of GOPC quotas in 2023-24 onward to augment the service capacity of GOPC. Target was partially achieved.
403.	Enhance ophthalmology services at NTWC by providing 500 additional SOPC new case attendances (Same as Corporate Target No. 163)	1Q23	Deferred to 1Q24	Due to manpower deployment under the COVID-19 epidemic, the target of providing additional SOPC new case attendances for ophthalmology services was deferred to 1Q24.
404.	Provide services for 665 additional attendances for MRI scan at TMH (Same as Corporate Targets No. 166 & 169)	1Q23	Achieved	The target of providing 665 additional attendances for MRI scan at TMH was achieved by 1Q23.
405.	Commence MR-Simulator service and provide services for 440 additional attendances to enhance service quality of radiotherapy at TMH (Same as Corporate Targets No. 166 & 169)	1Q23	Achieved	The target of providing 440 additional attendances for MR-Simulator service was achieved by 1Q23.
406.	Enhance the quality of cancer care by providing case management services to 100 additional patients newly diagnosed with urological cancer (Same as Corporate Target No. 170)	1Q23	Achieved	The target of providing case management services to 100 additional patients newly diagnosed with urological cancer at NTWC was achieved by 1Q23.
407.	Provide nine additional hospital haemodialysis places for patients suffering from end-stage renal disease at NTWC (Same as Corporate Target No. 171)	1Q23	Achieved	The target of providing nine additional hospital haemodialysis places at NTWC was achieved by 1Q23.

408.	Enhance capacity by providing services for 990 additional intravitreal injections at NTWC <i>(Same as Corporate Target No. 176)</i>	1Q23	Achieved	The target of providing services for 990 additional intravitreal injections was achieved by 1Q23.
409.	Acquire MR-guided Focused Ultrasound machine at NTWC and set up service model and referral network for such services	1Q23	Deferred to 3Q24	The setup of the relevant service model and referral network was formulated by 1Q23. The commencement works were affected by the progress of alteration works and additional works under the impact of COVID-19 and respective construction works delay in the OT Extension Block at TMH. Installation of the machine was deferred to 3Q24.
410.	Strengthen the medical manpower to enhance pathology services at NTWC	1Q23	Achieved	One RT was recruited to enhance pathology services at NTWC by 1Q23.

Programme Targets with Target Date Deferred Beyond 1Q23

[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 Epidemic

To tie in with the Government's resumption of normalcy measures, HA progressively deployed resources back to their original positions so that the services of public hospitals can return to normal. Nevertheless, the epidemic has affected the full implementation of some programmes, including the following:

<u>Item No. in Annex 1</u>	<u>Overall Objectives / Strategies / Programmes</u>	<u>Implementation progress</u>
No. 15 (Corporate target) / No. 32 (HKEC target) [Target deferred from 1Q22]	Continue to enhance the capacity of radiology services by providing services for an additional total of 1 710 attendances for Magnetic Resonance Imaging (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 Computed Tomography (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 programme, the overall objectives/strategies/programmes were met. Angiography: Due to rescheduled appointments by patients during the fifth wave of COVID-19 epidemic, coupled with the severe shortage of manpower in Radiologist and Radiographer, the target of providing 175 diagnostic and angiography attendances at PYNEH was deferred to 1Q24.
No. 47 (Corporate target) [Target deferred from 1Q21]	Relocate the Community Rehabilitation Service Support Centre (CRSSC) to the Multi-Service Centre at QEH campus and provide services for 340 additional allied health (AH) outpatient attendances	Save for the following programme, the overall objectives/strategies/programmes were met. Due to the COVID-19 epidemic and shortage of experienced AH therapists, the target of providing 340 additional AH outpatient attendances was deferred to 1Q24.
No. 48 (Corporate target) [Target deferred from 1Q21]	Provide Outpatient Parenteral Antimicrobial Therapy (OPAT) service for 1 000 additional day patient attendances at QEH	Due to manpower deployment under the fifth wave of COVID-19, the target of providing 1 000 additional day patient attendances for OPAT service at QEH was deferred to 1Q24.
No. 49 (Corporate target) [Target deferred from 1Q22]	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 epidemic, the outreach services were scaled down. The target of providing 300 additional psychiatric outreach attendances to patients with mental illness was deferred to 1Q24.

