



2021 年 6 月 24 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 2021 年第一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 2020-21 年度工作計劃載列了該年度的服務重點項目，有關項目於 2020 年 3 月 26 日的醫管局大會上獲成員通過¹。醫管局 2020-21 年度工作計劃貫徹「革新・求進」的精神，擬訂下列五個主要策略目標共 19 個策略重點，作為醫管局全年工作的方針：

- (a) 改善服務質素
- (b) 優化需求管理
- (c) 吸引及挽留人才
- (d) 加強員工培訓與發展
- (e) 推動負責任和有效地使用財政資源

推行策略重點項目的進度

3. 醫管局 2020-21 年度工作計劃載列 19 個策略重點共 106 項計劃措施。計及 45 項延自過往季度的工作計劃，共有 **345 項工作計劃**²預訂於 2021 年第一季完成。如附件 1所載，有 248 項工作計劃(72%)已如期完成，另有 29 項工作計劃(8%)部分完成，已大致上達到原定宗旨及／或主要目標，當中包括一些受 2019 冠狀病毒病疫情影響的服務及培訓計劃。餘下 68 項工作計劃(20%)因疫情影響及人手招聘等不同原因而延期。這些工作計劃的延期原因載於附件 2。根據向醫管局大會的既定匯報機制，我們會繼續監察這些延期工作計劃，直至新的完成日期或達成有關工作目標為止。

¹ 醫管局大會內務會議文件第 1558 號「醫院管理局 2020-21 年度工作計劃」。

² 包括同時於機構整體計劃及聯網計劃下匯報的所有工作計劃。

未來展望

4. 如先前的季度進度報告所述³，醫管局自 2020 年 1 月下旬起因應 2019 冠狀病毒病疫情而大幅削減了非緊急及非必要服務，故部分年度工作計劃的推展亦無可避免受到影響。醫管局一直因應疫情發展，在醫院層面逐步彈性調整／恢復服務，現時不少非必要及非緊急服務已大致回復常水平。醫管局會繼續密切監察有關情況，因應疫情發展恢復／調整服務。

醫院管理局
HAB\PAPER\313
2021 年 6 月 17 日

³ 2020 年 6 月 18 日、9 月 24 日及 2021 年 3 月 25 日的醫管局大會文件第 303、306 及 309 號「推行策略重點項目的進度報告」。

Annual Plan Targets Planned for Completion in 1Q21**PROGRESS**

[Note: Where appropriate, 61 individual programmes are reported under both corporate plans and cluster plans, with corresponding remark added thereon for indication.]

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|--|--|--------------------|------------------------|--|
| (A) Annual Plan Targets Deferred From Previous Quarters | | | | |
| CORPORATE PLANS | | | | |
| Improve Service Quality | | | | |
| Enhance access & efficiency | | | | |
| Promote day services | | | | |
| 1. | Strengthen the peri-operative management for day surgery in Hong Kong West Cluster (HKWC) by providing additional 120 day / same day surgeries in HKWC by 1Q20 <i>(Same as HKWC Target No. 22)</i> | Deferred from 1Q20 | Achieved | The target of 120 additional day / same day surgeries was achieved by 1Q21. |
| 2. | Augment the provision of day rehabilitation in Kowloon East Cluster (KEC) and New Territories West Cluster (NTWC) by setting up Medical Rehabilitation Centre in Tseung Kwan O Hospital (TKOH) by 4Q19; KEC and NTWC to manage an additional total of 1 400 day rehabilitation attendances, as well as 500 geriatric day hospital attendances by 1Q20 <i>(Same as KEC Target No. 30 & NTWC Target No. 43)</i> | Deferred from 1Q20 | Achieved | The new Medical Day Rehabilitation Centre was opened in TKOH in December 2019. The targets of an additional total of 1 400 day rehabilitation attendances and 500 geriatric day hospital attendances were achieved in 2Q20 and 1Q21 respectively. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|--|---|--------------------|------------------------|---|
| Strengthen service coordination and collaboration | | | | |
| 3. | Strengthen the infrastructure for the formation of Hospital Authority's (HA) Hospital Dental and Oral-Maxillofacial Surgery Service Network to enhance oral-maxillofacial surgery and specialist dental services for hospital patients by providing additional two Operating Theatre (OT) sessions at TKOH and an additional total of 300 Specialist Outpatient Clinic (SOPC) attendances in Kowloon Central Cluster (KCC) and Kowloon West Cluster (KWC) by 1Q20 <i>(Same as KCC Target No. 25 & KWC Target No. 36)</i> | Deferred from 1Q20 | Achieved | Two additional OT sessions per week commenced in TKOH in October 2019. The target of an additional total of 300 SOPC attendances in KCC and KWC was achieved by 1Q21. |
| 4. | Better manage the demand of physiotherapy outpatient services by introducing stratified care management for patients with low back pain by providing an additional total of 4 400 physiotherapy outpatient attendances at Prince of Wales Hospital (PWH) and Alice Ho Miu Ling Nethersole Hospital (AHNH) by 1Q20 <i>(Same as NTEC Target No. 40)</i> | Deferred from 1Q20 | Achieved | The target of an additional total of 4 400 physiotherapy outpatient attendances at PWH and AHNH was achieved by 1Q21. |
| 5. | Enhance the corporate communication structure in HA, involving the formation of cluster-based services to oversee and streamline corporate communication for all hospitals within the Cluster by establishing cluster-based, corporate communication structure in phases, and recruit one Senior Information Officer (SIO) at Hong Kong East Cluster (HKEC) and KWC respectively by 4Q20 <i>(Same as HKEC Target No. 16)</i> | Deferred from 4Q20 | Achieved | Recruitment exercises for the SIO posts of KWC and HKEC were completed in 3Q20 and 1Q21 respectively. |
| Enhance community-based care | | | | |
| 6. | Enhance the multidisciplinary support in HKWC for the provision of psychogeriatric outreach services to patients living in Residential Care Homes for the Elderly (RCHEs) by expanding the coverage and providing additional 1 750 psychogeriatric outreach attendances in HKWC by 1Q20 <i>(Same as HKWC Target No. 23)</i> | Deferred from 1Q20 | Achieved | The coverage of psychogeriatric outreach services was expanded to 10 additional RCHEs in October 2019. The target of 1 750 additional psychogeriatric outreach attendances in HKWC was achieved by 1Q21. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|--|--|--------------------|------------------------|---|
| Optimise Demand Management | | | | |
| Raise the capacity of priority services | | | | |
| Increase capacity of high demand services | | | | |
| 7. | Utilise Family Medicine Specialist Clinic (FMSC) to relieve workload of SOPC by further rolling out the collaborative model implemented for the Orthopaedics & Traumatology (O&T) department and introduce the model for Surgery department by providing an additional total of 4 000 FMSC attendances under the collaborative model for O&T in KEC and New Territories East Cluster (NTEC); as well as additional 2 000 FMSC attendances for Surgery in NTWC by 1Q20 <i>(Same as KEC Target No. 31, NTEC Target No. 41 & NTWC Target No. 44)</i> | Deferred from 1Q20 | Achieved | KEC: The targets of additional FMSC and O&T SOPC attendances were achieved in 2Q20 and 4Q20 respectively NTEC: 2 000 additional FMSC attendances under collaborative O&T and FM service model were delivered by end of April 2020. NTWC: Due to service adjustment and high patient default rate under the COVID-19 pandemic, a total of 3 863 FMSC attendances were delivered although 4 577 additional quotas were provided by 1Q21. The target was achieved. |
| 8. | Commence the operation of Hong Kong Children's Hospital (HKCH) by phases to provide territory-wide services for complex and rare paediatric cases under the hub-and-spoke model by commencing inpatient paediatric nephrology, surgery and cardiology & cardiothoracic surgery services, neonatal intensive care unit services, as well as formation of critical care transport team of HKCH by 1Q20 <i>(Same as KCC Target No. 26)</i> | Deferred from 1Q20 | Achieved | The inpatient services for neonatal intensive care unit, paediatric surgery and paediatric nephrology commenced in phases in HKCH by June, July and September 2019 respectively. Inpatient service for paediatric cardiology & cardiothoracic surgery in HKCH commenced in October 2020. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|-----|---|--------------------|------------------------|---|
| 9. | Strengthen SOPC service capacity in various Clusters by providing an additional total of 3 600 SOPC new case attendances in HKWC, KEC, NTEC and NTWC by 1Q20 <i>(Same as KEC Target No. 32, NTEC Target No. 41, NTWC Target No. 44 & 45)</i> | Deferred from 1Q20 | Achieved | HKWC: A total of 551 new attendances in MacLehose Medical Rehabilitation Centre (MMRC) Osteoarthritis Knee 'One-stop clinic' was achieved from 1 July 2019 to 31 March 2020. KEC: The additional target for SOPC new case attendances for psychiatry and urology services was achieved in 2Q20. NTEC: 375 additional new case attendances for Internal Medicine at PWH were delivered by end of April 2020. NTWC: The target of 150 additional SOPC new case attendances was achieved by 1Q20. |
| 10. | Continue to strengthen the capacity of radiology services by providing an additional total of 5 000 attendances for Magnetic Resonance Imaging (MRI) scan at Pamela Youde Nethersole Eastern Hospital (PYNEH), Queen Elizabeth Hospital (QEH) and PWH; providing an additional total of 8 500 attendances for Computed Tomography (CT) scan at Kwong Wah Hospital (KWH), PWH and North District Hospital (NDH); and carrying out preparatory works for setting up a positron emission tomography-computed tomography (PET-CT) machine at Tuen Mun Hospital (TMH) by 1Q20, after providing additional 10 MRI sessions at Pok Oi Hospital (POH), installing a MRI machine at PYNEH and QEH, as well as additional CT attendances at NDH in 2018-19 <i>(Same as HKEC Target No. 18, KCC Target No. 27 & 28)</i> | Deferred from 1Q20 | Deferred to 1Q22 | The targets for providing additional attendances for CT scans and preparatory work for setting up PET-CT machine at TMH were achieved by 1Q20. MRI: The targets of additional 1 000 and 1 900 attendances for MRI scans for PWH and PYNEH were achieved by 2Q20 and 1Q21 respectively. Due to the COVID-19 pandemic with decreased patient attendances and manpower shortage of experienced radiologists, the target of additional 1 900 attendances for MRI scans for QEH was further deferred to 1Q22. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|-----|---|--------------------|------------------------|--|
| 11. | Further augment the service capacity of mammogram to improve breast imaging services by providing an additional total of 3 520 attendances for mammogram in HKWC and NTWC by 1Q20, after additional attendances were provided in NTEC in 2018-19 (Same as HKWC Target No. 24) | Deferred from 1Q20 | Deferred to 1Q22 | HKWC: Due to renovation of the Breast Centre at Tung Wah Hospital (TWH), all mammography service in TWH was suspended from July 2020. The renovation was completed in March 2021 with the new mammography machine installed in April 2021. The service was resumed in May 2021. The target of additional mammogram attendance was deferred to 1Q 22. NTWC: At 31 March 2021, an additional total of 2 456 attendances were achieved for NTWC. |
| 12. | Further enhance the multi-disciplinary team support for patients with common mental disorder (CMD) in SOPC, which has been implemented in KEC, KWC, NTEC and NTWC by phases since 2015-16, as well as strengthen the community psychiatric services to further enhance the support for patients with mental illness, by providing additional 450 new case attendances for patients with CMD in HKEC and recruit additional 20 case managers by 1Q20 (Same as HKEC Target No. 19) | Deferred from 1Q20 | Achieved | The target of 450 additional new case attendances for CMD patients was achieved by 1Q21. 20 additional case managers were recruited to support patients with mental illness in HKEC, KCC, KWC and NTWC. |
| 13. | Enhance the capacity of inpatient services at KEC by providing additional acute beds, 26 at United Christian Hospital (UCH) and 10 at TKOH by 3Q20 (Same as KEC Target No. 35) | Deferred from 3Q20 | Achieved | 10 additional acute surgical beds were opened at UCH in September 2020. 10 additional acute O&T beds at TKOH were opened in September 2020. The remaining 16 additional acute oncology beds at UCH were opened in March 2021. |
| 14. | Enhance the multidisciplinary support for sleep service under a 24-hour integrated model by providing two additional beds for sleep studies at HKEC by 4Q20 | Deferred from 4Q20 | Achieved | Four Internal Medicine (MED) in-patient beds (two new and two re-opened) designated for sleep services were opened on 1 February 2021. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|---|--|--------------------|------------------------|---|
| Attract & Retain Staff | | | | |
| Foster staff health & a safe working environment | | | | |
| Reinforce ways to support the health of staff | | | | |
| 15. | Augment provision of psychological services to enhance staff psychological resilience and patient safety by providing additional 1 700 attendances for staff by 1Q20 | Deferred from 1Q20 | Achieved | The target was achieved with an addition of 2 134 attendances by 1Q21. |
| CLUSTER PLANS | | | | |
| HKEC Targets | | | | |
| Improve Service Quality | | | | |
| 16. | Establish a cluster-based, corporate communication structure and recruit one SIO at HKEC (Same as Corporate Target No. 5) | Deferred from 4Q20 | Achieved | Recruitment exercise for the SIO post of HKEC was completed in 1Q21. |
| Optimise Demand Management | | | | |
| 17. | Set up a haematology oncology ward with isolation facilities at PYNEH | Deferred from 4Q19 | Achieved | The haematology oncology ward with isolation facilities at PYNEH was opened in October 2020. |
| 18. | Provide 1 900 additional attendances for MRI scans at PYNEH (Same as Corporate Target No. 10) | Deferred from 1Q20 | Achieved | The target of 1 900 additional attendances for MRI scans at PYNEH was achieved by 1Q21. |
| 19. | Provide 450 additional SOPC new case attendances for adult patients with common mental disorder and recruit two additional case managers in HKEC for patients with mental illness (Same as Corporate Target No. 12) | Deferred from 1Q20 | Achieved | The target of 450 additional SOPC new case attendances for CMD patients was achieved by 1Q21. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|-----|---|--------------------|------------------------|---|
| 20. | Install an additional gamma-camera system and provide 300 additional attendances for nuclear medicine services at PYNEH | Deferred from 1Q20 | Achieved | The additional gamma-camera system was installed and commissioned for service on 24 February 2020. The target of 300 additional attendances for nuclear medicine services at PYNEH was achieved by 1Q21. |
| 21. | Provide 970 additional attendances for podiatry outpatient services at PYNEH | Deferred from 1Q20 | Partially achieved | A total of 955 additional outpatient attendances at PYNEH were provided by 1Q21. |

HKWC Targets

Improve Service Quality

| | | | | |
|-----|--|--------------------|----------|---|
| 22. | Enhance day surgery services by providing 120 additional day / same day surgeries in HKWC (Same as Corporate Target No. 1) | Deferred from 1Q20 | Achieved | The target of 120 additional day / same day surgeries was achieved by 1Q21. |
| 23. | Expand the coverage of psychogeriatric outreach services to RCHEs and provide 1 750 additional attendances in HKWC (Same as Corporate Target No. 6) | Deferred from 1Q20 | Achieved | The coverage of psychogeriatric outreach services was expanded to 10 additional RCHEs in October 2019. The target of 1 750 additional psychogeriatric outreach attendances in HKWC was achieved by 1Q21. |

Optimise Demand Management

| | | | | |
|-----|---|--------------------|------------------|--|
| 24. | Provide 1 760 additional attendances for mammogram service in HKWC (Same as Corporate Target No. 11) | Deferred from 1Q20 | Deferred to 1Q22 | Due to renovation of the Breast Centre at TWH, all mammography service in TWH was suspended from July 2020. The renovation was completed in March 2021 with the new mammography machine installed in April 2021. The service was resumed in May 2021. The target of additional mammogram attendance was deferred to 1Q 22. |
|-----|---|--------------------|------------------|--|

