



2023 年 9 月 21 日醫院管理局大會參考文件 推行策略重點項目的進度報告

徵詢意見

請成員備悉本文件所載醫院管理局（醫管局）在 2023 年第二季推行策略重點項目的進度。這是向醫管局大會的定期匯報。

背景

2. 醫管局為全港市民提供全面的資助醫療服務，涵蓋由急症、復康到社區護理等各個範疇。醫管局的年度工作計劃概述本局在未來 12 個月重點推行的主要項目及活動。在 2023-24 年度工作計劃中，醫管局按《2022 至 2027 年策略計劃》載列的四個主要策略目標及 22 個策略，制訂相應的項目目標，以實現下列主要策略目標：

- ◆ 提供智慧醫療
- ◆ 發展智慧醫院
- ◆ 培育智慧團隊
- ◆ 增加服務供應

3. 醫管局 2023-24 年度工作計劃載列了該年度的服務重點項目，有關項目於 2023 年 3 月 23 日的醫管局大會上獲得通過¹。

推行策略重點項目的進度報告

4. 為了讓大會適時監察各項工作進度，我們在醫管局大會會議上提交推行策略重點項目的季度進度報告。而為方便大會成員閱覽及了解重點項目的進度，報告的格式將有所調整。附件一載列所有項目目標，並以「已達成」、「部分達成」²或「延期」標示其進度。附件二概列「延期」及「部分達成」的項目的最新進度及經修訂後的推行時間表。「延期」項目的進度會繼續在日後的季度報告中向大會匯報；而「部分達成」的項目則會透過內部機制繼續監察。

¹ 醫管局大會會議文件第 332 號「醫院管理局 2023-24 年度工作計劃」。

² 「部分達成」是指項目原則上已符合其原意及／或已達成其主要目標。

預計於 2023 年第二季完成的項目目標

5. 預計於 2023 年第二季完成的項目目標共有 12 個（均涵蓋於本報告內），包括五個在機構整體計劃下匯報的項目目標，其中三個延自過往季度；以及七個在聯網計劃下匯報的項目目標，其中六個延自過往季度。在這些項目當中，除了一個同時於機構整體計劃及聯網計劃之下匯報的項目目標需要延期外，其餘各項均已如期達成，詳情載於附件一及二。

未來展望

6. 醫管局在密切監察 2019 冠狀病毒病變異病毒株、季節性流感及猴痘等傳染病在本港的傳播情況之餘，亦正全力恢復及加強服務。為此，我們會繼續積極吸引、培育和挽留本地及海外的人才，以紓緩人手供應緊絀情況。我們亦已制訂更多策略，透過不同措施加強病人、員工及訪客的安全。展望未來，醫管局將制訂及推行更多創新的措施，實現可持續發展。

醫院管理局
HAB\PAPER\339
2023 年 9 月 14 日

Annual Plan Targets Planned for Completion in 2Q23

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

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 2Q23
(A) <u>Annual Plan Targets Deferred From Previous Quarters</u>			
CORPORATE PLANS			
<u>Develop Smart Hospitals</u>			
Enable smart care provision			
Develop smart ward, smart clinic and smart pharmacy			
1.	<p>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 system chemotherapy module to the oncology department of QMH and QEH; and rolling out the IPMOE system at KWH by 1Q23</p> <p><u>Part(s) deferred from previous quarter(s) and to be achieved by 2Q23:</u></p> <ul style="list-style-type: none"> Rollout of the IPMOE system at KWH 	Deferred from 1Q23	Achieved

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 2Q23
Enable smart hospital support and management			
Establish IT platforms to facilitate operational efficiency			
2.	<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><u>Part(s) deferred from previous quarter(s) and to be achieved by 2Q23:</u></p> <ul style="list-style-type: none"> • Rollout of the eAED service model to QMH and TMH • Rollout of the eResus service model to RH and NLTH 	Deferred from 1Q23	Further deferred to 3Q23. Please refer to Annex 2 for details.
<u>Enhance Service Supply</u>			
Increase healthcare capacity			
Bolster the capability of healthcare facilities in meeting demand			
3.	<p>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</p> <p><u>Part(s) deferred from previous quarter(s) and to be achieved by 2Q23:</u></p> <ul style="list-style-type: none"> • Implementation of cluster-based 24-hour PPCI service at KWC 	Deferred from 1Q23	Achieved