<u>Item No. in Annex 1</u>	<u>Overall Objectives / Strategies / Programmes</u>	<u>Implementation progress</u>
No. 68 (Corporate target) [Target deferred from 1Q22]	Extend the service hours of radiotherapy at PWH to provide services for 1 330 additional treatment attendances	Due to manpower shortage of radiation therapists and deferred radiotherapy planning / treatment during COVID-19 epidemic and Linear Accelerators downtime, the target of providing 1 330 additional treatment attendances was deferred to 1Q24.
No. 76 (Corporate target) [Target deferred from 1Q21]	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 the increasing use of hypofractionated regime, a general drop in teletherapy attendance per patient and decrease in patient attendances for radiotherapy services under the COVID-19 epidemic, coupled with manpower shortage of oncologists, the target of providing 1 330 additional treatment attendances was further deferred to 1Q24.
No. 89 (Corporate target) / No. 214 (HKWC target) / No. 259 (KCC target) / No. 363 (NTEC target) /	Support effective implementation of rehabilitation care by upkeeping the standard of medical technology and equipment by implementing exoskeleton in rehabilitation training and providing 1 500 additional training sessions for patients with spinal cord injury (SCI) at HKWC, KCC and NTEC by 1Q23	Implementation of the target was affected by the COVID-19 epidemic. Suspension/adjustment of elective surgeries for SCI patients affected the intake of eligible patients. While the adoption of exoskeleton for rehabilitation training commenced at HKWC in 2Q22, the service was temporarily suspended in 3Q22 as some of the patients were transferred to private hospitals under the relevant Public-Private Partnership (PPP) Programme. For KCC and NTEC, the delivery of exoskeleton was affected by the COVID-19 epidemic and service could only commence in 3Q22. By 1Q23, a total of 834 additional training sessions were provided at HKWC, KCC and NTEC. The remaining target was deferred to 1Q24.
No. 95 (Corporate target) / No. 218 (HKWC target)	Enhance the provision of day rehabilitation services by establishing day rehabilitation programme for elderly with osteoporotic vertebral collapse at MMRC; and providing services for 1 460 additional rehabilitation day attendances at MMRC and 1 950 at QEH by 1Q23	Save for the following programme, the overall objectives/strategies/programmes were met. MMRC: By 1Q23, 957 additional rehabilitation day attendances were provided at MMRC. Due to service adjustment under the COVID-19 epidemic, the remaining target was deferred to 1Q24.

<u>Item No. in Annex 1</u>	<u>Overall Objectives / Strategies / Programmes</u>	<u>Implementation progress</u>
No. 115 (Corporate target) / No. 194 (HKEC target) / No. 229 (HKWC target) / No. 328 (KWC target) / No. 394 (NTWC target)	Create smart emergency departments by digitalisation of documentation and workflow by rolling out phase one eAED service model to QMH, KWH, UCH, PMH, PWH, AHNH and TMH; and rolling out the eResus service model to RH, NLTH and POH by 1Q23	<p>Save for the following programme, the overall objectives/strategies/programmes were met.</p> <p>eAED service model: Due to the delay of in-house renovation works at QMH, the procurement of computer hardware for the eAED service model was affected. The implementation of phase one eAED service model at QMH was deferred to 2Q23.</p> <p>To align with the renovation of the A&E department of PMH, the implementation of eAED phase one service model at PMH was deferred to 3Q23.</p> <p>Due to works delay and subsequent delay in alterations and additions works of the OT Extension Block of TMH, the implementation of phase one eAED service model at TMH was deferred to 2Q23.</p> <p>eResus service model: Due to delay in the delivery of necessary equipment under the fifth wave of COVID-19, implementation of the eResus service model at RH was deferred to 2Q23.</p> <p>For NLTH, installation of equipment and hardware was in progress. Due to the COVID-19 epidemic and shortage of professional staff, more time was required for equipment selection and testing and product demonstration. The target of rolling out the eResus service model at NLTH was deferred to 2Q23.</p>
No. 161 (Corporate target) / No. 202 (HKEC target)	Enhance the service capacity for total joint replacement surgery by conducting 150 additional total joint replacement surgeries at HKEC by 1Q23	<p>Save for the following programme, the overall objectives/strategies/programmes were met.</p> <p>Due to service adjustment under the COVID-19 epidemic, only 93 additional total joint replacement surgeries were provided by 1Q23. The remaining target of additional total joint replacement surgeries at HKEC was deferred to 1Q24.</p>