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|-----------------------------------|---|--------------------|------------------------|---|
| KCC Targets | | | | |
| Improve Service Quality | | | | |
| 25. | Enhance oral-maxillofacial surgery and specialist dental services for hospital patients by providing additional SOPC new case attendances at HKCH and KWH (Same as Corporate Target No. 3) | Deferred from 1Q20 | Achieved | Oral-maxillofacial surgery and specialist dental services for hospital patients were enhanced with additional SOPC new case attendances provided at HKCH and KWH by 1Q21. |
| Optimise Demand Management | | | | |
| 26. | Commence inpatient paediatric nephrology, surgery and cardiology & cardiothoracic surgery services, neonatal intensive care unit services, as well as formation of critical care transport team in HKCH (Same as Corporate Target No. 8) | Deferred from 1Q20 | Achieved | The inpatient services for neonatal intensive care unit, paediatric surgery and paediatric nephrology commenced in phases in HKCH by June, July and September 2019 respectively. Inpatient service for Paediatric Cardiology & Cardiothoracic Surgery in HKCH commenced in October 2020. |
| 27. | Provide 1 900 additional attendances for MRI scans at QEH (Same as Corporate Target No. 10) | Deferred from 1Q20 | Deferred to 1Q22 | Due to the COVID-19 pandemic with decreased patient attendances and manpower shortage of experienced radiologists, the target of 1 900 additional attendances for MRI scans at QEH was further deferred to 1Q22. |
| 28. | Provide 4 200 additional attendances for CT scans at KWH (Same as Corporate Target No. 10) | Deferred from 1Q20 | Achieved | The target of 4 200 additional attendances for CT scans at KWH was achieved by 1Q21. |
| 29. | Implement the inpatient drug distribution model in KCC for enhancing medication safety and efficiency of drug management | Deferred from 1Q20 | Achieved | System enhancement and interface with relevant HA systems were completed for QEH by 1Q21. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|-----------------------------------|--|--------------------|------------------------|--|
| KEC Targets | | | | |
| Improve Service Quality | | | | |
| 30. | Set up a Medical Rehabilitation Centre in TKOH and manage 870 additional day rehabilitation attendances, as well as 310 additional geriatric day hospital attendances in KEC (Same as Corporate Target No. 2) | Deferred from 1Q20 | Achieved | The targets of 870 additional day rehabilitation attendances and 310 additional geriatric day hospital attendances in KEC were achieved in 2Q20 and 1Q21 respectively. |
| Optimise Demand Management | | | | |
| 31. | Provide additional 2 000 FMSC attendances and 1 000 SOPC new case attendances under a collaborative O&T and Family Medicine (FM) service model (Same as Corporate Target No. 7) | Deferred from 1Q20 | Achieved | The targets of additional FMSC and O&T SOPC attendances were achieved in 2Q20 and 4Q20 respectively |
| 32. | Provide additional 450 SOPC new case attendances for psychiatry and urology services in KEC (Same as Corporate Target No. 9) | Deferred from 1Q20 | Achieved | The target of 450 additional SOPC new case attendances for psychiatry and urology services in KEC was achieved by 1Q21. |
| 33. | Extend the oncology service to TKOH to provide 660 additional day chemotherapy attendances | Deferred from 1Q20 | Achieved | The target of 660 additional day chemotherapy attendances in TKOH was achieved by 1Q21. |
| 34. | Commence operation of the new block at Haven of Hope Hospital (HHH) | Deferred from 3Q20 | Achieved | The new block at HHH commenced operation in 1Q21. |
| 35. | Provide an additional of 16 acute oncology beds and 10 surgical beds at UCH (Same as Corporate Target No. 13) | Deferred from 3Q20 | Achieved | 10 additional acute surgical beds were opened at UCH in September 2020. The remaining 16 additional acute oncology beds at UCH were opened in March 2021. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|-----------------------------------|--|--------------------|------------------------|---|
| KWC Targets | | | | |
| Improve Service Quality | | | | |
| 36. | Enhance oral-maxillofacial surgery and specialist dental services for hospital patients by providing additional SOPC attendances at Caritas Medical Centre (CMC) (Same as Corporate Target No. 3) | Deferred from 1Q20 | Achieved | Oral-maxillofacial surgery and specialist dental services for hospital patients were enhanced with additional SOPC new case attendances provided at CMC by 1Q21. |
| Optimise Demand Management | | | | |
| 37. | Open 20 additional beds in the emergency medicine (EM) ward and extended care ward respectively, provide gynaecology and paediatric SOPC services, and add five elective OT sessions at North Lantau Hospital (NLTH) | Deferred from 4Q19 | Deferred to 4Q21 | 20 additional beds in the EM ward and 20 beds in extended care ward were opened in 4Q19. Gynaecology and paediatric SOPC services commenced in October 2019. Three elective OT sessions per week were added in 4Q19. The remaining target to add two more OT sessions per week was further deferred to 4Q21 upon reporting duty of an Associate Consultant for Gynaecology. |
| 38. | Recruit 17 additional Patient Care Assistants (PCA) to enhance Non-Emergency Ambulance Transfer Service (NEATS) | Deferred from 1Q20 | Achieved | A total of nine additional PCAs were recruited by 1Q20. The remaining eight PCAs were recruited by 1Q21. |
| 39. | Provide seven additional sessions per week for endoscopy services at KWC | Deferred from 4Q20 | Achieved | Seven additional sessions per week for endoscopy services at KWC commenced in January 2021. |
| NTEC Targets | | | | |
| Improve Service Quality | | | | |
| 40. | Introduce stratified care management for patients with low back pain and manage 4 400 additional physiotherapy outpatient attendances at PWH and AHNH (Same as Corporate Target No. 4) | Deferred from 1Q20 | Achieved | A total of 4 400 additional physiotherapy outpatient attendances were achieved by PWH and AHNH by 1Q21. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|-----------------------------------|--|--------------------|------------------------|--|
| Optimise Demand Management | | | | |
| 41. | Provide additional 2 000 FMSC attendances and 1 000 SOPC new case attendances under a collaborative O&T and FM service model (Same as Corporate Target No. 7 & 9) | Deferred from 1Q20 | Achieved | 1 188 additional SOPC new case attendances were provided in PWH and NDH by 1Q20. 2 000 additional FMSC attendances under collaborative O&T and FM service model were delivered by end of April 2020. |
| NTWC Targets | | | | |
| Improve Service Quality | | | | |
| 42. | Set up a multi-disciplinary Palliative Care (PC) consultative team in NTWC to cater for around 180 additional PC patients | Deferred from 1Q20 | Achieved | A multi-disciplinary PC consultative team was set up in NTWC by 1Q20. The target of 180 additional PC patients was achieved by 1Q21. |
| 43. | Manage 560 additional day rehabilitation attendances, as well as 200 additional geriatric day hospital attendances in NTWC (Same as Corporate Target No. 2) | Deferred from 1Q20 | Achieved | The targets of 560 additional day rehabilitation attendances and 200 additional geriatric day hospital attendances in NTWC were achieved by 1Q21. |
| Optimise Demand Management | | | | |
| 44. | Provide additional 2 000 FMSC attendances and 250 SOPC new case attendances under a collaborative Surgery (SUR) and FM service model (Same as Corporate Target No. 7 & 9) | Deferred from 1Q20 | Achieved | Due to service adjustment and high patient default rate under the COVID-19 pandemic, a total of 3 863 FMSC attendances were delivered although 4 577 additional quotas were provided by 1Q21. 500 new case attendances were provided by SOPC (SUR) under the collaborative service model. |
| 45. | Enhance ophthalmic services in NTWC to provide 150 additional SOPC new case attendances and 175 surgeries (Same as Corporate Target No. 9) | Deferred from 1Q20 | Deferred to 1Q22 | The target of 150 additional SOPC new case attendances was achieved by 1Q20. Due to the COVID-19 pandemic, patient attendances decreased and the target of 175 additional surgeries was deferred to 1Q22. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|--|---|-------------|------------------------|---|
| (B) 1Q21 Annual Plan Targets | | | | |
| CORPORATE PLANS | | | | |
| Improve Service Quality | | | | |
| Enhance access & efficiency | | | | |
| Promote day services | | | | |
| 46. | Enhance capacity for day services to relieve the reliance on inpatient care by providing four additional day beds at PYNEH and 10 at PWH by 3Q20; 10 at QEH, 10 at TKOH, eight at NDH and 20 at Tin Shui Wai Hospital (TSWH) by 4Q20 and 25 at PWH by 1Q21 (Same as NTEC Target No. 285) | 1Q21 | Achieved | 25 additional Oncology day beds were opened at PWH in 1Q21. |
| 47. | Enhance capacity of ambulatory surgical services by delivering services to provide 200 additional surgical procedures with same day admission at The Duchess of Kent Children's Hospital at Sandy Bay (DKCH) by 1Q21 and providing additional OT sessions per week, three at PWH by 3Q20, five at TKOH and four at NDH by 4Q20 (Same as HKWC Target No. 169) | 1Q21 | Deferred to 1Q22 | By 1Q21, 73 additional surgical procedures with same day admission were provided at DKCH. Due to service adjustment for elective services under the COVID-19 pandemic, the remaining target was deferred to 1Q22. |
| 48. | Enhance Outpatient Parenteral Antimicrobial Therapy (OPAT) service capacity for appropriate patients to reduce length of stay by providing OPAT service for additional attendances at PYNEH, QEH, PWH and AHNH by 1Q21 (Same as HKEC Target No. 137, KCC Target No. 198 & NTEC Target No. 286) | 1Q21 | Deferred to 1Q22 | The targets to provide additional attendances at PYNEH, QEH, PWH and AHNH were deferred to 1Q22 due to manpower deployment and change in training arrangement impacted by COVID-19. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|--|--|-------------|------------------------|---|
| 49. | Enhance the provision of day rehabilitation services by setting up day rehabilitation services at POH; and providing services for 600 additional rehabilitation day attendances and 1 000 geriatric day attendances at NTWC by 1Q21 <i>(Same as NTWC Target No. 318)</i> | 1Q21 | Deferred to 1Q22 | Day rehabilitation services in POH commenced on 21 October 2020. By 1Q21, 262 additional rehabilitation day attendances and 693 geriatric day attendances were provided in NTWC. Due to adjustment on day services under the COVID-19 pandemic, the remaining target was deferred to 1Q22. |
| Strengthen service coordination and collaboration | | | | |
| 50. | Continue to enhance HA's Dental and Oral-Maxillofacial Surgery Service Network to increase access to oral-maxillofacial surgery and specialist dental services for hospital patients by providing services for 350 additional SOPC attendances across KEC, KWC and NTEC by 1Q21 | 1Q21 | Achieved | The target of 350 additional SOPC attendances was achieved across KEC, KWC and NTEC by 1Q21. |
| 51. | Promote breastfeeding of newborns in the eight Baby-Friendly Hospitals in HA by strengthening the relevant nursing support by continuing to enhance the breastfeeding support teams with trained Registered Nurses (RN) to support the Baby-Friendly Hospital accreditation programmes at UCH and Princess Margaret Hospital (PMH) by 1Q21 | 1Q21 | Achieved | One RN was recruited in UCH and PMH respectively to support the Baby-Friendly Hospital accreditation programme. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|-----|---|-------------|------------------------|---|
| 52. | 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 64 cases cross-cluster RAS at PYNEH, Queen Mary Hospital (QMH), QEH, PMH and PWH by 1Q21 | 1Q21 | Partially achieved | HKEC: Due to service adjustment under the COVID-19 pandemic, eight RAS cases were conducted, falling short of the planned target of one RAS per month. HKWC: Due to service adjustment under the COVID-19 pandemic and lack of suitable patient, the cross-cluster RAS collaboration was suspended intermittently. For 2020-21, a total of 12 cases were conducted. KCC: Due to service adjustment under the COVID-19 pandemic, OT sessions for elective cross-cluster RAS operations were suspended intermittently. Four colorectal cases and four urological cases were conducted in 2020-21. KWC: Due to service adjustment under the COVID-19 pandemic, the cross-cluster RAS collaboration was suspended intermittently. 14 cases of cross-cluster RAS were conducted in 2020-21. NTEC: Due to service adjustment under the COVID-19 pandemic, only five out of the planned target of eight RAS cases were conducted. |
| 53. | Enhance pre-operative anaesthetic assessment services by establishing Pre-anaesthetic Assessment Clinic (PAAC) services at HKEC, HKWC and KCC by 1Q21 <i>(Same as KCC Target No. 199)</i> | 1Q21 | Achieved | PAAC services commenced at HKEC, HKWC and KCC by 1Q21. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|-----|--|-------------|------------------------|--|
| 54. | Strengthen patient discharge management to expedite the bed availability for admissions from Accident & Emergency (A&E) department by setting up a discharge lounge at PYNEH and a cluster-based nursing triage team at KEC by 1Q21 to facilitate pre-discharge planning and enhance rehabilitation bed utilisation <i>(Same as HKEC Target No. 138 & KEC Target No. 229)</i> | 1Q21 | Achieved | The discharge lounge started operation at PYNEH in February 2021. The cluster-based nursing triage team was set up in KEC by 1Q21. |
| 55. | 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 settings by rolling out the programme to Tung Wah Eastern Hospital (TWEH), KWH and CMC, providing services for an additional total of 3 450 physiotherapy and 2 300 occupational therapy attendances during weekends and public holidays by 1Q21 <i>(Same as HKEC Target No. 139, KCC Target No. 200 & KWC Target No. 255)</i> | 1Q21 | Achieved | The targets of providing an additional total of 3 450 physiotherapy and 2 300 occupational therapy attendances during weekends and public holidays were achieved by 1Q21. |
| 56. | Enhance physiotherapy outpatient services by continuing the stratified care management for patients with low back pain by providing services with stratified care management for 13 200 additional physiotherapy outpatient attendances at PYNEH, KWH, TKOH, PMH, Yan Chai Hospital (YCH) and NDH by 1Q21 <i>(Same as HKEC Target No. 140, KCC Target No. 201, KEC Target No. 230, KWC Target No. 256 & NTEC Target No. 287)</i> | 1Q21 | Deferred to 1Q22 | HKEC, KCC, KWC and NTEC: The target of providing additional physiotherapy outpatient attendances at PYNEH, KWH, PMH, YCH and NDH was achieved by 1Q21. KEC: Due to the COVID-19 pandemic, there was delay in registration by the Physiotherapy Board resulting in delay in staff recruitment. The target of 2 200 additional physiotherapy outpatient attendances at TKOH was therefore deferred to 1Q22. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|-----|---|-------------|------------------------|--|
| 57. | Improve standard of care for patients on Non-Invasive Ventilation or Invasive Mechanical Ventilation by adopting a mobile respiratory team approach and setting up designated ventilation areas for patients with respiratory complications by setting up mobile teams at QMH, PMH, PWH and TMH to provide respiratory care to patients in the medical wards and designating 10 beds to support cases with respiratory complications by 1Q21 <i>(Same as HKWC Target No. 170, KWC Target No. 257, NTEC Target No. 288 & NTWC Target No. 319)</i> | 1Q21 | Achieved | Mobile team service was rolled out in QMH, PMH, PWH and TMH to provide respiratory care to patients in medical wards by 1Q21. A total of 10 designated beds were opened in QMH, PMH, PWH & TMH to support cases with respiratory complications by 1Q21. |
| 58. | 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 support for 250 additional geriatric orthopaedic patients at PWH by 1Q21 <i>(Same as NTEC Target No. 289)</i> | 1Q21 | Achieved | Support for 250 additional geriatric orthopaedic patients at PWH was provided by 1Q21. |
| 59. | Reinforce adult PC service by setting up multidisciplinary PC consultative teams for cancer and non-cancer PC patients by expanding the services in KWC and rolling out the PC consultative services at HKWC, KCC and NTEC to provide 4 900 additional PC consultative visits by 1Q21 <i>(Same as HKWC Target No. 171, KCC Target No. 202, KWC Target No. 269 & NTEC Target No. 290)</i> | 1Q21 | Achieved | The target of an additional total of 4 900 PC consultative visits was achieved by 1Q21. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|-----|--|-------------|------------------------|--|
| 60. | <p>Introduce the collaborative care model between paediatrics and Child & Adolescent (C&A) psychiatry departments to provide better care management and timely treatment for patients with mild Attention Deficit Hyperactivity Disorder and strengthen the allied health (AH) support services to C&A psychiatric patients by implementing the collaborative care model at KEC and NTEC to provide services for 370 additional SOPC new case attendances by 1Q21. Enhance the AH support to C&A patients at HKWC, KEC, KWC, NTEC and NTWC by providing services for 3 000 additional AH outpatient attendances by 1Q21</p> <p>Expand the programme of the school-based medical-education-social collaboration platform, set up under the Student Mental Health Support Scheme, in collaboration with the Education Bureau (EB) and Social Welfare Department (SWD) to enhance support for students with mental health needs by expanding the programme to additional schools in the territory covered by HKWC, KEC, KWC, NTEC and NTWC by 1Q21</p> <p><i>(Same as HKWC Target No. 172, KEC Target No. 231, KWC Target No. 258, NTEC Target No. 291 & NTWC Target No. 320)</i></p> | 1Q21 | Achieved | <p>Collaborative care model between paediatrics and C&A psychiatry departments to provide better care management and timely treatment for patients with mild Attention Deficit Hyperactivity Disorder and strengthen the AH support services to C&A psychiatric patients was introduced at KEC and NTEC. The targets of 370 additional SOPC new case attendances and 3 000 AH outpatient attendances were achieved by 1Q21.</p> <p>The programme of the school-based medical-education-social collaboration platform under the Student Mental Health Support Scheme was expanded to 60 additional schools by 1Q21.</p> |
| 61. | <p>Enhance infectious disease services by expanding service coverage and improving coordination by establishing cluster-based, infectious disease networks at KEC and NTWC by 1Q21</p> <p><i>(Same as KEC Target No. 232 & NTWC Target No. 321)</i></p> | 1Q21 | Achieved | <p>KEC: The cluster-based infectious disease network has been established in KEC since 2Q20.</p> <p>NTWC: Infectious disease consultation coverage at POH and TSWH commenced on 1 October 2020.</p> <p>Tier-2 isolation ward at TSWH commenced service on 1 December 2020.</p> |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|--|---|-------------|------------------------|---|
| Develop more options for patient care | | | | |
| 62. | <p>Enhance nurse clinic services in rheumatology (for rheumatoid arthritis), peri-operative care, clinical oncology (for head & neck radiotherapy), respiratory (for chronic obstructive pulmonary disease) and Otorhinolaryngology (for hearing problems) and set up nurse clinics in gastroenterology (for hepatitis) and ophthalmology (for cataract surgery) to alleviate doctors' workload by adopting the integrated model of specialist outpatient service by recruiting additional Advanced Practice Nurses (APNs) and PCAs to establish or scale up 24 nurse clinics to provide services for 17 000 additional attendances across Clusters by 1Q21</p> | 1Q21 | <u>Achieved</u> | <p>Additional 24 APNs and 19 PCAIs were recruited by 1Q21 for setup / expansion of 24 nurse clinics.</p> <p>The target of providing 17 000 additional attendances across clusters was achieved by 1Q21.</p> |
| 63. | <p>Continue to improve obstetric care by the provision of maternal special care beds in the labour ward and high-risk pregnancy care training for nursing staff by designating one maternal special care bed in the labour ward and recruiting two RNs for training and providing high-risk pregnancy care at KWH, PMH and PWH respectively by 1Q21</p> <p><i>(Same as KCC Target No. 203, KWC Target No. 259 & NTEC Target No. 292)</i></p> | 1Q21 | Achieved | <p>Service of additional maternal special bed at KWH, PMH and PWH commenced in 3Q20.</p> <p>Two RNs were recruited in KWH, PMH and PWH for training and providing high-risk pregnancy care.</p> |
| 64. | <p>Relieve access block and reduce unnecessary admission to Medicine & Geriatric department by providing rapid medical assessment, diagnostic and therapeutic procedures by increasing manpower at TKOH A&E and establishing a Fast Track Clinic in the day medical centre to provide services for 320 additional SOPC new case attendances by 1Q21</p> <p><i>(Same as KEC Target No. 233)</i></p> | 1Q21 | Deferred to 1Q22 | <p>Manpower was increased at TKOH A&E and a Fast Track Clinic was established in the day medical centre.</p> <p>By 1Q21, 286 additional SOPC new case attendances were provided. Due to decreased patient attendances under the COVID-19 pandemic, the remaining target was deferred to 1Q22.</p> |
| 65. | <p>Introduce an early patient mobilisation programme in the acute general adult Intensive Care Unit (ICU) in HA to maintain physical mobility and improve functional status of patients by providing early patient mobilisation services by physiotherapists to 1 400 additional ICU patients across all Clusters by 1Q21</p> <p><i>(Same as HKEC Target No. 141, HKWC Target No. 173, KCC Target No. 204, KEC Target No. 234, KWC Target No. 260, NTEC Target No. 293 & NTWC Target No. 322)</i></p> | 1Q21 | Achieved | The target was achieved. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|-------------------------------------|---|-------------|------------------------|---|
| 66. | Pilot a 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 2 400 additional outpatient attendances to patients on waiting list for total joint replacement surgery at YCH under this programme by 1Q21 <i>(Same as KWC Target No. 261)</i> | 1Q21 | Achieved | 2 512 additional outpatient attendances were provided to patients on waiting list for total joint replacement surgery at YCH by 1Q21. |
| 67. | Enhance geriatric support for elderly patients attending A&E Department by enhancing geriatric support by providing services for 3 750 additional focused geriatric assessments at A&E departments of Ruttonjee Hospital (RH), QMH, YCH, PWH and TMH by 1Q21 <i>(Same as HKEC Target No. 142, HKWC Target No. 174, KWC Target No. 262, NTEC Target No. 294 & NTWC Target No. 323)</i> | 1Q21 | Achieved | Over 3 800 additional focus geriatric assessments were provided at A&E departments of RH, QMH, YCH, PWH and TMH by 1Q21. |
| Enhance community-based care | | | | |
| 68. | Enhance the service of Patient Support Call Centre (PSCC), which provides professional telephone advice to support discharged, elderly patients and patients with chronic diseases in the community by enhancing nursing manpower at the PSCC to provide services for 5 800 additional calls by 1Q21 | 1Q21 | Achieved | The target was achieved. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|-----|--|-------------|------------------------|--|
| 69. | Continue to enhance the transitional post-discharge support for elderly patients with hip fracture and acute stroke by continuing to provide services for a total of 5 250 needs assessments and discharge planning and 12 600 home visits with rehabilitation at KEC, NTEC and NTWC by 1Q21 <i>(Same as KEC Target No. 235, NTEC Target No. 295 & NTWC Target No. 324)</i> | 1Q21 | Deferred to 1Q22 | <p>KEC: 1 578 needs assessments were provided at KEC by 1Q21. Target was achieved.</p> <p>Due to low patient acceptance for home visits and staff deployment under the COVID-19 pandemic, only 2 959 home visits with rehabilitation were provided. The remaining target would be delivered in 1Q22.</p> <p>NTEC: The targets of providing 2 250 needs assessments and discharge planning and 5 400 home visits with rehabilitation at NTEC were achieved by 1Q21.</p> <p>NTWC: The targets of needs assessments and home visits with rehabilitation were achieved by 1Q21.</p> |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|-----|--|-------------|------------------------|---|
| 70. | <p>Continue to enhance the Community Geriatric Assessment Team (CGAT) support for terminally ill patients in RCHes by enhancing nursing manpower to provide services for 3 500 additional geriatric outreach attendances by 1Q21</p> <p><i>(Same as HKEC Target No. 143, HKWC Target No. 175, KCC Target No. 205, KWC Target No. 263, NTEC Target No. 296 & NTWC Target No. 325)</i></p> | 1Q21 | Deferred to 1Q22 | <p>HKEC: 350 additional geriatric outreach attendances were provided by 1Q21. The target was achieved.</p> <p>HKWC: 357 additional geriatric outreach attendances were provided at HKWC by 1Q21. The target was achieved.</p> <p>KCC: Due to visiting restriction of RCHes under the COVID-19 pandemic, CGAT services for terminally ill patients were suspended.</p> <p>As at March 2021, 437 geriatric outreach attendances (62% of target) were provided. The remaining target would be delivered by 1Q22.</p> <p>KWC: 829 additional geriatric outreach attendances were provided at KWC by 1Q21. The target was achieved.</p> <p>NTEC: 700 additional geriatric outreach attendances were provided at NTEC by 1Q21. The target was achieved.</p> <p>NTWC: A total of 3 414 geriatric outreach attendances (121.9% of target) were provided at NTWC by 1Q21. The target was achieved.</p> |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|--|---|-------------|------------------------|---|
| 71. | <p>Continue to enhance the multidisciplinary support for the provision of psychogeriatric outreach service to patients living in RCHes by enhancing nursing support to provide services for 2 500 additional psychogeriatric outreach attendances at HKEC, KEC and NTEC by 1Q21</p> <p><i>(Same as HKEC Target No. 144, KEC Target No. 236 & NTEC Target No. 297)</i></p> | 1Q21 | Deferred to 1Q22 | Due to visiting restriction of RCHes under the COVID-19 pandemic, CGAT services for terminally ill patients were suspended. The target of 2 500 additional psychogeriatric outreach attendances was deferred to 1Q22. |
| 72. | <p>Enhance Community Psychiatric Service 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, KCC, KWC and NTWC to provide services for 4 800 additional psychiatric outreach attendances by 1Q21</p> <p><i>(Same as HKEC Target No. 145, HKWC Target No. 176, KCC Target No. 206, KWC Target No. 264 & NTWC Target No. 326)</i></p> | 1Q21 | Deferred to 1Q22 | <p>A total of 16 additional case managers were recruited to support patients with mental illness in HKEC, HKWC, KCC, KWC and NTWC.</p> <p>Due to the COVID-19 pandemic, the outreach services were scaled down. The target of 4 800 additional psychiatric outreach attendances was deferred to 1Q22.</p> |
| Improve safety & effectiveness | | | | |
| Refine clinical governance and performance management | | | | |
| 73. | <p>Continue to implement measures to reduce the reuse of Single Use Devices (SUD) by phasing out the reuse of selected class II moderate and moderate-high risk, and class I moderate risk SUD in accordance with clinical prioritisation by 1Q21</p> | 1Q21 | Achieved | The reuse of class II moderate and moderate-high risk, and class I moderate risk SUD were phased out in HA. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|---|--|-------------|------------------------|---|
| 74. | Optimise medication safety through extending the Inpatient Medication Order Entry (IPMOE) system to A&E, oncology department and ICU in a phased approach by rolling out the IPMOE system to oncology department at NTEC and NTWC, ICU at NTEC, and A&E department at HKEC and NTWC by 1Q21 ⁴ (Same as HKEC Target No. 146, NTEC Target No. 298 & NTWC Target No. 327) | 1Q21 | Deferred to 1Q22 | Oncology: The IPMOE system was implemented in the oncology department of TMH by 1Q21. Due to premises renovation, the implementation of IPMOE system in the oncology department of PWH was deferred to 1Q22. ICU: The IPMOE system was implemented in the ICU of PWH by 1Q21. A&E: The IPMOE system was implemented in the A&E departments of PYNEH and POH by 1Q21. |
| Reinforce clinical risk management | | | | |
| 75. | Improve infection control in hospitals by phasing out the use of linen drapes by replacing reusable linen drapes with disposable drapes at OTs at HKWC, KCC, KEC, KWC and NTEC by 1Q21 | 1Q21 | Achieved | All reusable linen drapes were phased out with disposable drapes at OTs at HKWC, KCC, KEC, KWC and NTEC by 1Q21. |
| 76. | Optimise medication safety by strengthening the clinical pharmacy service for hospitalised patients in clinical wards by recruiting an additional pharmacist to provide medication management service for hospitalised geriatric patients under the care of Psychiatry Department in Kowloon Hospital (KH) by 1Q21 (Same as KCC Target No. 207) | 1Q21 | Achieved | One additional pharmacist was recruited in KH in August 2020. |