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 2Q23
CLUSTER PLANS			
<i>HKEC Targets</i>			
<u>Develop Smart Hospitals</u>			
4.	Roll out the eResus service model to the Accident and Emergency (A&E) department of RH	Deferred from 1Q23	Achieved
<i>HKWC Targets</i>			
<u>Develop Smart Hospitals</u>			
5.	Roll out the phase one eAED service model to the A&E department of QMH	Deferred from 1Q23	Achieved
<i>KCC Targets</i>			
<u>Develop Smart Hospitals</u>			
6.	Roll out the IPMOE system at KWH, as well as roll out the IPMOE chemotherapy module to the oncology department of QEH <u>Part(s) deferred from previous quarter(s) and to be achieved by 2Q23:</u> <ul style="list-style-type: none"> • Rollout of the IPMOE system at KWH 	Deferred from 1Q23	Achieved

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 2Q23
<i>KWC Targets</i>			
<u>Develop Smart Hospitals</u>			
7.	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 <u>Part(s) deferred from previous quarter(s) and to be achieved by 2Q23:</u> <ul style="list-style-type: none"> • Rollout of the eResus service model to NLTH 	Deferred from 1Q23	Further deferred to 3Q23. Please refer to Annex 2 for details.
<u>Enhance Service Supply</u>			
8.	Provide cluster-based 24-hour PPCI for eligible patients with STEMI at KWC	Deferred from 1Q23	Achieved
<i>NTWC Targets</i>			
<u>Develop Smart Hospitals</u>			
9.	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 <u>Part(s) deferred from previous quarter(s) and to be achieved by 2Q23:</u> <ul style="list-style-type: none"> • Rollout of the eAED service model to TMH 	Deferred from 1Q23	Achieved

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 2Q23
(B) <u>2Q23 Annual Plan Targets</u>			
CORPORATE PLANS			
<u>Provide Smart Care</u>			
Leverage on big data and advanced technology			
Develop personalised care			
10.	Enhance medical device management by aligning the provision of medical devices used in 134 interventional procedures under specific clinical indications by providing additional medical devices used in interventional procedures under specific clinical indications by 2Q23	2Q23	Achieved
<u>Enhance Service Supply</u>			
Increase healthcare capacity			
Bolster the capability of healthcare facilities in meeting demand			
11.	Expand the drug access in HA by improving the alignment of the HA Drug Formulary with current clinical evidence and international guidelines on the use of drugs by widening the indications of Special Drugs and repositioning Self-financed Drugs as Special Drugs for managing asthma, cancer, tuberculosis, ulcerative colitis, cardiovascular disease and diabetes mellitus by 2Q23	2Q23	Achieved

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 2Q23
CLUSTER PLANS			
<i>NTEC Targets</i>			
<u>Nurture Smart Workforce</u>			
12.	Enhance clinical leadership for anaesthetic services at PWH	2Q23	Achieved

Programme Target with Target Date Deferred Beyond 2Q23

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

<u>Item No. on Annex 1</u>	<u>Objectives / Strategies / Programmes</u>	<u>Brief Description of the Programme Status and Reasons for Deferral</u>
<p>No. 2 (Corporate target) / No. 7 (KWC Target)</p>	<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><u>Part(s) deferred from previous quarter(s) and to be achieved by 2Q23:</u></p> <ul style="list-style-type: none"> • Rollout of the eAED service model to QMH and TMH • Rollout of the eResus service model to RH and NLTH 	<p>eAED service model: eAED was rolled out to QMH, KWH, UCH, PWH, AHNH and TMH by 2Q23.</p> <p>As mentioned in the previous report³, the rollout of eAED to PMH was deferred to 3Q23 due to the need to align with the renovation of the Accident and Emergency Department of PMH.</p> <p>eResus service model: eResus was rolled out to RH and POH by 2Q23.</p> <p>Due to technical difficulties, more time was required for the preparatory work. The rollout of eResus to NLTH was deferred to 3Q23.</p>

³ Via HAB Paper No.336 on “Progress Report on Strategic Priorities” on 29 June 2023

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>