<u>Item No. in Annex 1</u>	<u>Overall Objectives / Strategies / Programmes</u>	<u>Implementation progress</u>
No. 163 (Corporate target) / No. 382 (NTEC target) / No. 403 (NTWC target)	Enhance SOPC service capacity in various Clusters by providing services for an additional total of 8 555 SOPC new case attendances across all Clusters by 1Q23	Save for the following programme, the overall objectives/strategies/programmes were met. NTEC: SOPC service capacity had been enhanced. Due to service adjustment and increased patient default rate under the COVID-19 epidemic, the target of providing additional SOPC new case attendances was deferred to 1Q24. NTWC: Due to manpower deployment under the COVID-19 epidemic, the target of providing additional SOPC new case attendances was deferred to 1Q24.
No. 165 (Corporate target) / No. 283 (KCC target)	Enhance medication safety and antimicrobial stewardship through a drug allergy de-labelling initiative (DADI) by setting up a DADI hub and enhancing laboratory allergy diagnostic service at HKWC; setting up nurse-led low risk Penicillin Allergy Centre at KCC, KWC and NTEC; and providing an additional total of 400 day inpatient attendances at HKWC, KCC, KWC and NTEC by 1Q23	Save for the following programme, the overall objectives/strategies/programmes were met. Day Inpatient Attendances: Due to increased number of patients declining appointment or being unfit for treatment after infection of COVID-19, only 62 day inpatient attendances were provided at KCC. The remaining target was deferred to 1Q24.
No. 166 (Corporate target) / No. 284 (KCC target) / No. 378 (NTEC target)	Continue to enhance the capacity of radiology services by providing services for an additional total of 3 240 attendances for MRI scan at PMH, PWH and TMH by 1Q23; providing services for an additional total of 2 790 attendances for CT scan at YCH and AHNH by 1Q23; providing services for an additional of 3 120 attendances for ultrasound scan at NDH by 1Q23; enhancing nuclear medicine services by acquiring a cardiac gamma camera system at QEH to provide services for 300 additional patient attendances; and provide support for bone densitometry services at HKCH for 370 additional attendances by 1Q23	Save for the following programme, the overall objectives/strategies/programmes were met. Ultrasound scan: Due to the COVID-19 epidemic, there was an increasing trend in patient default rate on ultrasound scan services at NDH. 2 420 additional attendances for ultrasound scan at NDH were provided by 1Q23. The remaining target was deferred to 1Q24. Bone densitometry services: Due to the COVID-19 epidemic, there was an increasing trend in patient default rate or postponement. 310 additional attendances for bone densitometry services were provided to patients at HKCH by 1Q23. The remaining target was deferred to 1Q24.