⁴ The target has been updated to reflect actual programme deliverables.

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|--|---|-------------|------------------------|--|
| Modernise HA | | | | |
| Refine technology planning and adoption to keep up with international standards | | | | |
| 77. | Continue to support the HA Data Collaboration Lab by collaborating with relevant external parties on research projects and further contribute to theme-based research data sets to the Big Data Analytics Platform by 1Q21 | 1Q21 | Achieved | The target was achieved. |
| 78. | Enhance genetics services and colonoscopy screening for hereditary colorectal cancer patients and their families by establishing a liaison committee on genetics services to explore future service models for genetic and genomic service in HA; recruit and train genetic counsellors for indexing patients and family members by 1Q21 (Same as HKWC Target No. 177) | 1Q21 | Achieved | Liaison committee on genetics services was established in September 2020. A genetic counsellor was recruited in October 2020 and was under on-job training. |
| 79. | Roll out the newborn screening programme for Inborn Errors of Metabolism (IEM) in all HA birthing hospitals by extending the programme to PYNEH, UCH and PMH by 1Q21 (Same as HKEC Target No. 147, KEC Target No. 237 & KWC Target No. 265) | 1Q21 | Achieved | The programme was extended to PYNEH, UCH and PMH. |
| 80. | Optimise surgical planning at the O&T departments by adopting medical grade 3D printing by adopting medical grade 3D printing technology to provide cluster-based services at HKEC and KEC by 1Q21 (Same as HKEC Target No. 148 & KEC Target No. 238) | 1Q21 | Achieved | Medical grade 3D printing technology was adopted for surgical planning at HKEC and KEC. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|---|--|-------------|------------------------|---|
| 81. | Modernise the treatment for patients with advanced Parkinson's disease by providing deep brain stimulation treatment for 15 additional patients with advanced Parkinson's Disease by 1Q21 (Same as HKWC Target No. 178, KCC Target No. 208 & NTEC Target No. 299) | 1Q21 | Deferred to 1Q22 | HKWC: Five additional patients received deep brain stimulation treatment at QMH. The target was achieved. KCC: Due to service adjustment under the COVID-19 pandemic, elective OT sessions were suspended. As at 31 March 2021, one patient received deep brain stimulation treatment. The remaining target was deferred to 1Q22. NTEC: Due to service adjustment under the COVID-19 pandemic, elective OT sessions were cancelled. The target of providing deep brain stimulation for additional patients was deferred to 1Q22. |
| Promote partnerships with patients | | | | |
| Empower patients for self-care | | | | |
| 82. | Continue to collaborate with Non-governmental Organisations (NGOs) to empower patients with chronic diseases and enhance their knowledge and self-care capabilities by providing places for 14 000 participants under the Patient Empowerment Programme (PEP) by 1Q21 | 1Q21 | Partially achieved | Due to the COVID-19 pandemic, all face-to-face PEP classes have been suspended since February 2020. Distance learning model was adopted by NGOs starting from mid-May 2020. The number of enrolled participants and empowerment session conducted decreased significantly as not all patients were able and prefer to join PEP via remote learning model. By 1Q21, 3 542 patients participated in the PEP classes. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|--|--|-------------|------------------------|--|
| Optimise Demand Management | | | | |
| Raise the capacity of priority services | | | | |
| Increase capacity of high demand services | | | | |
| 83. | Continue to alleviate the work pressure of A&E departments by implementing the Support Session Programme in A&E Departments to better manage triage categories III to V cases by 1Q21 | 1Q21 | Partially achieved | The A&E Support Session Programme was implemented in HKEC and KWC, which experienced work pressure in sustaining service provision during the COVID-19 pandemic. |
| 84. | Enhance the multidisciplinary support for sleep service under a 24-hour integrated model by providing two additional beds for sleep studies at HKEC by 4Q20 and conducting an additional total of 1 000 sleep studies at HKEC and NTWC by 1Q21 | 1Q21 | Deferred to 1Q22 | HKEC: Four Internal Medicine (MED) in-patient beds (two new and two re-opened) designated for sleep services were opened at HKEC on 1 February 2021. Due to the COVID-19 pandemic, sleep studies were reduced. The target was deferred to 1Q22. NTWC: A total of 838 tests were provided at NTWC by 1Q21. The target was achieved. |
| 85. | Strengthen the psychosocial support for patients undergoing oncology treatment by recruiting a social worker in each Cluster and providing services for 5 600 additional attendances to oncology patients by 1Q21 | 1Q21 | Achieved | An Assistant Social Work Officer (ASWO) was recruited and designated in each cluster to provide psychosocial support for cancer patients under oncology treatment. The target of 5 600 additional attendances to oncology patients was achieved by 1Q21. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|-----|--|-------------|------------------------|---|
| 86. | Enhance the clinical services at NLTH, including day, acute and extended care by providing four additional beds in the EM ward, 10 day beds and 36 extended care beds by 4Q20, as well as enhancing pharmacy services by extending pharmacy services to 24-hour coverage and providing on-site clinical psychology services at NLTH by 1Q21 | 1Q21 | Achieved | Four additional beds in EM ward, 10 day beds and 36 extended care beds were opened in 4Q20. On-site clinical psychology services and 24-hour pharmacy services at NLTH commenced in October 2020 and December 2020 respectively. |
| 87. | Enhance the capacity of inpatient services at NTEC by providing additional acute beds, 23 at PWH, one at NDH by 4Q20; 16 at NDH by 1Q21, and 32 extended care beds at Tai Po Hospital (TPH) by 4Q20 (Same as NTEC Target No. 304) | 1Q21 | Achieved | Additional 23 acute beds at PWH, one ICU bed at NDH and 32 extended care beds at TPH were opened in 4Q20. Additional 16 acute EM beds at NDH were opened in 1Q21. |
| 88. | 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 (Same as KCC Target No. 212 & NTWC Target No. 329) | 1Q21 | Deferred to 1Q22 | Six and 10 additional OT sessions per week were provided at AHNH and in NTWC in October 2020 and January 2021 respectively. Due to the suspension of OT sessions and manpower deployment under the COVID-19 pandemic, provision of 10 additional OT sessions per week at QEH was deferred to 1Q22. |
| 89. | Continue to improve peri-operative management of elderly patients with acute fragility fractures by providing additional OT sessions during day time by providing five additional OT sessions per week to the daytime trauma list for geriatric patients with acute fragility fractures at PMH, and set up acute geriatric fragility fracture nursing coordination services at PMH and CMC by 1Q21 (Same as KWC Target No. 270) | 1Q21 | Achieved | Five additional OT sessions per week were provided to the daytime trauma list for acute geriatric fragility fracture patients at PMH. Acute geriatric fragility fracture nursing coordination services were provided at PMH and CMC. |
| 90. | Continue to enhance the capacity of endoscopy services by providing an additional total of 26 sessions per week for endoscopic procedures at HKWC, KWC and NTWC by 1Q21 (Same as HKWC Target No. 183 & NTWC Target No. 330) | 1Q21 | Achieved | A total of 26 additional sessions per week for endoscopic procedures were provided at HKWC, KWC and NTWC by 1Q21. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|-----|---|-------------|------------------------|---|
| 91. | Utilise FMSC to relieve workload of SOPC by further rolling out the collaborative model implemented for the O&T department by providing services for an additional total of 4 000 FMSC attendances under the collaborative model for O&T at KCC and KWC by 1Q21 (Same as KCC Target No.213 & KWC Target No. 271) | 1Q21 | Deferred to 1Q22 | KCC: Patient attendance was affected by the COVID-19 pandemic, as many patients failed to turn up or cancelled the appointment late, making it difficult to reassign the timeslots. By March 2021, 1 901 additional attendances were provided. The remaining target was deferred to 1Q22. KWC: 2 146 additional FMSC attendances were provided by 1Q21. The target was achieved. |
| 92. | Continue to enhance the service capacity of General Outpatient Clinic (GOPC) to improve the access for target users by increasing the GOPC quota by 9 500 at KEC, NTEC and NTWC by 1Q21 (Same as KEC Target No. 241, NTEC Target No. 305 & NTWC Target No. 331) | 1Q21 | Partially achieved | Additional GOPC quotas were provided at KEC, NTEC and NTWC as planned in 2020-21. Despite the planned increase in GOPC quotas, the number of GOPC attendances fell short slightly of the target deliverables due to multiple factors, including the short influenza season and high patient default rate under the COVID-19 pandemic. The clusters would continue to provide the planned increase of GOPC quotas in 2021-22 onward to augment the service capacity of GOPC. |

| | | | | |
|-----|---|------|------------------|--|
| 93. | <p>Enhance SOPC service capacity in various Clusters by providing services for an additional total of 6 250 SOPC new case attendances across all Clusters by 1Q21</p> <p><i>(Same as HKWC Target No. 184 & 185, KCC Target No. 214, KEC Target No. 242, KWC Target No. 266 & NTWC Target No. 332)</i></p> | 1Q21 | Deferred to 1Q22 | <p>HKEC: 533 additional SOPC new case attendances were provided by 1Q21. The target was achieved.</p> <p>HKWC: 1 672 additional SOPC new case attendances were provided by 1Q21. The target was achieved.</p> <p>KCC: Due to the COVID-19 pandemic, SOPC service was affected and patient attendances dropped significantly because of high patient default rate.</p> <p>247 additional SOPC new case attendances were provided at QEH by 1Q21. The remaining target was deferred to 1Q22.</p> <p>KEC: 1 591 additional new case attendances were provided at internal medicine, ophthalmology and psychiatry SOPCs of KEC. The target was achieved.</p> <p>KWC: Due to the COVID-19 pandemic, the number of new case attendances for otorhinolaryngology-head and neck surgery and Breast Centre at YCH were less than that of last year. For urology service, 174 additional new case attendances were provided due to high patient default rate under the COVID-19 pandemic. The remaining target was deferred to 1Q22.</p> <p>NTEC: Due to service adjustment and higher patient default rate under the COVID-19 pandemic, only 525 additional SOPC new case attendances were provided at the Ear, Nose and Throat Department of PWH. The remaining target was deferred to 1Q22.</p> |
|-----|---|------|------------------|--|

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|-----|--|-------------|------------------------|--|
| | | | | <p>NTWC: 385 additional new SOPC attendances were provided by 1Q21. The target was achieved.</p> |
| 94. | <p>Enhance management of viral hepatitis by prevention of mother-to-child transmission of Hepatitis B Virus (HBV) and adoption of Direct Acting Anti-viral in Hepatitis C Virus treatment by enhancing laboratory capacity by providing services for an additional total of 33 000 hepatitis related tests; setting up hepatitis nurse clinics and enhancing antenatal clinics by 1Q21</p> <p><i>(Same as HKEC Target No. 150, HKWC Target No. 186, KCC Target No. 215, KEC Target No. 243, KWC Target No. 272, NTEC Target No. 306 & NTWC Target No. 333)</i></p> | 1Q21 | Achieved | A total of additional 169 000 hepatitis related tests were provided and the targets of setting up hepatitis nurse clinics and enhancing antenatal clinics were achieved. |
| 95. | <p>Continue to enhance the capacity of radiology services by providing services for an additional total of 1 600 attendances for MRI scan at CMC and AHNH; providing services for an additional total of 2 800 attendances for CT scan at PMH and POH; and setting up a PET-CT machine at TMH to provide 400 additional attendances by 1Q21⁵</p> <p><i>(Same as KWC Target No. 273, NTEC Target No. 307 & NTWC Target No. 334)</i></p> | 1Q21 | Achieved | <p>The target of 1 600 additional attendances for MRI scan at CMC and AHNH was achieved by 1Q21.</p> <p>The target of an additional total of 2 800 attendances for CT scan at PMH and POH was achieved by 1Q21.</p> <p>The target of 400 additional attendances for PET-CT scan at TMH was achieved by 1Q21.</p> |
| 96. | <p>Further enhance the service capacity of mammogram to improve breast imaging services by providing an additional total of 2 900 mammograms at HKEC, KCC and KWC by 1Q21</p> <p><i>(Same as HKEC Target No. 151, KCC Target No. 216 & KWC Target No. 273)</i></p> | 1Q21 | Deferred to 1Q22 | <p>HKEC and KCC: Due to the COVID-19 pandemic, the targets of additional mammogram attendances were deferred to 1Q22.</p> <p>As at 31 March 2021, an additional 236 attendances for mammogram were provided at PYNEH while an additional total of 1 293 attendances were provided at QEH, KWH and Our Lady of Maryknoll Hospital (OLMH).</p> <p>KWC: As at 31 March 2021, an additional 760 attendances for mammogram were provided at PMH. The target was achieved.</p> |

⁵ The current target corresponds to the updated HA Annual Plan 2020-21 as of December 2020.

