



**For information  
on 25.9.2025**

**HAB-P369**

## **Hospital Authority**

### **Progress Report on Strategic Priorities**

#### **Advice Sought**

Members are invited to note the progress of implementing the strategic priorities of the Hospital Authority (HA) in the second quarter of 2025 (2Q25) for regular reporting to the HA Board (HAB).

#### **Background**

2. HA delivers a comprehensive range of subsidised healthcare services ranging from acute, convalescence and rehabilitation, through to community care. The Annual Plan outlines the major programmes and activities that HA will focus on in the next 12 months. The annual planning process involves a broadly participative approach. Clusters and Head Office Divisions converge and plan prospectively for HA's service provision in the coming financial year, with guidance from the HA Board and its functional committees.

3. In the Annual Plan 2025-26, HA would implement four strategic goals and 20 strategies through the corresponding programme targets. They are developed in accordance with the HA Strategic Plan 2022-2027. The strategic goals, which set out what HA wants to achieve, are as follows:

- (a) ***Provide Smart Care*** – HA will develop personalised care, build up telehealth, continue to promote ambulatory and community-based care, and develop more care options;
- (b) ***Develop Smart Hospitals*** – HA will utilise information technology tools and platforms to implement smart initiatives and facilitate service automation;
- (c) ***Nurture Smart Workforce*** – HA will conduct long-term manpower planning for healthcare staff, enhance employment options and career progression of staff and reinforce training and development of staff; and
- (d) ***Enhance Service Supply*** – HA will continue to implement the Hospital Development Plans and bolster the capability of healthcare facilities in meeting service demands.

4. HA's service priorities for 2025-26 as set out in the HA Annual Plan for the year was approved by the Board at its Open Board Meeting held on 27 March 2025<sup>1</sup>.

5. To ensure that services are delivered in line with its strategies and goals, HA has drawn up monitoring and reporting mechanisms. Performance outcome of initiatives receiving funding is measured against pre-set targets or deliverables formulated through the annual planning exercise. Such mechanisms help generate reference information for performance monitoring which facilitates identification of areas warranting improvement.

### **Programme Targets Planned for Completion in 2Q25**

6. For this quarterly report, there are a total of 10 programme targets<sup>2</sup> planned for completion in 2Q25 and nine of which were already achieved as scheduled, with details provided in the **Annex**. We encounter recruitment difficulty in one of the programmes, and hence, the target deliverables of the programme have to be deferred.

### **Monitoring and Performance Review**

7. As a measure to enhance accountability to the public for the funding received from the Government, major Head Office and Cluster Programmes are published in the HA Annual Plan. Progress of the programme targets published in the HA Annual Plan is reported to the HA Board at quarterly intervals. Mid-year review is conducted for both Head Office and Cluster Programmes, which seeks to enable timely remedial actions for programmes with difficulties in having their year-end targets met. Year-end review of funded programmes is also conducted for all programmes being monitored so as to determine whether further monitoring efforts will need to be proposed.

Hospital Authority  
HAB\PAPER\369  
18 September 2025

---

<sup>1</sup> Via HAB Paper No. 359 on "Hospital Authority Annual Plan 2025-26".

<sup>2</sup> Six programme targets are reported under corporate plans (i.e. Head Office programmes), including three deferred from previous quarters; and four programme targets are reported under cluster plans, including two deferred from previous quarters.