<u>Item No. in Annex 1</u>	<u>Overall Objectives / Strategies / Programmes</u>	<u>Implementation progress</u>
No. 168 (Corporate target) / No. 264 (KCC target) / No. 344 (KWC target)	Enhance cancer treatments to meet service demand by enhancing chemotherapy services at KCC, KEC, KWC and NTWC to provide an additional total of 3 130 day inpatient attendances by 1Q23; and enhancing medical oncology service at QMH and KWH by 1Q23	Save for the following programme, the overall objectives/strategies/programmes were met. The number of inpatient attendances at KCC and KWC was affected by service adjustment and reduced referrals under the COVID-19 epidemic and, for KCC, acclimatization to new workflow during the move-in phase to the new day centre of KWH. By 1Q23, a total of 2 679 additional day inpatient attendances were provided. The remaining targets for KCC and KWC were deferred to 1Q24.
No. 174 (Corporate target) / No. 287 (KCC target)	Enhance the multidisciplinary support for sleep service under a 24-hour integrated model by designating four existing beds for sleep studies and conducting 540 additional sleep studies at KCC by 1Q23	Save for the following programme, the overall objectives/strategies/programmes were met. Sleep service at KCC was affected by the COVID-19 epidemic and manpower shortage. By 1Q23, 383 additional sleep studies were conducted at KCC. The remaining target was deferred to 1Q24.
No. 189 (HKEC target)	Recruit an additional case manager at HKEC to provide services for 300 additional psychiatric outreach attendances to increase support for mental health patients in the community	Save for the following programme, the overall objectives/strategies/programmes were met. Due to shortage of psychiatric outreach nurses and service adjustment under the COVID-19 epidemic, the target of providing 300 additional psychiatric outreach attendances for mental health patients at HKEC was deferred to 1Q24.
No. 208 (HKEC target)	Enhance allied health services at HKEC to provide 1 350 additional allied health inpatient or day inpatient attendances	Due to service adjustment under the COVID-19 epidemic, the target of providing 1 350 additional AH inpatient or day inpatient attendances was deferred to 1Q24.
No. 220 (HKWC target)	Recruit an additional case manager at HKWC to provide services for 300 additional psychiatric outreach attendances to increase support for mental health patients in the community	Save for the following programme, the overall objectives/strategies/programmes were met. 244 additional psychiatric outreach attendances for mental health patients were completed by 1Q23. Due to manpower deployment under the COVID-19 epidemic, the target of providing the remaining 56 attendances was deferred to 1Q24.
No. 279 (KCC target)	Set up a multidisciplinary team to provide services for 490 additional patient attendances for patients with chronic heart failure at the Cardiac Ambulatory Centre, and provide services for 500 additional echocardiograms	Save for the following programme, the overall objectives/strategies/programmes were met. While the echocardiogram service was rolled out on scheduled, the total throughput was affected by the COVID-19 epidemic which imposed heavy workload on the limited medical manpower. By 1Q23, 198 additional echocardiograms were provided. The remaining target was deferred to 1Q24.

<u>Item No. in Annex 1</u>	<u>Overall Objectives / Strategies / Programmes</u>	<u>Implementation progress</u>
No. 298 (KEC target)	Provide services for managing 100 additional day and same day surgical cases admitted to UCH	Due to service adjustment under the COVID-19 epidemic and shortfall of anaesthetist manpower, the target of providing 100 additional day and same day surgical cases admitted to UCH was deferred to 1Q24.
No. 368 (NTEC target)	Provide services for 560 additional nurse clinic attendances in SOPC for breast cancer survivorship and 540 additional nurse clinic attendances in SOPC for chronic obstructive pulmonary disease (COPD) at NTEC	Save for the following programme, the overall objectives/strategies/programmes were met. Attendances for COPD: Due to high default rate during the COVID-19 epidemic, only 426 additional nurse clinic attendances in SOPC for COPD at NTEC were provided by 1Q23. The remaining target was deferred to 1Q24.
No. 391 (NTWC target)	Provide services for 2 090 additional nurse clinic attendances in SOPC	Due to delay in the delivery of equipment under the COVID-19 epidemic and shortage of professional staff., only 1 717 additional nurse clinic attendances in SOPC were provided by 1Q23. The remaining target was deferred to 1Q24.
No. 409 (NTWC target)	Acquire MR-guided Focused Ultrasound machine at NTWC and set up service model and referral network for such services	Save for the following programme, the overall objectives/strategies/programmes were met. The commencement works were affected by the progress of alteration works and additional works under the impact of COVID-19 and respective construction works delay in the OT Extension Block at TMH. Installation of the machine was deferred to 3Q24.