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|------|--|-------------|------------------------|---|
| 97. | Continue to enhance pharmacy services in support of enhanced clinical services by enhancing oncology clinical pharmacy services at NTEC and NTWC by providing 100% screening of chemotherapy prescriptions and implementing pharmacist clinics for ambulatory care at PYNEH, QMH and QEH by 4Q20; as well as launching drug refill services at selected hospitals in HKEC, KEC and NTWC by 1Q21 <i>(Same as HKEC Target No. 152, HKWC Target No. 187, KCC Target No. 217, KEC Target No. 244 & NTWC Target No. 335)</i> | 1Q21 | Achieved | Oncology clinical pharmacy services were strengthened with provision of 100% screening of chemotherapy prescriptions in NTEC and NTWC by 4Q20. Pharmacist clinics for ambulatory care at PYNEH, QMH and QEH commenced operation in 4Q20. Drug refill services at selected hospitals in HKEC, KEC and NTWC commenced in 4Q20. |
| 98. | 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 <i>(Same as HKEC Target No. 153, KCC Target No. 218, 219, KEC Target No. 245, KWC Target No. 269, NTEC Target No. 308 & NTWC Target No. 336)</i> | 1Q21 | Deferred to 1Q22 | Inpatient, consultative oncology services at RH, KWH, CMC and YCH were enhanced. Chemotherapy services were enhanced in KCC and KEC. The service hours for radiotherapy services in PWH and TMH were extended as scheduled. For QEH, due to delay in clinical practicum and recruitment of Radiation Therapist (RT) graduates under the COVID-19 pandemic, expansion of radiotherapy service was interrupted. Therefore, the extension of radiotherapy service hours was deferred to 1Q22. |
| 99. | 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 1 200 additional patients with breast, colorectal, haematological or gynaecological cancer across Clusters by 1Q21 <i>(Same as HKEC Target No. 153, HKWC Target No. 188, KCC Target No. 220, KEC Target No. 245, KWC Target No. 274, NTEC Target No. 309 & NTWC Target No. 337)</i> | 1Q21 | Achieved | CCM programmes have been expanded to breast and colorectal cancer patients and rolled out to gynaecological and haematological cancer patients since October 2020. 1 200 additional patients were served by 1Q21. |
| 100. | Continue to expand the capacity of renal replacement therapy for patients with end-stage renal disease to improve their health outcome by providing 63 additional hospital haemodialysis places by 1Q21 <i>(Same as HKEC Target No. 154, HKWC Target No. 189, KCC Target No. 221, KEC Target No. 246, KWC Target No. 275, NTEC Target No. 310 & NTWC Target No. 338)</i> | 1Q21 | Achieved | 63 additional hospital haemodialysis places were provided by 1Q21. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|---|--|-------------|------------------------|--|
| 101. | Boost up the capacity of Diabetes Mellitus (DM) service to provide Targeted Active Intervention (TAI) to young patients with poor DM control at non-DM SOPCs; and enhance the Continuous Glucose Monitoring (CGM) service to improve DM control and reduce hypoglycaemia by enhancing capacity of the TAI services in non-DM SOPCs at KWC, NTEC and NTWC; provide 300 CGM sensors and related services to selected patients at HKEC, HKWC and KCC respectively, and provide 600 sensors for paediatric diabetic patients at HKCH by 1Q21 <i>(Same as HKEC Target No. 155, HKWC Target No. 190, KCC Target No. 222, KWC Target No. 276, NTEC Target No. 311 & NTWC Target No. 339)</i> | 1Q21 | Achieved | DM enhancement programme in non-DM SOPC were rolled out in KWC, NTEC and NTWC to provide TAI to young patients with poor DM control. By 1Q21, CGM services were provided to a total of 1 027 selected patients in HKEC, HKWC and KCC and 878 paediatric patients at HKCH. |
| Roll out service enhancements for time-critical care | | | | |
| 102. | Enhance the equipment on ambulances for early detection of patients with ST-Elevation Myocardial Infarction (STEMI) in collaboration with the Fire Services Department (FSD) by procuring additional patient monitors with 12-lead electrocardiogram data transmission function for all ambulances by 1Q21 | 1Q21 | Achieved | As at 31 December 2020, all the 492 patient monitors with 12-lead electrocardiogram data transmission function were distributed to FSD's Ambulance Depots. After a month-long pre-launching trial run, the project was officially launched on 1 February 2021. |
| 103. | Improve the standard of care for acute ischaemic stroke patients by providing Intra-arterial Mechanical Thrombectomy in a phased approach by establishing service networks at HKEC, NTEC and NTWC to provide extended service hours during weekdays, and a service network at HKWC to provide 24-hour services by 1Q21 <i>(Same as HKEC Target No. 156, HKWC Target No. 191, NTEC Target No. 312 & NTWC Target No. 340)</i> | 1Q21 | Achieved | The Intra-arterial Mechanical Thrombectomy service networks with extended service hours during weekdays in HKEC, NTEC and NTWC, and 24-hour services in HKWC were implemented. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|--|---|-------------|------------------------|--|
| Share out the demand | | | | |
| Reinforce Public-Private Partnerships (PPP) | | | | |
| 104. | <p>Provide additional patient choices through selected Public-Private Partnership (PPP) programmes for patients, including 650 cataract surgeries, 288 haemodialysis places, 20 790 Radi Collaboration scans, 35 280 GOPC patient capacities, 64 beds for infirmary service, 1 300 colonoscopies and 1 300 glaucoma patient capacities by 1Q21. These programmes include:</p> <ul style="list-style-type: none"> • Cataract Surgeries Programme; • Haemodialysis Public-Private Partnership Programme (HD PPP); • Project on Enhancing Radiological Investigation Services through Collaboration with the Private Sector (Radi Collaboration); • General Outpatient Clinic Public-Private Partnership Programme (GOPC PPP); • Provision of Infirmary Service through Public-Private Partnership (Infirmary Service PPP); • Colon Assessment Public-Private Partnership Programme (Colon PPP); and • Glaucoma Public-Private Partnership Programme (Glaucoma PPP) | 1Q21 | Partially achieved | <p>Progress of PPP programmes were as follows:</p> <p>Cataract Surgeries Programme: A total of 718 cataract surgeries were performed in 2020-21. The target was achieved.</p> <p>HD PPP: 316 haemodialysis places were provided by 1Q21. The target was achieved.</p> <p>Radi Collaboration: 49 018 scans were completed by 1Q21. The target was achieved.</p> <p>GOPC PPP: 39 700 patients participated in GOPC PPP by 1Q21. The target was achieved.</p> <p>Infirmary Service PPP: Infirmary care services provided by a commissioned NGO for operating 64 beds at Wong Chuk Hang Hospital (WCHH) continued in 2020-21.</p> <p>Colon PPP: 369 colonoscopies were provided by 1Q21. The target was partially achieved.</p> <p>Due to adjustment of elective services under the COVID-19 pandemic, colonoscopy cases were cancelled or rescheduled. Riding on the existing Colon PPP platform, the Colon PPP (Surge Special) programme was launched to assist in diverting the demand to the private sector. As such, priority was given to Colon PPP (Surge Special) while Colon PPP was temporarily suspended from April to October 2020. As at 31 March 2021,</p> |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|---|---|-------------|------------------------|--|
| | | | | <p>2 673 colonoscopies were provided under the Colon PPP (Surge Special) programme.</p> <p>Glaucoma PPP: Over 1 300 patients participated in the Glaucoma PPP by 1Q21. The target was achieved.</p> |
| Attract & Retain Staff | | | | |
| Improve staff management | | | | |
| Facilitate flexible working | | | | |
| 105. | Alleviate the workload of frontline doctors by recruiting additional, non-locally trained doctors under Limited Registration (LR) by continuing and enhancing the LR recruitment scheme to attract and recruit more qualified, non-locally trained doctors to work in public hospitals under LR on an ongoing basis | 1Q21 | Achieved | As at 31 March 2021, the Medical Council of Hong Kong approved 74 applications of LR supported by HA and 31 non-locally trained doctors were working in HA under LR scheme. |
| 106. | Continue the Special Retired and Rehire Scheme to re-employ suitable staff upon their retirement in order to retain expertise and help alleviate the manpower issues by implementing rehiring of serving doctors, nurses and AH staff who will leave HA in 2020-21 upon retirement or completion of contract at or beyond the normal retirement age by 1Q21 | 1Q21 | Achieved | Recruitment exercises for rehiring of doctors, nurses and AH staff under the Special Retired and Rehire Scheme 2020-21 were completed. |
| 107. | Continue the enhancement of locum recruitment by extending locum employment to supporting staff and enlarge the locum pool of doctors, nurses and AH professionals by 1Q21 | 1Q21 | Achieved | The HA Board approved the extension of locum recruitment to locum PCA and the ranks of Pharmacist and Dispenser in January and February 2021 respectively. Standby duty was also introduced to locum doctors to serve as a supplementary support to frontline full-time doctors in small hospitals or departments. |
| Develop structured succession planning | | | | |
| 108. | Continue to enhance career progression and promotion opportunities for frontline doctors by providing additional promotion opportunities for frontline doctors by 1Q21 | 1Q21 | Achieved | In 2020-21, two rounds of promotion exercises were conducted with a total of 41 qualified doctors selected for appointment to AC under this programme. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|------|--|-------------|------------------------|---|
| 109. | Continue to implement enhancement measures for supporting staff by implementing enhancement measures for staff at obsolete ranks performing PCA/Operation Assistant (OpA) jobs and other medium and longer term measures for PCA/OpA/Executive Assistant (EA) to provide a stable supporting workforce by 1Q21 | 1Q21 | Achieved | The following enhancement measures for PCA/OpA/EA and staff at obsolete ranks performing PCA/OpA jobs were implemented: Phase 1 (implemented in 2019-20) Pay rise at 8% for all PCA/OpA/EA was implemented. Phase 2 (implemented in 2020-21) (i) Conversion Scheme for staff at obsolete ranks performing PCA/OpA jobs with effect from 1 April 2020; and (ii) Enhancement of annual leave entitlement for staff remunerated on HA Model Pay Scale with retrospective effect from 1 April 2019. Besides, additional resources were earmarked in 2020-21 for increasing training opportunities and varieties of training for supporting staff to meet operational needs and facilitate their career development. |
| 110. | Attract and retain care-related supporting staff by improving their career progression opportunities within the HA by continuing the annual progression exercise for PCA IIIA in inpatient wards or services on 24-hour shift by 1Q21 | 1Q21 | Achieved | The annual progression exercise for 2020-21 were completed with 512 experienced and well-performing PCA IIIA in inpatient wards / services on 24 hours shift [PCA IIIA(IPS)] approved for progression to PCA II(IPS) with effect from 1 April 2020 across clusters. |
| 111. | Attract and retain OpA in inpatient services by improving their career progression opportunities within the HA by continuing the annual progression exercise for OpA IIIB in inpatient services by 1Q21 | 1Q21 | Achieved | The annual progression exercise for 2020-21 were completed with 330 experienced and well-performing OpA IIIB in inpatient services [OpA IIIB(IPS)] approved for progression to OpA IIIA(IPS) with effect from 1 October 2020 across clusters. |
| 112. | Attract and retain EA in inpatient wards by improving their career progression opportunities within the HA by continuing the annual progression exercise for EA IIIA in inpatient wards by 1Q21 | 1Q21 | Achieved | Progression exercise completed. 62 EA IIIA (Ward) were appointed to EA II (Ward) on 1 December 2020. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|---|---|-------------|------------------------|---|
| 113. | 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, A&E, ICU, stroke and peri-operative services by 1Q21 <i>(Same as HKEC Target No. 160, HKWC Target No. 194, KCC Target No. 225, KEC Target No. 249, KWC Target No. 280, NTEC Target No. 315 & NTWC Target No. 343)</i> | 1Q21 | Deferred to 1Q22 | Recruitment of nurse consultant: 13 additional nurse consultants were recruited. One remaining nurse consultant at HKWC will be recruited by 1Q22. Nursing manpower enhancements: 40 additional 40 RNs were recruited to replenish nursing manpower shortfall of in-patient wards by 1Q21. Two additional APNs and 21 RNs were recruited for enhancing stroke services in Medicine and Geriatrics (M&G) wards by 1Q21. 27 additional APNs, 20 APN(Psychiatry)s and 64 RNs were recruited for enhancing various nursing services by 1Q21. |
| 114. | Enhance the promotion prospects for AH grade to better support the increasing service demand by upgrading seven optometrist II positions for enhancing support to ophthalmology and family medicine, and recruiting seven medical physicists for enhancing support to radiology and oncology by 1Q21 <i>(Same as HKEC Target No. 161, HKWC Target No. 195, KCC Target No. 226, KEC Target No. 250, KWC Target No. 281, NTEC Target No. 316 & NTWC Target No. 344)</i> | 1Q21 | Achieved | Seven optometrist II were upgraded to optometrist I for enhancing support to ophthalmology and family medicine. Seven resident physicists were recruited for enhancing support to radiology and oncology. |
| Promote staff engagement & well-being | | | | |
| Develop ways to better engage and communicate with staff | | | | |
| 115. | Engage and improve understanding of younger generation by developing follow up actions in response to the result of Focused Staff Survey (FSS) by announcing results and developing action plan at both corporate and local levels by 1Q21 | 1Q21 | Partially achieved | Focus groups were conducted for four clusters to validate the findings of FSS. The focus groups for other clusters were suspended owing to the COVID-19 pandemic. Results of FSS upon validation via cluster focus groups would be reported to the Board and its Human Resources Committee. Follow-up actions such as development of workplace harmony initiatives, timely communication strategy specially during the COVID-19 pandemic to enhance trust, etc. were identified and implemented. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|---|--|-------------|------------------------|---|
| Foster staff health & a safe working environment | | | | |
| Develop ways to support the health of staff | | | | |
| 116. | Improve accessibility to staff health services by enhancing the service capacity to provide 8 500 additional attendances at QMH staff clinic by 1Q21 | 1Q21 | Partially achieved | Due to the COVID-19 pandemic, the utilisation of staff clinic decreased. It was agreed and supported by hospital management to postpone the additional quota for QMH staff clinic service enhancement to from April 2020 to July 2020 for better utilisation of the quota. In addition, one doctor of staff clinic was deployed to NLTH Hong Kong Infection Control Centre in March 2021. The programme target was hence adjusted according to the above impacts. In total, 4 038 additional attendances were provided at QMH staff clinic by 1Q21. |
| 117. | Manage the demand for psychological services to enhance staff psychological resilience and patient safety by developing a Psychology App with one screening assessments & related psychoeducational materials ⁶ | 1Q21 | Target Achieved | By 1Q21, the Psychology App, namely myOasis, was developed with one screening assessment, two self-help intervention modules, psychoeducational materials, practical functions of staff psychological services and interesting app features. It was soft launched on 24 March 2021 and officially launched on 21 April 2021. As of 15 June 2021, the number of users was over 5 000. Large scale booster promotion to all HA staff will further be launched in 3Q21. |

⁶ The target has been updated to reflect actual programme deliverables.