**Annual Plan Targets Planned for Completion in 2Q25**

**PROGRESS**

[Note: For reference 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 2Q25
<b>I. <u>Annual Plan Targets Deferred From Previous Quarters</u></b>			
<b>A) CORPORATE PLANS</b>			
<b><u>Provide Smart Care</u></b>			
➤ <b>Leverage on big data and advanced technology</b>			
• <b>Develop personalised care</b>			
1.	Enhance the prenatal diagnosis by providing Whole Exome Sequencing (WES) or Whole Genome Sequencing (WGS) by providing services for WES or WGS to 60 prenatal cases by 1Q25.	Deferred from 1Q25 due to inadequate clinical demand	Achieved
<b><u>Develop Smart Hospitals</u></b>			
➤ <b>Enable smart hospital support and management</b>			
• <b>Automate services via IT tools/solutions and robotics</b>			
2.	Improve safety and effectiveness for surgery by implementing robotic-arm assisted system by installing the robotic-arm assisted system and provide services for 15 additional robotic surgeries for joint replacement at POH by 1Q25.  <b>Part(s) deferred from previous quarter(s) and to be achieved by 2Q25:</b> • <b>provide services for seven additional robotic surgeries for joint replacement at POH</b>	Deferred from 1Q25 due to short period after service commencement	Achieved

No.	Objectives / Strategies / Programmes	Target Date	Actual Status End 2Q25
<b><u>Enhance Service Supply</u></b>			
➤ <b>Increase healthcare capacity</b>			
• <b>Bolster the capability of healthcare facilities in meeting demand</b>			
3.	Enhance the role and duties of facility management staff according to the Review Committee on Medical Equipment and Facility Maintenance by strengthening the manpower to enhance the facility inspections and management by 1Q25.	Deferred from 1Q25 due to recruitment difficulties	Deferred to 4Q25
<b>B) CLUSTER PLANS</b>			
<i>NTWC Targets</i>			
<b><u>Develop Smart Hospital</u></b>			
4.	Implement health monitoring system with location tracking function in Accident & Emergency Department at TMH and POH.	Deferred from 1Q25 due to project delay	Achieved
5.	Install the robotic-arm assisted system and provide services for 15 additional robotic surgeries for joint replacement at POH.  <b>Part(s) deferred from previous quarter(s) and to be achieved by 2Q25:</b> • <b>provide services for seven additional robotic surgeries for joint replacement at POH</b>	Deferred from 1Q25 due to short period after service commencement	Achieved

<b>II. 2Q25 Annual Plan Targets</b>			
<b>A) CORPORATE PLANS</b>			
<b><u>Provide Smart Care</u></b>			
➤ <b>Leverage on big data and advanced technology</b>			
• <b>Develop personalised care</b>			
6.	Enhance medical device management. Provide additional medical devices used in interventional procedures under specific clinical indications by 2Q25.	2Q25	Achieved
➤ <b>Re-orientate service models</b>			
• <b>Promote ambulatory care</b>			
7.	Provide additional day beds to relieve the reliance on inpatient care. Set up dedicated day service facilities of 40 beds at YCH by reorganising existing physical spaces, which involves converting 20 inpatient beds to 33 day beds by 2Q25; and provide 86 additional day beds, including five at UCH by 2Q25.	2Q25	Achieved
<b><u>Enhance Service Supply</u></b>			
➤ <b>Increase healthcare capacity</b>			
• <b>Bolster the capability of healthcare facilities in meeting demand</b>			
8.	Expand the drug access in HA by improving the alignment of the HA Drug Formulary with current clinical evidence and international guidelines on the use of drugs. Widen the indications of Special Drugs and re-positioning Self-financed Drugs as Special Drugs for managing renal, rheumatic, cardiovascular and skeletal diseases, osteoporosis, cancer, obstetrical condition and reversing neuromuscular block by 2Q25.	2Q25	Achieved

<b>B) CLUSTER PLANS</b>			
<i><b>KEC Targets</b></i>			
<u><b>Enhance Service Supply</b></u>			
9.	Provide 13 additional day beds, including five at UCH by 2Q25.	2Q25	Achieved
<i><b>KWC Targets</b></i>			
<u><b>Provide Smart Care</b></u>			
10.	Set up dedicated day services facilities of 40 beds at YCH by reorganising existing physical spaces, which involves converting 20 inpatient beds to 33 day beds by 2Q25.	2Q25	Achieved

## 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>