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. 22 (Corporate target) / No. 400 & 401 (NTWC targets) [Target deferred from 4Q22]	Commission the operation of the extension of Operating Theatre (OT) block for TMH by recruiting additional manpower for the commencement of services by phases, including to provide two Intensive Care Unit (ICU) beds, hybrid OT and robotic assisted surgery services by 4Q22, 20 additional OT sessions per week and operate the intra-operative MRI at TMH by 1Q23	<p>Save for the following programme, the overall objectives/strategies/programmes were met.</p> <p>Additional OT sessions: Commencement of the related programmes was affected by the impact of respective construction works delay, subsequent defects rectification works and delay in connection works between the old and new blocks.</p> <p>Robotic assisted surgery service commenced at POH in 1Q23. It was planned that the service would be relocated to the OT Extension Block at TMH by 2024.</p> <p>Nine additional OT sessions per week were opened by 1Q23. The remaining target was deferred to 3Q24.</p> <p>As for the hybrid OT and intra-operative MRI services, the commencement of services was affected by the progress of alteration works and additional works due to respective construction works delay. The revised commissioning target was 3Q24.</p>
No. 13 (Corporate target) / No. 52 (KCC target) [Target deferred from 1Q22]	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	<p>Save for the following programme, the overall objectives/strategies/programmes were met.</p> <p>(b) Service enhancements: Due to persistent shortage of radiation therapists, the target of extending radiotherapy service hours at QEH was further deferred to 1Q24.</p>

<u>Item No. in Annex 1</u>	<u>Overall Objectives / Strategies / Programmes</u>	<u>Implementation progress</u>
No. 46 (Corporate target) [Target deferred from 1Q21]	Continue to enhance the capacity of 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. QEH: An additional 5.5 OT sessions per week on average were provided at QEH by 1Q22. Due to persistent manpower shortage of anaesthetists and nurses for OT services in QEH, the remaining target of 4.5 additional OT sessions per week was deferred to 1Q24.
No. 50 (Corporate target) [Target deferred from 1Q21]	Extend the service hours of radiotherapy at QEH to provide services for 1 330 additional treatment attendances	Due to persistent shortage of radiation therapists, the target of extending radiotherapy service hours and providing 1 330 additional treatment attendances at QEH was further deferred to 1Q24.
No. 51 (Corporate target) [Target deferred from 1Q21]	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	Save for the following programme, the overall objectives/strategies/programmes were met. QEH: Due to persistent manpower shortage of radiation therapists, the target of extending radiotherapy service hours at QEH was further deferred to 1Q24.
No. 60 (Corporate target) [Target deferred from 1Q22]	Provide 250 additional cystoscopy procedures at PMH	Due to renovation work at the Urodynamic Centre from July 2022 to March 2023, the related services were relocated to a temporary site which could not cater for all of the flexible cystoscopy sessions. Therefore, the target of providing 250 additional cystoscopy procedures at PMH was deferred to 1Q24.
No. 103 (Corporate target) / No. 222 (HKWC target)	Implement the integrated model of SOP service for systemic anti-cancer therapy and breast cancer survivorship through nurse clinics and pharmacist clinics by providing services for an additional total of 540 nurse clinic attendances in SOPC and 720 pharmacist clinic attendances for systemic anti-cancer therapy at HKWC; and 560 additional nurse clinic attendances in SOPC for breast cancer survivorship at NTEC by 1Q23	Save for the following programme, the overall objectives/strategies/programmes were met. HKWC: The initial attendance of pharmacist clinic was relatively low upon initial roll out. A total of 476 additional pharmacist clinic attendances for systemic anti-cancer therapy were provided by 1Q23. This was expected to increase with subsequent increase in the number of protocols to be taken up by the Oncology pharmacist and enhancement of the referral workflow. The remaining target of pharmacist clinic attendances was deferred to 1Q24.
No. 109 (Corporate target) / No. 270 (KCC target)	Optimise medication safety and efficiency through extending the Inpatient Medication Order Entry (IPMOE) system to more specialties in a phased approach by rolling out the IPMOE chemotherapy module to the oncology department of QMH and QEH; and rolling out the IPMOE system at KWH by 1Q23	Save for the following programme, the overall objectives/strategies/programmes were met. KWH: Due to the delay of KWH phase 1 move-in schedule, the implementation of IPMOE system at KWH was deferred to 2Q23.