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|--|---|-------------|------------------------|---|
| Strengthen Occupational Safety & Health | | | | |
| 118. | To foster staff safety culture and improve overall Occupational Safety & Health (OSH) in HA through enhancing the full-time manpower and professional competence of OSH personnel by implementing the new Occupational Safety Hygienist (OSHy) grade by 1Q21 | 1Q21 | Deferred to 1Q24 | Having regard to recruitment difficulty and readiness of internal potential candidates, the HA Board approved on 25 March 2021 the extension of the grace period in applying the entry requirement for Senior Occupational Safety Hygienist (SOSHy) and Occupational Safety Hygienist I (OSHy I) to internal candidates for three years from 1 April 2021 to 31 March 2024, during which competence-based and career linked structured development programme would be arranged to groom internal candidates to fill the SOSHy and OSHy I positions. |
| Enhance Staff Training & Development | | | | |
| Strengthen training governance & police | | | | |
| Establish a mechanism to align training with career development | | | | |
| 119. | Enhance the Training Information Management System (TIMS) to provide comprehensive training-related information for the management and planning of staff training programmes by rolling out of TIMS reports on training resources and external training records by 1Q21 | 1Q21 | Achieved | TIMS reports on training resources and external training records were rolled out by 1Q21. |
| 120. | Further strengthen the competency of nursing staff in supporting terminally ill patients beyond PC setting through clinical attachments at PC units by providing clinical attachments for 16 nurses at PC units in settings beyond PC at HKWC and KEC by 1Q21 | 1Q21 | Partially achieved | Due to the COVID-19 pandemic, the training programme had been suspended since January 2020. Subsequently as the pandemic situation improved and with the support from Central Command Committee and readiness of the clusters, the training was resumed in December 2020 with enhanced infection control measures. Training was started for eight trainees by 1Q21. |
| 121. | Continue with the establishment of HA Institute of Health IT to elevate healthcare IT related education, promote experience sharing and innovation collaborations for HA staff, the public sector, professionals from the local healthcare and the IT industry by providing technology learning and innovation opportunities for 1 200 participants by 1Q21 | 1Q21 | Achieved | New technology learning and exposure initiatives, especially around Smart Hospital, were delivered to 6 205 participants across different professions and specialties. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|------|--|-------------|------------------------|---|
| 122. | Continue to reinforce the internship training in HA for local medical graduates and doctors who passed the Licensing Examination of the Medical Council of Hong Kong by continuing to provide internship training to all local medical graduates and doctors who have passed the Licensing Examination of the Medical Council of Hong Kong. Organise mandatory orientation programme for all intakes of interns by 1Q21 | 1Q21 | Achieved | A total of 95 classes of mandatory orientation programmes were organised for all intakes of interns by 1Q21. |
| 123. | Increase throughput of HA nursing schools, conduct 18-month midwifery programmes and encourage Enrolled Nurses (ENs) to upgrade their skills and competency to RNs level by offering training places for 300 RN and 100 EN students; offering midwifery programmes to 80-100 trainees; and offering training sponsorship to support around 150 ENs to enroll the voluntary RN Conversion Programme by offering training sponsorship to the clinical practicum part by 1Q21 | 1Q21 | Partially achieved | <p>RN training programmes: A total of 300 new students were recruited for the RN training programmes at CMC, QEH and TMH Nursing Schools. The training programmes commenced in 3Q20. The target was achieved.</p> <p>EN training programmes: A total of 100 new students were recruited for the EN training programme at Grantham Hospital (GH) Nursing School. Two classes with 50 new students each commenced in 4Q20 and 1Q21 respectively. The target was achieved.</p> <p>Midwifery programmes: A total of 76 new Midwife trainees were recruited to undertake midwifery training programmes at School of Midwifery in PWH in 3Q20 and 4Q20. The target was partially achieved.</p> <p>RN Conversion Programme: A total of 189 ENs were enrolled in the voluntary RN Conversion Programme through training sponsorship by 1Q21. The target was achieved.</p> |
| 124. | 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 1Q21 | 1Q21 | Achieved | High calibre supporting staff were selected to receive sponsorship and commenced ENs (General) training programme. |
| 125. | Enhance training and development of legal professionals in HA to improve professional and operational competency by providing opportunities for all legal professional staff to attend continuing professional development courses by 1Q21 | 1Q21 | Achieved | By 1Q21, Legal Services Department acquired 84.5 Continuing Professional Development (CPD) points which exceeded the target of 75 CPD points for its legal professionals to attend CPD courses. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|---|---|-------------|------------------------|--|
| 126. | Enhance training and development of finance division staff for professional and operational competency by providing opportunity for a minimum of 80% of finance professional staff to attend a CPD course; providing six attachment placements for Head Office and Clusters' finance professionals; and implementing a finance graduate trainee programme by 1Q21 | 1Q21 | Achieved | Over 90% of finance professional staff attended at least one CPD course; a total of eight attachment placements for Head Office and Cluster Finance professionals were provided; and four trainees at Accounting Officer II (AOII) rank were recruited in 2020-21. |
| 127. | Strengthen the competence and knowledge of staff working in Patient Resource Centres (PRCs) to meet service and professional development needs by delivering professional service development training for 60-80 PRC staff by 1Q21 | 1Q21 | Partially achieved | A one-day corporate-wide training programme was planned to be organised in 2020-21 with the focus on strengthening patient empowerment and support. The planning and preparation for the training was initiated. However, due to the COVID-19 pandemic, the PRC staff training programme was withheld for 2020-21. Subject to the COVID-19 situation, PRC staff training was planned to be arranged in 2021-22 through video-conferencing. |
| 128. | 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 1Q21 (Same as HKEC Target No. 162, HKWC Target No. 196, KCC Target No. 227, KEC Target No. 251, KWC Target No. 282, NTEC Target No. 317 & NTWC Target No. 345) | 1Q21 | Partially Achieved | 92.9 FTE APNs were recruited as part-time clinical preceptors by 1Q21. |
| Improve training quality | | | | |
| Develop a quality assurance framework and raise staff training opportunities | | | | |
| 129. | Continue to sponsor overseas training of doctors, nurses and AH staff by offering a total of around 270 overseas training scholarships to clinical staff by 1Q21 | 1Q21 | Partially achieved | Overseas training scholarships were offered to 58 doctors and 15 nurses by 1Q21. Due to the COVID-19 pandemic, overseas training activities have been suspended since 11 March 2020 to avoid non-essential travel outside Hong Kong. The programme would be subject to further review in light of the development of the pandemic situation. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|------|---|-------------|------------------------|---|
| 130. | Continue implementation of the generic competencies training series in support of grade-specific curriculums for staff in both clinical and non-clinical grades by offering a full range of training programmes under Management 001, 101, 202 and 303 to enhance management capabilities of professional staff at different levels by 1Q21 | 1Q21 | Achieved | Due to the COVID-19 pandemic, all face-to-face trainings have been suspended since 2Q20. Training classes were turned to virtual instructor-led mode from 3Q20 onwards. A total of 59 classes of MGT001, 101, 202 and 303 were offered to 5 640 professional staff in support of their generic competencies development under the grade-specific curriculums. |
| 131. | Continue to provide more training opportunities for clinical staff to facilitate service advancement and professional development by sponsoring around 480 simulation training classes, including crew resource management training for doctors and nurses; 26 specialty training and 150 enhancement programmes for nurses; 65 specialty training or enhancement programmes for AH professionals; 12 specialty training or enhancement programmes for pharmacy staff; and two multidisciplinary programmes for mental health service by 1Q21 | 1Q21 | Partially achieved | <p>Simulation training: A total of 373 simulation training classes, including crew resource management training for doctors and nurses in various specialties, were provided in all clusters by 1Q21, and 120 classes were cancelled due to the COVID-19 pandemic. The target was partially achieved.</p> <p>Specialty training or enhancement programmes: A total of 24 specialty training and 28 enhancement programmes were organized by 1Q21. The other specialty training/enhancement programmes scheduled to be conducted by 1Q21 were suspended due to the COVID-19 pandemic.</p> <p>79 specialty training or enhancement programmes for AH professionals were organised by 1Q21.</p> <p>12 specialty training or enhancement programmes were provided for pharmacy staff by 1Q21.</p> <p>The target was partially achieved.</p> <p>Multidisciplinary programme: One multi-disciplinary programme for mental health service was organised by 1Q21. The target was partially achieved.</p> |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|------|---|-------------|------------------------|--|
| 132. | Provide training subsidies to nurses and AH staff for participating in recognised service-related programmes by offering training subsidies to 550 nurses and 225 AH and pharmacy staff by 1Q21 | 1Q21 | Partially achieved | Training subsidy was offered to 600 nurses, 154 AH staff and 64 pharmacy staff. Due to the COVID-19 pandemic, some courses were suspended. |
| 133. | Continue to strengthen training support for specialties with specialist training gaps by providing 58 trainee places for doctors by 1Q21 | 1Q21 | Achieved | A total of 58 posts were put as operation reserve to provide support to specialties with specialist training gaps. As at 31 March 2021, a total of 53 posts were provided to specialties with specialist training gaps in 2020-21. The remaining five posts would be allocated when operation needs arise. |
| 134. | Reinforce basic resuscitation capabilities of HA staff by providing around 4 470 formal resuscitation training places to clinical staff and formal first aid training to security staff by 1Q21 | 1Q21 | Partially achieved | A total of 4 359 training places of formal resuscitation training for clinical staff and formal first aid training for security staff were provided by 1Q21, while training for 119 places were cancelled due to the COVID-19 pandemic. |
| 135. | Maintain the service level of e-Knowledge Gateway (eKG) by monitoring and reviewing coverage of the electronic journal service for delivering the latest clinical and management knowledge electronically to all HA staff by maintaining the eKG journal service at the current level, taking into account the rising subscription fee of electronic journals by 1Q21 | 1Q21 | Achieved | The service level of eKG was maintained. |

CLUSTER PLANS

HKEC Targets

Improve Service Quality

| | | | | |
|------|---|------|------------------|---|
| 136. | Enhance AH services at HKEC by providing services for an additional of 2 630 speech therapy inpatient attendances and 1 100 prosthetic and orthotic inpatient attendances | 1Q21 | Deferred to 1Q22 | <p>By 1Q21, 3 035 additional speech therapy inpatient attendances were provided at HKEC.</p> <p>By 1Q21, 239 additional prosthetic and orthotic inpatient attendances were provided.</p> <p>Due to the COVID-19 pandemic, the target of 1 100 prosthetic and orthotic inpatient attendances was deferred to 1Q22.</p> |
|------|---|------|------------------|---|

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|------|---|-------------|------------------------|---|
| 137. | Provide OPAT service for 170 additional new case attendances for SOPC at PYNEH <i>(Same as Corporate Target No. 48)</i> | 1Q21 | Deferred to 1Q22 | Due to the COVID-19 pandemic, the training arrangement for preparation of the Home/Caregiver OPAT service for PYNEH was affected. Therefore, the programme has not been started. The target of 170 additional new case attendances for SOPC at PYNEH was deferred to 1Q22. |
| 138. | Set up a discharge lounge at PYNEH to facilitate pre-discharge planning and enhance rehabilitation bed utilization <i>(Same as Corporate Target No. 54)</i> | 1Q21 | Achieved | A discharge lounge commenced operation at PYNEH in February 2021. |
| 139. | Roll out the restorative rehabilitation programme for stroke patients at TWEH and provide an additional of 1 150 physiotherapy and 1 150 occupational therapy attendances to cover weekends and public holidays <i>(Same as Corporate Target No. 55)</i> | 1Q21 | Deferred to 4Q21 | Occupational therapy: The target of providing 1 150 additional occupational therapy attendances was achieved by 1Q21. Physiotherapy: By 1Q21, 1 082 additional physiotherapy attendances were provided. Due to the COVID-19 pandemic, the remaining target was deferred to 4Q21. |
| 140. | Provide services with stratified care management for 2 200 additional physiotherapy outpatient attendances at PYNEH <i>(Same as Corporate Target No. 56)</i> | 1Q21 | Achieved | The target of 2 200 additional physiotherapy outpatient attendance at PYNEH was achieved by 1Q21. |
| 141. | Provide early patient mobilisation services by physiotherapists in the acute general adult ICU of HKEC to 200 additional ICU patients <i>(Same as Corporate Target No. 65)</i> | 1Q21 | Achieved | The target was achieved. |
| 142. | Enhance geriatric support for elderly patients attending A&E by providing services for 750 additional focused geriatric assessments at RH <i>(Same as Corporate Target No. 67)</i> | 1Q21 | Achieved | 785 additional focused geriatric assessments were provided at A&E department of RH. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|------|--|-------------|------------------------|---|
| 143. | Enhance the CGAT support for terminally ill patients in RCHes by providing services for 350 additional geriatric outreach attendances <i>(Same as Corporate Target No. 70)</i> | 1Q21 | Achieved | 350 additional geriatric outreach attendances were provided. |
| 144. | Enhance multidisciplinary support to provide psychogeriatric outreach services to RCHes at HKEC for 840 additional attendances <i>(Same as Corporate Target No. 71)</i> | 1Q21 | Deferred to 1Q22 | Due to visiting restriction of RCHes during the COVID-19 pandemic, CGAT services for terminally ill patients were suspended. The target of 840 additional psychogeriatric outreach attendances was deferred to 1Q22. By 1Q21, 717 additional psychogeriatric outreach attendances were provided at HKEC. |
| 145. | Recruit an additional case manager at HKEC to provide services for 300 additional psychiatric outreach attendances to patients with mental illness <i>(Same as Corporate Target No. 72)</i> | 1Q21 | Deferred to 1Q22 | One additional case manager was recruited to support patients with mental illness in HKEC. Due to the COVID-19 pandemic, the outreach services were scaled down. The target of 300 additional psychiatric outreach attendances was deferred to 1Q22. |
| 146. | Roll out the IPMOE system to A&E department at HKEC ⁷ <i>(Same as Corporate Target No. 74)</i> | 1Q21 | Achieved | The IPMOE system was implemented in the A&E department of PYNEH by 1Q21. |
| 147. | Roll out the screening programme for IEM to PYNEH <i>(Same as Corporate Target No. 79)</i> | 1Q21 | Achieved | The programme was extended to PYNEH. |
| 148. | Optimise surgical planning at the orthopaedics and traumatology departments by adopting medical grade 3D printing at HKEC <i>(Same as Corporate Target No. 80)</i> | 1Q21 | Achieved | Medical grade 3D printing technology was adopted for surgical planning at HKEC. |

⁷ The target has been updated to reflect actual programme deliverables.

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|-----------------------------------|--|-------------|------------------------|---|
| Optimise Demand Management | | | | |
| 149. | Recruit eight additional PCAs to enhance NEATS | 1Q21 | Achieved | Eight additional PCAs were recruited. |
| 150. | Enhance prevention and control of viral hepatitis by providing 1 800 additional service capacity for hepatitis related tests, setting up hepatitis nurse clinic and enhancing antenatal clinic <i>(Same as Corporate Target No. 94)</i> | 1Q21 | Achieved | 15 000 additional hepatitis related tests were provided and the targets of setting up hepatitis nurse clinics and enhancing antenatal clinics were achieved. |
| 151. | Enhance imaging services at HKEC to provide an additional of 580 attendances for mammograms and 170 attendances for diagnostic angiography examinations ⁸ <i>(Same as Corporate Target No. 96)</i> | 1Q21 | Deferred to 1Q22 | Due to the COVID-19 pandemic, the target of additional mammograms attendances was deferred to 1Q22. As at 31 March 2021, an additional total of 236 attendances for mammograms were provided at PYNEH. Due to the COVID-19 pandemic, the assembly of the angiography machine and onsite specialist training were delayed. The target of 170 additional attendances for diagnostic angiography examinations was deferred to 1Q22. |
| 152. | Enhance pharmacy services by implementing pharmacist clinic for ambulatory care at PYNEH, launching drug refill services and implementing the inpatient drug distribution model at HKEC <i>(Same as Corporate Target No. 97)</i> | 1Q21 | Achieved | Pharmacist clinic for ambulatory care at PYNEH and drug refill services in HKEC commenced in 4Q20. System enhancement and interface with relevant HA systems were completed for HKEC to implement aligned inpatient drug distribution model in 1Q21. |

⁸ The current target corresponds to the updated HA Annual Plan 2020-21 as of December 2020.

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|------|---|-------------|------------------------|--|
| 153. | Enhance cancer services by providing inpatient consultative oncology services at RH; providing case management services to 200 patients with breast cancer and 150 patients with colorectal cancer, and recruiting a social worker to provide psychosocial support for 800 additional attendances to oncology patients at HKEC <i>(Same as Corporate Target No. 98 & 99)</i> | 1Q21 | Deferred to 1Q22 | Inpatient consultative oncology services: Inpatient consultative oncology services at RH was implemented. Case management services: The target of providing case management services to 200 patients with breast cancer was achieved by 1Q21. Elective colonoscopy service: Due to the COVID-19 pandemic, elective colonoscopy service was reduced with less colonoscopies screened and higher new case default rate in SOPC. Thus, the target of providing case management services to 150 patients with colorectal cancer was deferred to 1Q22. Recruitment of social worker: A social worker was recruited in August 2020 and 800 additional psychosocial support attendances were provided by 1Q21. |
| 154. | Provide services for six additional hospital haemodialysis places for patients with end-stage renal disease <i>(Same as Corporate Target No. 100)</i> | 1Q21 | Achieved | Six additional hospital haemodialysis places were provided by 1Q21. |
| 155. | Provide 300 CGM sensors and related services to patients at HKEC <i>(Same as Corporate Target No. 101)</i> | 1Q21 | Achieved | CGM services was provided to 300 selected patients in HKEC by 1Q21. |
| 156. | Establish service networks at HKEC to provide Intra-arterial Mechanical Thrombectomy service at extended hours during weekdays for acute ischaemic stroke patients <i>(Same as Corporate Target No. 103)</i> | 1Q21 | Achieved | Intra-arterial Mechanical Thrombectomy service networks with extended service hours during weekdays in HKEC were implemented. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|---|--|-------------|------------------------|--|
| Enhance Staff Training and Development | | | | |
| 157. | Enhance phlebotomy services at HKEC by providing additional positions and upgraded phlebotomists positions across the Clusters' hospitals | 1Q21 | Achieved | Six additional phlebotomists and five upgraded phlebotomists were recruited. |
| 158. | Enhance supporting staff manpower for AH services by recruiting two additional PCAs | 1Q21 | Achieved | Two additional PCAIs were recruited. |
| 159. | Enhance administrative support at HKEC by recruiting additional executive and clerical staff for acute medical wards, finance and administration departments | 1Q21 | Achieved | Additional executive and clerical staff were recruited for acute medical wards, finance and administration departments. |
| 160. | Enhance nursing manpower by recruiting a total of 22 nurses for general and psychiatric inpatient wards, A&E, ICU, stroke and peri-operative services <i>(Same as Corporate Target No. 113)</i> | 1Q21 | Achieved | 22 nurses were recruited for general and psychiatric inpatient wards, A&E, ICU, stroke and peri-operative services. |
| 161. | Recruit one medical physicist and upgrade one optometrist II position for enhancing the promotion prospects of AH staff <i>(Same as Corporate Target No. 114)</i> | 1Q21 | Achieved | One resident physicist was recruited and one optometrist II was upgraded to optometrist I. |
| 162. | Recruit 13 FTE APNs as part-time clinical preceptors for junior nurses <i>(Same as Corporate Target No. 128)</i> | 1Q21 | Partially achieved | 9.03 FTE APNs were recruited as part-time clinical preceptors. |
| HKWC Targets | | | | |
| Improve Service Quality | | | | |
| 163. | Provide triage service for cardiac patients at TWH and enhance the cardiac rehabilitation programme to provide services for 1 350 additional rehabilitation day attendances | 1Q21 | Deferred to 1Q22 | Triage service for cardiac patients in TWH commenced in July 2020. By 1Q21, 756 additional rehabilitation day attendances were provided. Due to the COVID-19 pandemic, the remaining target was deferred to 1Q22. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|------|--|-------------|------------------------|--|
| 164. | Enhance the multidisciplinary support for lymphedema care in TWH to provide services for 860 additional day patient attendances | 1Q21 | Deferred to 1Q22 | By 1Q21, 642 additional day patient attendances were provided. Due to the COVID-19 pandemic, the remaining target was deferred to 1Q22. |
| 165. | Enhance the medical support for ventilated, neurosurgical and orthopaedic patients at MMRC and provide End of Life (EOL) care to 90 patients at TWGHs Fung Yiu King Hospital (FYKH) | 1Q21 | Achieved | 24-hour medical support for ventilated, neurosurgical and orthopaedic patients at MMRC commenced in July 2020. By 1Q21, EOL care was provided to 107 patients in FYKH. |
| 166. | Enhance the service capacity to provide an additional of 19 haematopoietic stem cells transplants, 180 tests for Next Generation Sequencing and 60 tests for measurable residual disease | 1Q21 | Partially achieved | Service capacity was enhanced. By 1Q21, 19 additional haematopoietic stem cells transplants, 261 tests for Next Generation Sequencing and 41 tests for measurable residual disease were provided. |
| 167. | Provide prostate biopsies service for 100 additional patients using transperineal approach | 1Q21 | Achieved | 100 additional patients received transperineal prostate biopsy by 1Q21. |
| 168. | Enhance patients' blood management by implementing thromboelastometry tests for quick screen of global haemostasis | 1Q21 | Achieved | Thromboelastometry tests were implemented for quick screen of global haemostasis. |
| 169. | Enhance capacity of ambulatory surgical services to provide 200 additional surgical procedures with same day admission at DKCH <i>(Same as Corporate Target No. 47)</i> | 1Q21 | Deferred to 1Q22 | By 1Q21, 73 additional surgeries were provided at DKCH. Due to the COVID-19 pandemic, the remaining target was deferred to 1Q22. |
| 170. | Set up a mobile team at QMH to provide respiratory care to patients in the medicinal ward and designate two beds to support cases with respiratory complications <i>(Same as Corporate Target No. 57)</i> | 1Q21 | Achieved | Mobile team service was rolled out in QMH to provide respiratory care to patients in medical wards by 1Q21. Two designated beds were opened in QMH to support cases with respiratory complications by 1Q21. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End IQ21 | Latest Position |
|------|--|-------------|------------------------|--|
| 171. | Set up a multidisciplinary PC consultative team at HKWC to provide 1 250 additional consultative visits <i>(Same as Corporate Target No. 59)</i> | 1Q21 | Deferred to 4Q21 | By 1Q21, 1 169 additional consultative visits were provided. Due to recruitment difficulties of doctor, this progress was slightly below the target of 1 250 additional consultative visits. The remaining target was deferred to 4Q21. |
| 172. | Enhance AH support to C&A patients by providing services for 660 additional AH outpatient attendances at HKWC <i>(Same as Corporate Target No. 60)</i> | 1Q21 | Deferred to 1Q22 | By 1Q21, 502 additional AH outpatient attendances were provided at HKWC. Due to decreased number of patient attendances for AH outpatient services under the COVID-19 pandemic, the remaining target was deferred to 1Q22. |
| 173. | Provide early patient mobilisation services by physiotherapists in the acute general adult ICU of HKWC to 200 additional ICU patients <i>(Same as Corporate Target No. 65)</i> | 1Q21 | Achieved | The target was achieved. |
| 174. | Enhance geriatric support for patients attending A&E by providing 750 additional focused geriatric assessments at QMH <i>(Same as Corporate Target No. 67)</i> | 1Q21 | Achieved | As at 1Q21, 758 additional focused geriatric assessments were provided at A&E in QMH. |
| 175. | Enhance the CGAT support for terminally ill patients in RCHEs by providing services for 350 additional geriatric outreach attendances <i>(Same as Corporate Target No. 70)</i> | 1Q21 | Achieved | Target completed with 357 additional attendances achieved. |
| 176. | Recruit an additional case manager at HKWC to provide services for 300 additional psychiatric outreach attendances to patients with mental illness <i>(Same as Corporate Target No. 72)</i> | 1Q21 | Deferred to 1Q22 | One additional case manager was recruited to support patients with mental illness in HKWC. Due to the COVID-19 pandemic, the outreach services were scaled down. By 1Q21, 290 additional psychiatric outreach attendances were provided in HKWC. The remaining target was deferred to 1Q22. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End IQ21 | Latest Position |
|-----------------------------------|---|-------------|------------------------|--|
| 177. | Establish a liaison committee on genetics services to explore future service models for genetic and genomic service in HA; recruit and train genetic counsellors for indexing patients and family members <i>(Same as Corporate Target No. 78)</i> | 1Q21 | Achieved | Liaison committee on genetics services was established in September 2020. A genetic counsellor was recruited in October 2020 and was under on-job training. |
| 178. | Provide deep brain stimulation treatment for five additional patients with advanced Parkinson's Disease <i>(Same as Corporate Target No. 81)</i> | 1Q21 | Achieved | Five additional patients received deep brain stimulation treatment at QMH. |
| Optimise Demand Management | | | | |
| 179. | Develop a designated team to enhance the capacity for advanced pulmonary hypertension to provide services for 15 additional patients | 1Q21 | Achieved | A designated team was developed for advanced pulmonary hypertension service. 15 additional patients were served by 1Q21. |
| 180. | Enhance the child assessment service at DKCH to cater for 270 additional new case attendances for SOPC | 1Q21 | Achieved | The target of 270 additional new case attendances for SOPC was achieved by 1Q21. |
| 181. | Extend the service hours of perfusion services to support emergency cardiothoracic operations and extracorporeal life support services | 1Q21 | Achieved | The service hours of perfusion services were extended to between 8am and 8pm. |
| 182. | Recruit three additional PCAs to enhance NEATS | 1Q21 | Achieved | Three additional PCAs were recruited. |
| 183. | Provide nine additional sessions per week for endoscopic procedures at HKWC <i>(Same as Corporate Target No. 90)</i> | 1Q21 | Achieved | Nine additional sessions per week for endoscopic procedures were provided at HKWC by 1Q21. |
| 184. | Enhance Orthopaedics SOPC capacity to provide services for 1 120 additional new case attendances <i>(Same as Corporate Target No. 93)</i> | 1Q21 | Achieved | The target of 1 120 additional new case attendances was achieved by 1Q21. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|------|--|-------------|------------------------|--|
| 185. | Provide adult immunology and allergy services for an additional of 120 new case attendances for SOPC and 670 day patient attendances <i>(Same as Corporate Target No. 93)</i> | 1Q21 | Achieved | The targets of additional 120 new case attendances for SOPC and 670 day patient attendances for adult immunology and allergy services were achieved by 1Q21. |
| 186. | Enhance prevention and control of viral hepatitis by providing 7 420 additional service capacity for hepatitis related tests, setting up hepatitis nurse clinic and enhancing antenatal clinic <i>(Same as Corporate Target No. 94)</i> | 1Q21 | Partially achieved | As the hepatitis related tests were demand driven, only 96.19% of the target growth was achieved despite all the test requests having been met. The targets of setting up hepatitis nurse clinic and enhancing antenatal clinic were achieved. |
| 187. | Enhance pharmacy services by implementing pharmacist clinic for ambulatory care at QMH and the inpatient drug distribution model at HKWC <i>(Same as Corporate Target No. 97)</i> | 1Q21 | Achieved | Pharmacist clinic for ambulatory care at QMH commenced operation in 4Q20. System enhancement and interface with relevant HA systems were completed for HKWC to implement aligned inpatient drug distribution model in 1Q21. |
| 188. | Enhance cancer services by providing case management services to an additional of 100 patients with breast cancer, 50 patients with haematological cancer and 100 patients with gynaecological cancer, as well as recruiting a social worker to provide psychosocial support for 800 additional attendances to oncology patients <i>(Same as Corporate Target No. 99)</i> | 1Q21 | Achieved | The targets of providing case management services to an additional of 100 patients with breast cancer, 50 patients with haematological cancer and 100 patients with gynaecological cancer were achieved by 1Q21. A social worker was recruited and 800 additional psychosocial support attendances were provided by 1Q21. |
| 189. | Provide three additional hospital haemodialysis places for patients with end-stage renal disease <i>(Same as Corporate Target No. 100)</i> | 1Q21 | Achieved | Three additional hospital haemodialysis places were provided by 1Q21. |
| 190. | Provide 300 CGM sensors and related services to patients at HKWC <i>(Same as Corporate Target No. 101)</i> | 1Q21 | Achieved | CGM services were provided to 375 selected patients in HKWC by 1Q21. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|---|--|-------------|------------------------|---|
| 191. | Establish service networks at HKWC to provide 24-hour Intra-arterial Mechanical Thrombectomy service for acute ischaemic stroke patients <i>(Same as Corporate Target No. 103)</i> | 1Q21 | Achieved | 24-hour Intra-arterial Mechanical Thrombectomy service networks for acute ischaemic stroke patients in HKWC were implemented. |
| Enhance Staff Training and Development | | | | |
| 192. | Enhance supporting staff manpower for AH services by recruiting two additional PCAs | 1Q21 | Achieved | Two additional PCAs were recruited. |
| 193. | Enhance administrative support at HKWC by recruiting additional executive, clerical and supporting staff for acute medical wards, human resource, finance and administration departments | 1Q21 | Achieved | Additional executive and clerical staff were recruited for acute medical wards, human resource, finance and administration departments. |
| 194. | Enhance nursing manpower by recruiting 17 nurses for general inpatient and labour wards, A&E, ICU, stroke and peri-operative services <i>(Same as Corporate Target No. 113)</i> | 1Q21 | Deferred to 1Q22 | A total of 16 nurses were recruited for general inpatient and labour wards, A&E, ICU, stroke and peri-operative services by 1Q21. The recruitment of the remaining one APN for ICU service was in progress. |
| 195. | Recruit one medical physicist and upgrade one optometrist II position for enhancing the promotion prospects of AH staff <i>(Same as Corporate Target No. 114)</i> | 1Q21 | Achieved | One resident physicist was recruited and one optometrist II was upgraded to optometrist I. |
| 196. | Recruit 11 FTE APNs as part-time clinical preceptors for junior nurses <i>(Same as Corporate Target No. 128)</i> | 1Q21 | Partially achieved | 9.9 FTE APNs were recruited as part-time clinical preceptors by 1Q21. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|--------------------------------|--|-------------|------------------------|---|
| KCC Targets | | | | |
| Improve Service Quality | | | | |
| 197. | 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 | 1Q21 | Deferred to 1Q22 | The CRSSC was relocated to the Multi-Service Centre at QEH campus and commenced service in 2Q20. Due to the COVID-19 pandemic, patient attendances were affected. The target of 340 additional AH outpatient attendances was deferred to 1Q22. |
| 198. | Provide OPAT service for 1 000 additional day patient attendances at QEH <i>(Same as Corporate Target No. 48)</i> | 1Q21 | Deferred to 1Q22 | OPAT service was extended to non-medical departments in QEH in December 2020. Due to manpower deployment under the COVID-19 pandemic, the target of 1 000 additional day patient attendances at QEH was deferred to 1Q22. |
| 199. | Set up a team for providing PAAC services in KCC <i>(Same as Corporate Target No. 53)</i> | 1Q21 | Achieved | PAAC services commenced in KCC in October 2020. |
| 200. | Roll out the restorative rehabilitation programme for patients with lower limb fracture or arthroplasties at KWH and provide services for 1 150 additional physiotherapy attendances to cover weekends and public holidays <i>(Same as Corporate Target No. 55)</i> | 1Q21 | Achieved | The target of providing 1 150 additional physiotherapy attendances during weekends and public holidays was achieved by 1Q21. |
| 201. | Provide services with stratified care management for 2 200 additional physiotherapy outpatient attendances at KWH <i>(Same as Corporate Target No. 56)</i> | 1Q21 | Achieved | The target of 2 200 additional physiotherapy outpatient attendances at KWH was achieved by 1Q21. |
| 202. | Set up a multidisciplinary PC consultative team at KCC to provide services for 1 450 additional consultative visits <i>(Same as Corporate Target No. 59)</i> | 1Q21 | Achieved | The target of 1 450 additional consultative visits was achieved by 1Q21. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|------|---|-------------|------------------------|---|
| 203. | Designate one Maternal Special Care Bed (MSCB) in the labour ward of KWH and recruit two RNs for training in high-risk pregnancy care <i>(Same as Corporate Target No. 63)</i> | 1Q21 | Achieved | One MSCB was designated in KWH in July 2020. |
| 204. | Provide early patient mobilisation services by physiotherapists in the acute general adult ICU of KCC to 200 additional ICU patients <i>(Same as Corporate Target No. 65)</i> | 1Q21 | Achieved | The target was achieved. |
| 205. | Enhance the CGAT support for terminally ill patients in RCHEs by providing services for 700 additional geriatric outreach attendances <i>(Same as Corporate Target No. 70)</i> | 1Q21 | Deferred to 1Q22 | Due to visiting restriction of RCHEs under the COVID-19 pandemic, CGAT services for terminally ill patients were suspended. As at March 2021, 437 geriatric outreach attendances (62% of target) were provided. The remaining target would be delivered by 1Q22. |
| 206. | Recruit a case manager in KCC to provide services for 300 additional psychiatric outreach attendances to patients with mental illness <i>(Same as Corporate Target No. 72)</i> | 1Q21 | Deferred to 1Q22 | One additional case manager was recruited to support patients with mental illness in KCC. Due to the COVID-19 pandemic, the outreach services were scaled down. The target of 300 additional psychiatric outreach attendances was deferred to 1Q22. |
| 207. | Recruit an additional pharmacist to provide medication management service for hospitalised geriatric patients under the care of Psychiatry Department at KH <i>(Same as Corporate Target No. 76)</i> | 1Q21 | Achieved | One additional pharmacist was recruited in KH in August 2020. |
| 208. | Provide deep brain stimulation treatment for five additional patients with advanced Parkinson's Disease <i>(Same as Corporate Target No. 81)</i> | 1Q21 | Deferred to 1Q22 | Due to service adjustment under the COVID-19 pandemic, elective OT sessions were suspended. As at 31 March 2021, one patient received deep brain stimulation treatment. The remaining target was deferred to 1Q22. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|-----------------------------------|--|-------------|------------------------|--|
| Optimise Demand Management | | | | |
| 209. | Continue to support the service commencement of the new annex building at Hong Kong Red Cross Blood Transfusion Service (BTS) Headquarters and introduce pathogen reduction treatment of blood components and red cell blood group genotyping services | 1Q21 | Achieved | Support to service commencement of the new annex building at BTS Headquarters continued. By 1Q21, a total of 3 000 blood donor samples were typed for extended red cell blood groups by molecular method and 500 units of pathogen-reduction treated apheresis platelet were manufactured for distribution. |
| 210. | Enhance clinical care at Tung Wah Group Of Hospitals Wong Tai Sin Hospital (WTSH) to provide services for 350 additional inpatient attendances | 1Q21 | Achieved | The target of 350 additional inpatient attendances at WTSH was achieved by 1Q21. |
| 211. | Recruit 13 additional PCAs to enhance NEATS | 1Q21 | Achieved | 13 additional PCAs were recruited. |
| 212. | Provide 10 additional OT sessions per week at QEH <i>(Same as Corporate Target No. 88)</i> | 1Q21 | Deferred to 1Q22 | Due to the suspension of elective OT sessions and manpower deployment under the COVID-19 pandemic, provision of 10 additional OT sessions per week at QEH was deferred to 1Q22. |
| 213. | Provide services for 2 000 additional FMSC attendances under the collaborative model for FM and O&T at KCC <i>(Same as Corporate Target No. 91)</i> | 1Q21 | Deferred to 1Q22 | Patient attendance was affected by the COVID-19 pandemic, as many patients failed to turn up or cancelled the appointment late, making it difficult to reassess the timeslots. By March 2021, 1 901 attendances (95.1% of target) were provided. The remaining target was deferred to 1Q22. |
| 214. | Provide services for 375 additional SOPC new case attendances for Internal Medicine at QEH <i>(Same as Corporate Target No. 93)</i> | 1Q21 | Deferred to 1Q22 | Due to the COVID-19 pandemic, ambulatory service was affected and patient attendances dropped significantly because of high patient default rate. 247 additional SOPC new case attendances were provided at QEH by 1Q21. The remaining target was deferred to 1Q22. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|------|--|-------------|------------------------|---|
| 215. | Enhance prevention and control of viral hepatitis by providing 5 170 additional service capacity for hepatitis related tests, setting up hepatitis nurse clinic and enhancing antenatal clinic <i>(Same as Corporate Target No. 94)</i> | 1Q21 | Partially achieved | Due to service adjustment under the COVID-19 pandemic, the number of some laboratory tests such as liver function test dropped considerably. As the hepatitis related tests were demand driven, only 99.8% of the target growth was achieved despite all the test requests having been met. The targets of setting up hepatitis nurse clinic and enhancing antenatal clinic were achieved. |
| 216. | Enhance imaging services at KCC to cater for 1 760 additional mammograms <i>(Same as Corporate Target No. 96)</i> | 1Q21 | Deferred to 1Q22 | Due to the COVID-19 pandemic, the target of additional mammogram attendances was deferred to 1Q22. As at 31 March 2021, an additional total of 1 293 attendances for mammogram were provided at QEH, KWH and OLMH. |
| 217. | Enhance pharmacy services by implementing pharmacist clinic for ambulatory care and providing clinical pharmacy services to oncology outpatients at QEH <i>(Same as Corporate Target No. 97)</i> | 1Q21 | Achieved | Implementation of pharmacist clinic for ambulatory care and clinical pharmacy services to oncology outpatients at QEH commenced in 4Q20. |
| 218. | Enhance on-site consultative oncology services and cater for 100 additional SOPC new cases attendances at KWH <i>(Same as Corporate Target No. 98)</i> | 1Q21 | Achieved | On-site consultative oncology services had been enhanced since September 2020 and 100 additional SOPC new cases attendances were provided at KWH by 1Q21. |
| 219. | Extend the service hours of radiotherapy at QEH to provide services for 1 330 additional treatment attendances <i>(Same as Corporate Target No. 98)</i> | 1Q21 | Deferred to 1Q22 | Due to delay in clinical practicum and recruitment of Radiation Therapist (RT) graduates under the COVID-19 pandemic, expansion of radiotherapy service was interrupted. Therefore, the extension of radiotherapy service hours was deferred to 1Q22. |
| 220. | Enhance cancer services by providing case management services to additional 100 patients with breast cancer, 50 patients with haematological cancer and recruiting a social worker to provide psychosocial support for 800 additional attendances to oncology patients <i>(Same as Corporate Target No. 99)</i> | 1Q21 | Achieved | The targets of providing case management services to additional 100 patients with breast cancer and 50 patients with haematological cancer were achieved by 1Q21. A social worker was recruited and 800 additional psychosocial support attendances were provided by 1Q21. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|---|--|-------------|------------------------|---|
| 221. | Provide services for six additional hospital haemodialysis places for patients with end-stage renal disease <i>(Same as Corporate Target No. 100)</i> | 1Q21 | Achieved | Six additional hospital haemodialysis places were provided by 1Q21. |
| 222. | CGM sensors and related diabetic services will be provided for 300 adults and 600 paediatric patients at KCC <i>(Same as Corporate Target No. 101)</i> | 1Q21 | Achieved | CGM services were provided to 352 selected adult patients and 878 paediatric patients in KCC by 1Q21. |
| Enhance Staff Training and Development | | | | |
| 223. | Enhance supporting staff manpower for AH services by recruiting three additional PCAs | 1Q21 | Achieved | Three additional PCAs were recruited. |
| 224. | Enhance administrative support at KCC by recruiting additional executive and clerical staff for acute medical wards, SOPCs, finance and administration departments | 1Q21 | Achieved | Additional executive and clerical staff were recruited for acute medical wards, SOPCs, finance and administration departments. |
| 225. | Enhance nursing manpower by recruiting 30 nurses for general and psychiatric inpatient wards, labour ward, A&E, ICU, stroke and peri-operative services <i>(Same as Corporate Target No. 113)</i> | 1Q21 | Achieved | A total of 30 nurses were recruited for general and psychiatric inpatient wards, labour ward, A&E, ICU, stroke and peri-operative services by 1Q21. |
| 226. | Recruit two additional medical physicists and upgrade one optometrist II position for enhancing the promotion prospects of AH staff <i>(Same as Corporate Target No. 114)</i> | 1Q21 | Achieved | Two resident physicists were recruited and one optometrist II was upgraded to optometrist I. |
| 227. | Recruit 17 FTE APNs as part-time clinical preceptors for junior nurses <i>(Same as Corporate Target No. 128)</i> | 1Q21 | Achieved | 18 FTE APNs were recruited as part-time clinical preceptors by 1Q21. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|--------------------------------|---|-------------|------------------------|--|
| KEC Targets | | | | |
| Improve Service Quality | | | | |
| 228. | Enhance the capacity of AH services to provide 23 580 additional AH inpatient and outpatient attendances | 1Q21 | Deferred to 1Q22 | Due to the COVID-19 pandemic, there were increased outpatient default rate, reduced AH activities and delay in AH manpower recruitment, which led to decrease in AH inpatient and outpatient attendances. The target of 23 580 additional AH inpatient and outpatient attendances was deferred to 1Q22. |
| 229. | Set up a cluster-based nursing triage team to facilitate pre-discharge planning and enhance rehabilitation bed utilisation at KEC <i>(Same as Corporate Target No. 54)</i> | 1Q21 | Achieved | The cluster-based nursing triage team was set up in KEC by 1Q21. |
| 230. | Provide services with stratified care management for 2 200 additional physiotherapy outpatient attendances at TKOH <i>(Same as Corporate Target No. 56)</i> | 1Q21 | Deferred to 1Q22 | Due to the COVID-19 pandemic, there was delay in registration by Physiotherapy Board resulting in delay in staff recruitment. As such, the programme commencement was deferred. The target of 2 200 additional physiotherapy outpatient attendances at TKOH was deferred to 1Q22. |
| 231. | Enhance psychiatric services for C&A patients by implementing the collaboration between paediatric and psychiatric departments and improving AH support to provide services for 660 additional AH outpatient attendances at KEC <i>(Same as Corporate Target No. 60)</i> | 1Q21 | Achieved | Collaboration between paediatric and psychiatric departments was implemented. The target of 660 additional AH outpatient attendances was achieved by 1Q21. |
| 232. | Establish a cluster-based, infectious disease network at KEC for expanding service coverage and improving coordination <i>(Same as Corporate Target No. 61)</i> | 1Q21 | Achieved | The cluster-based infectious disease network has been established in KEC since 2Q20. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|------|---|-------------|------------------------|---|
| 233. | Increase manpower at TKOH A&E Department and establish a Fast Track Clinic in the day medical centre to provide services for 300 additional new case attendances for SOPC (Same as Corporate Target No. 64) | 1Q21 | Deferred to 1Q22 | Manpower was increased at TKOH A&E and a Fast Track Clinic was established in the day medical centre. By 1Q21, 286 additional SOP new case attendances were provided. Due to decreased patient attendances under the COVID-19 pandemic, the remaining target was deferred to 1Q22. |
| 234. | Provide early patient mobilisation services by physiotherapists in the acute general adult ICU of KEC to 200 additional ICU patients (Same as Corporate Target No. 65) | 1Q21 | Achieved | The target was achieved. |
| 235. | Enhance the transitional post-discharge support for elderly patients with hip fracture and acute stroke by providing an additional of 1 500 needs assessments and 3 600 home visits with rehabilitation at KEC (Same as Corporate Target No. 69) | 1Q21 | Deferred to 1Q22 | 1 578 additional needs assessments were provided at KEC by 1Q21. Target was achieved. Due to low patient acceptance for home visits and staff deployment under the COVID-19 pandemic, only 2 959 home visits with rehabilitation were provided. The remaining target would be delivered in 1Q22. |
| 236. | Enhance multidisciplinary support to provide psychogeriatric outreach services to RCHEs in KEC for 840 additional attendances (Same as Corporate Target No. 71) | 1Q21 | Achieved | The target of additional 840 psychogeriatric outreach attendances was achieved by 1Q21. |
| 237. | Roll out the screening programme for IEM to UCH (Same as Corporate Target No. 79) | 1Q21 | Achieved | The programme was extended to UCH. |
| 238. | Optimise surgical planning at the O&T departments by adopting medical grade 3D printing at KEC (Same as Corporate Target No. 80) | 1Q21 | Achieved | Medical grade 3D printing technology was adopted for surgical planning at KEC. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|-----------------------------------|---|-------------|------------------------|---|
| Optimise Demand Management | | | | |
| 239. | Expand the Enhanced Recovery After Surgery (ERAS) programme to provide services for 450 additional surgical, orthopaedic and gynaecological patients at KEC | 1Q21 | Achieved | The target of providing services for 450 additional surgical, orthopaedic and gynaecological patients was achieved by 1Q21. |
| 240. | Recruit seven additional PCAs to enhance NEATS | 1Q21 | Achieved | Seven additional PCAs were recruited. |