<u>Item No. in Annex 1</u>	<u>Overall Objectives / Strategies / Programmes</u>	<u>Implementation progress</u>
No. 150 (Corporate target) / No. 281 (KCC target)	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 High Dependency Unit (HDU) beds, one acute bed by 3Q22; providing emergency OT services at weekends by 3Q22; providing six additional OT sessions per week by 4Q22; building capacity for genomic and genetic and oncology tests by 1Q23; and providing 190 additional MRI scans by 1Q23	Save for the following programme, the overall objectives/strategies/programmes were met. MRI scans: MRI service commencement was affected by the delayed installation of the second MRI scanner due to the overall shortage of helium in Hong Kong. The target of providing 190 additional MRI scans was deferred to 1Q24.
No. 169 (Corporate target) / No. 345 (KWC target)	Enhance radiotherapy services for cancer treatment by extending the service hours of radiotherapy at PMH by 1Q23; commencing Magnetic Resonance (MR) Simulator services for enhancing the service quality of radiotherapy at TMH by 1Q23; and providing MRI simulation services for planning of radiotherapy at PWH by 1Q23	Save for the following programme, the overall objectives/strategies/programmes were met. Radiotherapy service: Due to severe shortage of radiation therapists, the target of extending service hours of radiotherapy at PMH was deferred to 1Q24.
No. 178 (Corporate target) / No. 349 (KWC target)	Improve the standard of care for acute ischaemic stroke patients by providing Intra-Arterial Mechanical Thrombectomy in a phased approach by providing 24-hour Intra-Arterial Mechanical Thrombectomy service for acute ischaemic stroke patients at KWC by 1Q23	Due to severe shortage of nurses and additional time required for ensuring the smooth running of new workflow logistics, the target of providing 24-hour Intra-Arterial Mechanical Thrombectomy service for acute ischaemic stroke patients at KWC was deferred to 3Q23.
No. 179 (Corporate target) / No. 350 (KWC target)	Expand the coverage of Primary Percutaneous Coronary Intervention (PPCI) for patients with ST-Elevation Myocardial Infarction (STEMI) by providing cluster-based 24-hour PPCI for eligible patients with STEMI at KWC by 1Q23 and NTWC by 4Q22	Save for the following programme, the overall objectives/strategies/programmes were met. Due to manpower shortage, the implementation of cluster-based 24-hour PPCI service at KWC was deferred to 2Q23.
No. 243 (HKWC target)	Strengthen multidisciplinary care for medical oncology services and providing 580 additional medication counselling and prescription verification services at QMH	By 1Q23, 411 additional patients were provided with medication counselling and prescription verification services. Due to the recruitment difficulty of 0.5 full-time equivalent pharmacist, the remaining target was deferred to 1Q24.
No. 252 (HKWC target)	Enhance epilepsy services by providing services for 15 additional video electroencephalogram tests	Due to resignation of the leading doctor, training of personnel to handle the analysis of examination reports was required. By 1Q23, five additional video electroencephalogram tests were provided. The remaining target was deferred to 1Q24.

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>