| 241. | Increase the GOPC quota by 2 370 at KEC (Same as Corporate Target No. 92) | 1Q21 | Partially achieved | Despite the planned increase in GOPC quotas, the number of GOPC attendances fell short slightly of the target deliverables due to multiple factors, including the short influenza season and high patient default rate under the COVID-19 pandemic. KEC would continue to provide the planned increase of GOPC quotas in 2021-22 onward to augment the service capacity of GOPC. |
| 242. | Provide an additional total of 1 570 new case attendances for internal medicine, ophthalmology and psychiatry SOPC at KEC (Same as Corporate Target No. 93) | 1Q21 | Achieved | 1 591 additional new case attendances were provided at internal medicine, ophthalmology and psychiatry SOPCs of KEC. |
| 243. | Enhance prevention and control of viral hepatitis by providing 4 450 additional service capacity for hepatitis related tests, setting up hepatitis nurse clinic and enhancing antenatal clinic (Same as Corporate Target No. 94) | 1Q21 | Achieved | 9 900 additional hepatitis related tests were provided and the targets of setting up hepatitis nurse clinics and enhancing antenatal clinics were achieved. |
| 244. | Enhance pharmacy services by launching drug refill services and implementing the inpatient drug distribution model at KEC (Same as Corporate Target No. 97) | 1Q21 | Achieved | Drug refill services in KEC commenced in 4Q20. System enhancement and interface with relevant HA systems were completed for KEC to implement aligned inpatient drug distribution model in 1Q21. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|---|---|-------------|------------------------|---|
| 245. | Enhance cancer services by providing chemotherapy services for 375 additional day patient attendances, case management services to 100 additional patients with breast cancer and recruiting one social worker to provide psychosocial support for 800 additional attendances to oncology patients <i>(Same as Corporate Target No. 98 & 99)</i> | 1Q21 | Partially achieved | The targets of providing 375 additional day patient attendances and case management services to 100 additional patients with breast cancer were achieved by 1Q21. A social worker was recruited and 772 additional psychosocial support attendances were provided by 1Q21. |
| 246. | Provide 12 additional hospital haemodialysis places for patients with end-stage renal disease <i>(Same as Corporate Target No. 100)</i> | 1Q21 | Achieved | 12 additional hospital haemodialysis places were provided by 1Q21. |
| Enhance Staff Training and Development | | | | |
| 247. | Enhance supporting staff manpower for AH services by recruiting additional PCAs | 1Q21 | Achieved | Two additional PCAs were recruited. |
| 248. | Enhance administrative support at KEC by recruiting additional executive and clerical staff for acute medical wards, finance and administration departments | 1Q21 | Achieved | Additional executive and clerical staff were recruited for acute medical wards, finance and administration departments. |
| 249. | Enhance nursing manpower by recruiting 23 nurses for general and psychiatric inpatient wards, labour ward, A&E, ICU, stroke and peri-operative services <i>(Same as Corporate Target No. 113)</i> | 1Q21 | Achieved | A total of 23 nurses were recruited for general and psychiatric inpatient wards, labour ward, A&E, ICU, stroke and peri-operative services by 1Q21. |
| 250. | Recruit one medical physicist and upgrade one optometrist II position for enhancing the promotion prospects of AH staff <i>(Same as Corporate Target No. 114)</i> | 1Q21 | Achieved | One resident physicist was recruited and one optometrist II was upgraded to optometrist I. |
| 251. | Recruit 11 FTE APNs as part-time clinical preceptors for junior nurses <i>(Same as Corporate Target No. 128)</i> | 1Q21 | Achieved | 11 FTE APNs were recruited as part-time clinical preceptors by 1Q21. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|--------------------------------|--|-------------|------------------------|--|
| KWC Targets | | | | |
| Improve Service Quality | | | | |
| 252. | Enhance the capacity of AH services to provide 2 870 additional AH outpatient attendances | 1Q21 | Achieved | The target of 2 870 additional AH outpatient attendances was achieved by 1Q21. |
| 253. | Enhance multidisciplinary pre-operative care to provide services for 10 300 additional AH outpatient attendances | 1Q21 | Deferred to 1Q22 | Due to the COVID-19 pandemic, elective OT sessions were adjusted. With reduced patient intake for pre-operative care, the target of 10 300 additional AH outpatient attendances was deferred to 1Q22. |
| 254. | Implement the eAED system at CMC | 1Q21 | Achieved | eAED system was implemented at CMC on 1 September 2020. |
| 255. | Roll out the restorative rehabilitation programme for stroke patients at CMC and provide an additional of 1 150 physiotherapy and 1 150 occupational therapy attendances to cover weekends and public holidays <i>(Same as Corporate Target No. 55)</i> | 1Q21 | 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 1Q21. |
| 256. | Provide services with stratified care management for 4 400 additional physiotherapy outpatient attendances at PMH and YCH <i>(Same as Corporate Target No. 56)</i> | 1Q21 | Achieved | The target of 4 400 additional physiotherapy outpatient attendances at PMH and YCH was achieved by 1Q21. |
| 257. | Set up a mobile team at PMH to provide respiratory care to patients in the medical ward and designate two beds to support cases with respiratory complications <i>(Same as Corporate Target No. 57)</i> | 1Q21 | Achieved | Mobile team service was rolled out in PMH to provide respiratory care to patients in medical wards by 1Q21. Two designated beds were opened in PMH to support cases with respiratory complications by 1Q21. |
| 258. | Enhance AH support to C&A patients by providing 660 additional AH outpatient attendances at KWC <i>(Same as Corporate Target No. 60)</i> | 1Q21 | Achieved | The target of 660 additional AH outpatient attendances was achieved by 1Q21. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|------|--|-------------|------------------------|---|
| 259. | Designate one maternal special care bed in the labour ward of PMH and recruit two RNs for training in high-risk pregnancy care <i>(Same as Corporate Target No. 63)</i> | 1Q21 | Achieved | One maternal special care bed was designated in PMH in August 2020. 2 RNs were recruited for training and providing high-risk pregnancy care. |
| 260. | Provide early patient mobilisation services by physiotherapists in the acute general adult ICU of KWC to 200 additional ICU patients <i>(Same as Corporate Target No. 65)</i> | 1Q21 | Achieved | The target was achieved. |
| 261. | Provide physiotherapy services for 2 400 additional AH outpatient attendances for patients on waiting list for total joint replacement surgery at YCH under the pilot structured, non-surgical treatment programme <i>(Same as Corporate Target No. 66)</i> | 1Q21 | Achieved | 2 512 additional outpatient attendances were provided to patients on waiting list for total joint replacement surgery during at YCH by 1Q21. |
| 262. | Enhance geriatric support for patients attending A&E by providing 750 additional focused geriatric assessments at YCH <i>(Same as Corporate Target No. 67)</i> | 1Q21 | Achieved | 768 additional focused geriatric assessments were provided at A&E departments of YCH by 1Q21. |
| 263. | Enhance the CGAT support for terminally ill patients in RCHEs by providing services for 700 additional geriatric outreach attendances <i>(Same as Corporate Target No. 70)</i> | 1Q21 | Achieved | 829 additional geriatric outreach attendances were provided by 1Q21. |
| 264. | Recruit 12 additional case managers in KWC to provide services for 3 600 additional psychiatric outreach attendances to patients with mental illness <i>(Same as Corporate Target No. 72)</i> | 1Q21 | Deferred to 1Q22 | 12 additional case managers were recruited to support patients with mental illness in KWC. Due to the COVID-19 pandemic, the outreach services were scaled down. By 1Q21, 1 294 additional psychiatric outreach attendances were provided in KWC. The remaining target was deferred to 1Q22. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|-----------------------------------|--|-------------|------------------------|---|
| 265. | Roll out the screening programme for IEM to PMH <i>(Same as Corporate Target No. 79)</i> | 1Q21 | Achieved | The programme was extended to PMH. |
| 266. | Enhance urology services at PMH to support paediatric renal transplant services at HKCH and to provide prostate biopsies for 100 additional patients using transperineal approach <i>(Same as Corporate Target No. 93)</i> | 1Q21 | Achieved | One Consultant was recruited to enhance the urology services at PMH and to support paediatric renal transplant services at HKCH. The target of 100 additional transperineal prostatic biopsies was achieved by 1Q21. |
| Optimise Demand Management | | | | |
| 267. | Implement the inpatient drug distribution model at KWC | 1Q21 | Achieved | System enhancement and interface with relevant HA systems were completed for KWC to implement aligned inpatient drug distribution model in 1Q21. |
| 268. | Recruit seven additional PCAs to enhance NEATS | 1Q21 | Deferred to 3Q21 | Six additional PCAs were recruited. Recruitment of the remaining one PCAI was in progress. |
| 269. | Enhance inpatient oncology consultation services at CMC and YCH; set up pharmacist chemotherapy clinic and integrated cancer clinic, and provide PC services for 540 additional consultative visits to cancer patients at PMH <i>(Same as Corporate Target No. 59 & 98)</i> | 1Q21 | Achieved | Inpatient oncology consultation services at CMC and YCH were enhanced with additional sessions added. Pharmacist chemotherapy clinic and integrated cancer clinic were set up in July 2020. The target of 540 additional consultative visits to cancer patients at PMH were achieved by 1Q21. |
| 270. | Provide five additional OT sessions per week to the day-time trauma list for geriatric patients with acute fragility fractures at PMH, and set up acute geriatric fragility fracture nursing coordination services at PMH and CMC <i>(Same as Corporate Target No. 89)</i> | 1Q21 | Achieved | Five additional OT sessions per week were provided to the daytime trauma list for acute geriatric fragility fracture patients at PMH. Acute geriatric fragility fracture nursing coordination services were provided at PMH and CMC. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|------|--|-------------|------------------------|---|
| 271. | Provide services for 2 000 additional FMSC attendances under the collaborative model for O&T at KWC (Same as Corporate Target No. 91) | 1Q21 | Achieved | 2 146 additional FMSC attendances were provided by 1Q21. |
| 272. | Enhance prevention and control of viral hepatitis by providing 3 800 additional service capacity for hepatitis related tests, setting up hepatitis nurse clinic and enhancing antenatal clinic (Same as Corporate Target No. 94) | 1Q21 | Achieved | 21 000 additional hepatitis related tests were provided and the targets of setting up hepatitis nurse clinics and enhancing antenatal clinics were achieved. |
| 273. | Enhance imaging services at KWC to provide an additional of 1 470 attendances for CT scans, 670 attendances for MRI scans and 580 attendances for mammograms (Same as Corporate Target No. 95 & 96) | 1Q21 | Achieved | The targets of an additional of 1 470 attendances for CT scans, 670 attendances for MRI scans and 580 attendances for mammograms were achieved by 1Q21. |
| 274. | Enhance cancer services by providing case management services to an additional of 50 patients with breast cancer, 75 patients with colorectal cancer, 50 patients with haematological cancer and 100 patients with gynaecological cancer, as well as recruiting a social worker to provide psychosocial support for 800 additional attendances to oncology patients (Same as Corporate Target No. 99) | 1Q21 | Achieved | The targets of providing case management services to an additional of 50 patients with breast cancer, 75 patients with colorectal cancer, 50 patients with haematological cancer and 100 patients with gynaecological cancer were achieved by 1Q21. A social worker was recruited and 800 additional psychosocial support attendances were provided by 1Q21. |
| 275. | Provide nine additional hospital haemodialysis places for patients with end-stage renal disease (Same as Corporate Target No. 100) | 1Q21 | Achieved | Nine additional hospital haemodialysis places were provided by 1Q21. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|---|--|-------------|------------------------|---|
| 276. | Roll out the TAI programme in non-DM SOPC at KWC to provide 3 650 additional attendances (Same as Corporate Target No. 101) | 1Q21 | Deferred to 1Q22 | DM enhancement programme in non-DM SOPC was rolled out in KWC. By 1Q21, a total of 1 873 additional SOPC attendances were provided. Due to reduced patient attendances under the COVID-19 pandemic, the remaining target was deferred to 1Q22. |
| Enhance Staff Training and Development | | | | |
| 277. | Enhance phlebotomy services at KWC by providing additional phlebotomists positions across the Clusters' hospitals | 1Q21 | Achieved | 31 additional phlebotomists were recruited. |
| 278. | Enhance supporting staff manpower for AH and SOPC services by recruiting additional EAs, PCAs and OpAs | 1Q21 | Achieved | Additional EAs, PCAs and OpAs were recruited for AH and SOPC services. |
| 279. | Enhance administrative support at KWC by recruiting additional executive and clerical staff for acute medical wards, human resources, finance and administration departments | 1Q21 | Achieved | Additional executive and clerical staff were recruited for acute medical wards, human resources, finance and administration departments. |
| 280. | Enhance nursing manpower by recruiting a total of 23 nurses for general and psychiatric inpatient wards, labour ward, A&E, ICU, stroke and peri-operative services (Same as Corporate Target No. 113) | 1Q21 | Achieved | A total of 23 nurses were recruited for general and psychiatric inpatient wards, labour ward, A&E, ICU, stroke and peri-operative services by 1Q21. |
| 281. | Upgrade one optometrist II position for enhancing the promotion prospects of AH staff (Same as Corporate Target No. 114) | 1Q21 | Achieved | One optometrist II was upgraded to optometrist I. |
| 282. | Recruit 16 FTE APNs as part-time clinical preceptors for junior nurses (Same as Corporate Target No. 128) | 1Q21 | Achieved | 16 FTE APNs were recruited as part-time clinical preceptors by 1Q21. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|--------------------------------|---|-------------|------------------------|---|
| NTEC Targets | | | | |
| Improve Service Quality | | | | |
| 283. | Enhance the AH support for Adolescent Idiopathic Scoliosis at NTEC to provide services for 3 000 additional AH outpatient attendances | 1Q21 | Deferred to 1Q22 | Due to decreased number of patient attendances for AH outpatient services under the COVID-19 pandemic, the target of 3 000 additional AH outpatient attendances was deferred to 1Q22. |
| 284. | Implement the eAED system at NDH | 1Q21 | Achieved | eAED system was implemented at NDH on 16 September 2020. |
| 285. | Provide 25 additional oncology day beds at PWH <i>(Same as Corporate Target No. 46)</i> | 1Q21 | Achieved | 25 additional oncology day beds were opened at PWH in 1Q21. |
| 286. | Provide OPAT service for 2 000 additional day patient attendances at PWH and AHNH <i>(Same as Corporate Target No. 48)</i> | 1Q21 | Deferred to 1Q22 | OPAT service for ambulatory patients in PWH and AHNH commenced in August 2020. The OPAT service had been affected by the COVID-19 pandemic. The target of 2 000 additional day patient attendances at PWH and AHNH was deferred to 1Q22. |
| 287. | Provide services with stratified care management for 2 200 additional physiotherapy outpatient attendances at NDH <i>(Same as Corporate Target No. 56)</i> | 1Q21 | Achieved | The target of 2 200 additional physiotherapy outpatient attendance at NDH was achieved by 1Q21. |
| 288. | Set up a mobile team at PWH to provide respiratory care to patients in the medical wards and designate two beds to support cases with respiratory complications <i>(Same as Corporate Target No. 57)</i> | 1Q21 | Achieved | Mobile team service was rolled out in PWH to provide respiratory care to patients in medical wards by 1Q21. Two designated beds were opened in PWH to support cases with respiratory complications by 1Q21. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|------|--|-------------|------------------------|--|
| 289. | Extend the ortho-geriatric collaborative care model for elderly patients with hip or other fragility fractures and provide support for 250 additional geriatric orthopaedic patients at PWH <i>(Same as Corporate Target No. 58)</i> | 1Q21 | Achieved | Support for 250 additional geriatric orthopaedic patients at PWH was provided by 1Q21. |
| 290. | Set up a multidisciplinary PC consultative team at NTEC to provide services for 1 660 additional consultative visits <i>(Same as Corporate Target No. 59)</i> | 1Q21 | Achieved | The target of 1 660 additional consultative visits was achieved by 1Q21. |
| 291. | Enhance psychiatric services for C&A patients by implementing the collaboration between paediatric and psychiatric departments and improving the AH support to provide services for 660 additional AH outpatient attendances at NTEC <i>(Same as Corporate Target No. 60)</i> | 1Q21 | Achieved | Collaboration between paediatric and psychiatric departments was implemented. The target of additional 660 AH outpatient attendances was achieved by 1Q21. |
| 292. | Designate one maternal special care bed in the labour ward of PWH and recruit two RNs for training in high-risk pregnancy care <i>(Same as Corporate Target No. 63)</i> | 1Q21 | Achieved | Service of additional maternal special bed at PWH commenced in July 2020. Two RNs were recruited and in post in August 2020. |
| 293. | Provide early patient mobilisation services by physiotherapists in the acute general adult ICU of NTEC to 200 additional ICU patients <i>(Same as Corporate Target No. 65)</i> | 1Q21 | Achieved | The target was achieved. |
| 294. | Enhance geriatric support for patients attending A&E by providing 750 additional focused geriatric assessments at PWH <i>(Same as Corporate Target No. 67)</i> | 1Q21 | Achieved | 750 additional focused geriatric assessments were provided at A&E department of PWH by 1Q21. |
| 295. | Enhance the transitional post-discharge support for elderly patients with hip fracture and acute stroke by providing services for 2 250 additional needs assessments and 5 400 additional home visits with rehabilitation at NTEC <i>(Same as Corporate Target No. 69)</i> | 1Q21 | Achieved | 2 250 additional needs assessment and discharge planning and 5 400 home visits with rehabilitation were provided at NTEC by 1Q21. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|-----------------------------------|---|-------------|------------------------|--|
| 296. | Enhance the CGAT support for terminally ill patients in RCHEs by providing services for 700 additional geriatric outreach attendances <i>(Same as Corporate Target No. 70)</i> | 1Q21 | Achieved | 700 additional geriatric outreach attendances were provided at NTEC by 1Q21. |
| 297. | Enhance multidisciplinary support to provide psychogeriatric outreach services to RCHEs at NTEC for 840 additional attendances <i>(Same as Corporate Target No. 71)</i> | 1Q21 | Deferred to 1Q22 | Due to visiting restriction of RCHEs during the COVID-19 pandemic, CGAT services for terminally ill patients were suspended. The target of 840 additional psychogeriatric outreach attendances was deferred to 1Q22. |
| 298. | Roll out the IPMOE system to oncology department and ICU at NTEC <i>(Same as Corporate Target No. 74)</i> | 1Q21 | Deferred to 1Q22 | Due to premises renovation, the implementation of IPMOE system in the oncology department of PWH was deferred to 1Q22. The IPMOE system was implemented in the ICU of PWH by 1Q21. |
| 299. | Provide deep brain stimulation treatment for five additional patients with advanced Parkinson's Disease <i>(Same as Corporate Target No. 81)</i> | 1Q21 | Deferred to 1Q22 | Due to service adjustment under the COVID-19 pandemic, elective OT sessions were cancelled. The target of providing deep brain stimulation for additional patients was deferred to 1Q22. |
| Optimise Demand Management | | | | |
| 300. | Enhance support to SOPC at NTEC by providing nurse clinic services for 2 980 additional nurse attendances | 1Q21 | Achieved | The target of 2 980 additional nurse attendances for nurse clinic services was achieved by 1Q21. |
| 301. | Sustain the one foetal surgery session per week at PWH to provide 110 additional SOPC new case attendances | 1Q21 | Deferred to 1Q22 | One foetal surgery session per week at PWH was sustained. Due to decreased patient attendances under the COVID-19 pandemic, the target of 110 additional SOPC new case attendances was deferred to 1Q22. |
| 302. | Continue to enhance the specialist-led team at PWH A&E to provide assessment and treatment for triage category III patients | 1Q21 | Achieved | The specialist-led team at PWH A&E was enhanced with one AC and one APN to provide speedy assessment and timely treatment for triage category III patients. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|------|--|-------------|------------------------|--|
| 303. | Recruit six additional PCAs to enhance NEATS | 1Q21 | Achieved | Six additional PCAs were recruited. |
| 304. | Provide 16 additional acute EM beds at NDH <i>(Same as Corporate Target No. 87)</i> | 1Q21 | Achieved | 16 additional acute EM beds at NDH were opened in 1Q21. |
| 305. | Increase the GOPC quota by 4 750 at NTEC <i>(Same as Corporate Target No. 92)</i> | 1Q21 | Partially achieved | Despite the planned increase in GOPC quotas, the number of GOPC attendances fell short slightly of the target deliverables due to multiple factors, including the short influenza season and high patient default rate under the COVID-19 pandemic. NTEC would continue to provide the planned increase of GOPC quotas in 2021-22 onward to augment the service capacity of GOPC. |
| 306. | Enhance prevention and control of viral hepatitis by providing 5 410 additional service capacity for hepatitis related tests, setting up hepatitis nurse clinic and enhancing antenatal clinic <i>(Same as Corporate Target No. 94)</i> | 1Q21 | Achieved | 127 000 additional hepatitis related tests were provided and the targets of setting up hepatitis nurse clinics and enhancing antenatal clinics were achieved. |
| 307. | Enhance imaging services at NTEC by extending the service hours of MRI at AHNH to provide 1 010 additional MRI scans <i>(Same as Corporate Target No. 95)</i> | 1Q21 | Achieved | Service hours of MRI at AHNH were extended in August 2020. The target of 1 010 additional MRI scans was achieved by 1Q21. |
| 308. | Extend the service hours of radiotherapy at PWH to provide 1 330 additional treatment attendances <i>(Same as Corporate Target No. 98)</i> | 1Q21 | Deferred to 1Q22 | The service hours for radiotherapy services in PWH were extended since August 2020. Due to delay in clinical practicum and recruitment of RT graduates under the COVID-19 pandemic, expansion of radiotherapy service was interrupted. Therefore, the target of 1 330 additional treatment attendances was deferred to 1Q22. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|---|--|-------------|------------------------|--|
| 309. | Enhance cancer services by providing case management services to an additional of 150 patients with colorectal cancer, 50 patients with haematological cancer and 100 patients with gynaecological cancer, as well as recruiting one social worker to provide psychosocial support for 800 additional attendances to oncology patients <i>(Same as Corporate Target No. 99)</i> | 1Q21 | Achieved | The targets of providing case management services to an additional of 150 patients with colorectal cancer, 50 patients with haematological cancer and 100 patients with gynaecological cancer were achieved by 1Q21. A social worker was recruited and 800 additional psychosocial support attendances were provided by 1Q21. |
| 310. | Provide services for 12 additional hospital haemodialysis places for patients with end-stage renal disease <i>(Same as Corporate Target No. 100)</i> | 1Q21 | Achieved | 12 additional hospital haemodialysis places were provided by 1Q21. |
| 311. | Roll out the TAI programme in non-DM SOPC at NTEC to provide services for 3 650 additional attendances <i>(Same as Corporate Target No. 101)</i> | 1Q21 | Deferred to 1Q22 | DM enhancement programme in non-DM SOPC was rolled out in NTEC. Due to decreased patient attendances under the COVID-19 pandemic, the target of 3 650 additional SOPC attendances was deferred to 1Q22. |
| 312. | Establish service networks at NTEC to provide Intra-arterial Mechanical Thrombectomy service at extended hours during weekdays for acute ischaemic stroke patients <i>(Same as Corporate Target No. 103)</i> | 1Q21 | Achieved | Intra-arterial Mechanical Thrombectomy service networks with extended service hours during weekdays in NTEC were implemented. |
| Enhance Staff Training and Development | | | | |
| 313. | Enhance supporting staff manpower for AH services by recruiting two additional PCAs | 1Q21 | Achieved | Two additional PCAs were recruited. |
| 314. | Enhance administrative support at NTEC by recruiting additional executive and clerical staff for acute medical wards and finance department | 1Q21 | Achieved | Additional executive and clerical staff were recruited for acute medical wards and finance department. |
| 315. | Enhance nursing manpower by recruiting a total of 32 nurses for general and psychiatric inpatient wards, A&E, ICU, stroke and peri-operative services <i>(Same as Corporate Target No. 113)</i> | 1Q21 | Achieved | A total of 32 nurses were recruited for general and psychiatric inpatient wards, A&E, ICU, stroke and peri-operative services. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|--------------------------------|--|-------------|------------------------|---|
| 316. | Recruit one additional medical physicist and upgrade one optometrist II position for enhancing the promotion prospects of AH staff <i>(Same as Corporate Target No. 114)</i> | 1Q21 | Achieved | One resident physicist was recruited and one optometrist II was upgraded to optometrist I. |
| 317. | Recruit 16 FTE APNs as part-time clinical preceptors for junior nurses <i>(Same as Corporate Target No. 128)</i> | 1Q21 | Partially Achieved | 13.14 FTE APNs were recruited as part-time clinical preceptors by 1Q21. |
| NTWC Targets | | | | |
| Improve Service Quality | | | | |
| 318. | Set up day rehabilitation services at POH; provide services for 600 additional rehabilitation day attendances and 1 000 additional geriatric day attendances at NTWC <i>(Same as Corporate Target No. 49)</i> | 1Q21 | Deferred to 1Q22 | Day rehabilitation services in POH commenced on 21 October 2020. By 1Q21, 262 additional rehabilitation day attendances and 693 geriatric day attendances were provided in NTWC. Due to adjustment on day services under the COVID-19 pandemic, the remaining target was deferred to 1Q22. |
| 319. | Set up a mobile team at TMH to provide respiratory care to patients in the medical ward and designate four beds to support cases with respiratory complications <i>(Same as Corporate Target No. 57)</i> | 1Q21 | Achieved | Mobile team service was rolled out in TMH to provide respiratory care to patients in medical wards by 1Q21. Four designated beds were opened in TMH to support cases with respiratory complications by 1Q21. |
| 320. | Enhance AH support to C&A patients by providing services for 660 additional AH outpatient attendances at NTWC <i>(Same as Corporate Target No. 60)</i> | 1Q21 | Achieved | The target of 660 additional AH outpatient attendances for support to C&A patients was achieved by 1Q21. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|------|---|-------------|------------------------|--|
| 321. | Establish cluster-based, infectious disease network at NTWC for expanding service coverage and improving coordination <i>(Same as Corporate Target No. 61)</i> | 1Q21 | Achieved | Infectious disease consultation coverage at POH and TSWH commenced on 1 October 2020. Tier-2 isolation ward at TSWH commenced service on 1 December 2020. |
| 322. | Provide early patient mobilisation services by physiotherapists in the acute general adult ICU of NTWC to 200 additional ICU patients <i>(Same as Corporate Target No. 65)</i> | 1Q21 | Achieved | The target was achieved. |
| 323. | Enhance geriatric support for patients attending A&E by providing services for 750 additional focused geriatric assessments at TMH <i>(Same as Corporate Target No. 67)</i> | 1Q21 | Achieved | 766 additional focused geriatric assessments were provided by 1Q21. |
| 324. | Enhance the transitional post-discharge support for elderly patients by providing 1 800 additional needs assessments and 4 320 additional home visits with rehabilitation at NTWC <i>(Same as Corporate Target No. 69)</i> | 1Q21 | Achieved | Additional needs assessments and additional home visits with rehabilitation were provided by 1Q21. |
| 325. | Enhance the CGAT support for terminally-ill patients in RCHEs by providing services for 700 additional geriatric outreach attendances <i>(Same as Corporate Target No. 70)</i> | 1Q21 | Achieved | A total of 3 414 outreach attendances (121.9% of target) were provided at NTWC by 1Q21. |
| 326. | Recruit an additional case manager at NTWC to provide services for 300 additional psychiatric outreach attendances to patients with mental illness <i>(Same as Corporate Target No. 72)</i> | 1Q21 | Deferred to 1Q22 | One additional case manager was recruited to support patients with mental illness in NTWC. Due to the COVID-19 pandemic, the outreach services were scaled down. By 1Q21, 105 additional psychiatric outreach attendances were provided in NTWC. The remaining target was deferred to 1Q22. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|-----------------------------------|---|-------------|------------------------|--|
| 327. | Roll out the IPMOE system to A&E and oncology departments at NTWC ⁹ <i>(Same as Corporate Target No. 74)</i> | 1Q21 | Achieved | The IPMOE system was implemented in the A&E department of POH by 1Q21. The IPMOE system was implemented in the oncology department of TMH in 1Q21. |
| Optimise Demand Management | | | | |
| 328. | Recruit 10 additional PCAs to enhance NEATS | 1Q21 | Achieved | 10 additional PCAs were recruited. |
| 329. | Provide 10 additional OT sessions per week at NTWC <i>(Same as Corporate Target No. 88)</i> | 1Q21 | Achieved | 10 additional OT sessions per week were provided in NTWC by January 2021. |
| 330. | Provide seven additional sessions per week for endoscopy services at NTWC <i>(Same as Corporate Target No. 90)</i> | 1Q21 | Achieved | Seven additional sessions per week for endoscopy services were provided at NTWC by 1Q21. |
| 331. | Increase the GOPC quota by 2 370 at NTWC <i>(Same as Corporate Target No. 92)</i> | 1Q21 | Partially achieved | Despite the planned increase in GOPC quotas, the number of GOPC attendances fell short slightly of the target deliverables due to multiple factors, including the short influenza season and high patient default rate under the COVID-19 pandemic. NTWC would continue to provide the planned increase of GOPC quotas in 2021-22 onward to augment the service capacity of GOPC. |
| 332. | Enhance ophthalmic service at NTWC to provide services for 330 additional SOPC new case attendances <i>(Same as Corporate Target No. 93)</i> | 1Q21 | Achieved | 385 additional new SOPC attendances were provided by 1Q21. The target was achieved. |

⁹ The target has been updated to reflect actual programme deliverables.

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|------|---|-------------|------------------------|---|
| 333. | Enhance prevention and control of viral hepatitis by providing 5 740 additional service capacity for hepatitis related tests, setting up hepatitis nurse clinic and enhancing antenatal clinic <i>(Same as Corporate Target No. 94)</i> | 1Q21 | Partially achieved | As the hepatitis related tests were demand driven, only 99.46% of the target growth was achieved despite all the test requests having been met. The targets of setting up hepatitis nurse clinic and enhancing antenatal clinic were achieved. |
| 334. | Enhance imaging services at NTWC by providing an additional of 490 PET-CT scans and 1 420 CT scans <i>(Same as Corporate Target No. 95)</i> | 1Q21 | Partially achieved | By 1Q21, the target of 1 420 additional CT scans was achieved and 466 additional PET-CT scans were provided. |
| 335. | Enhance oncology clinical pharmacy services to provide 100% screening of chemotherapy prescriptions, launch drug refill services at NTWC and implement the inpatient drug distribution model <i>(Same as Corporate Target No. 97)</i> | 1Q21 | Achieved | Oncology clinical pharmacy services were strengthened with provision of 100% screening of chemotherapy prescriptions in NTWC. Drug refill services at NTWC commenced in 4Q20. System enhancement and interface with relevant HA systems were completed for NTWC to implement aligned inpatient drug distribution model in 1Q21. |
| 336. | Extend the service hours of radiotherapy at TMH to provide services for 1 330 additional treatment attendances <i>(Same as Corporate Target No. 98)</i> | 1Q21 | Deferred to 1Q22 | The service hours for radiotherapy services in TMH were extended as scheduled. Due to delay in clinical practicum and recruitment of RT graduates under the COVID-19 pandemic, expansion of radiotherapy service was interrupted. Therefore, the target of 1 330 additional treatment attendances was deferred to 1Q22. |
| 337. | Enhance cancer services by providing case management services to 100 additional patients with breast cancer and recruit a social worker to provide psychosocial support for 800 additional attendances to oncology patients <i>(Same as Corporate Target No. 99)</i> | 1Q21 | Achieved | The target of providing case management services to 100 additional patients with breast cancer was achieved by 1Q21. A social worker was recruited and 800 additional psychosocial support attendances were provided by 1Q21. |

| No. | Objectives / Strategies / Programmes | Target Date | Actual Status End 1Q21 | Latest Position |
|---|---|-------------|------------------------|--|
| 338. | Provide 15 additional hospital haemodialysis places for patients with end-stage renal disease <i>(Same as Corporate Target No. 100)</i> | 1Q21 | Achieved | 15 additional hospital haemodialysis places were provided by 1Q21. |
| 339. | Roll out the TAI programme in non-DM SOPC at NTWC to provide services for 3 650 additional attendances <i>(Same as Corporate Target No. 101)</i> | 1Q21 | Achieved | DM enhancement programme in non-DM SOPC were rolled out in NTWC and 3 650 additional attendances were provided by 1Q21. |
| 340. | Establish service networks at NTWC to provide Intra-arterial Mechanical Thrombectomy service at extended hours during weekdays for acute ischaemic stroke patients <i>(Same as Corporate Target No. 103)</i> | 1Q21 | Achieved | Intra-arterial Mechanical Thrombectomy service networks with extended service hours during weekdays in NTWC were implemented. |
| Enhance Staff Training and Development | | | | |
| 341. | Enhance supporting staff manpower for AH services by recruiting an additional PCA | 1Q21 | Achieved | One additional PCA was recruited. |
| 342. | Enhance administrative support at NTWC by recruiting additional executive and clerical staff for acute medical wards and administration department | 1Q21 | Achieved | Additional executive and clerical staff were recruited for acute medical wards and administration department. |
| 343. | Enhance nursing manpower by recruiting a total of 28 nurses for general and psychiatric inpatient wards, A&E, ICU, stroke and peri-operative services <i>(Same as Corporate Target No. 113)</i> | 1Q21 | Achieved | A total of 28 nurses were recruited for general and psychiatric inpatient wards, A&E, ICU, stroke and peri-operative services by 1Q21. |
| 344. | Recruit one additional medical physicist and upgrade one optometrist II position for enhancing the promotion prospects of AH staff <i>(Same as Corporate Target No. 114)</i> | 1Q21 | Achieved | One resident physicist was recruited and one optometrist II was upgraded to optometrist I. |
| 345. | Recruit 16 FTE APNs as part-time clinical preceptors for junior nurses <i>(Same as Corporate Target No. 128)</i> | 1Q21 | Partially achieved | 13.16 FTE APNs were recruited as part-time clinical preceptors by 1Q21. |

Programme Targets with Target Date Deferred Beyond 1Q21

A. Programmes Affected by the COVID-19 Pandemic

HA's non-emergency and non-essential services have been significantly adjusted under the COVID-19 pandemic since late January 2020. Therefore, the implementation of the below programmes has been inevitably affected.

| <u>Item No. on Annex</u> | <u>Overall Objectives / Strategies / Programmes</u> | <u>Implementation progress</u> |
|--|---|--|
| *No. 10 (Corporate target) / No. 18 (HKEC target) / No. 27 & 28 (KCC targets) | Continue to strengthen the capacity of radiology services by providing an additional total of 5 000 attendances for MRI scan at PYNEH, QEH and PWH; providing an additional total of 8 500 attendances for CT scan at KWH, PWH and NDH; and carrying out preparatory works for setting up a PET-CT machine at TMH by 1Q20, after providing additional 10 MRI sessions at POH, installing a MRI machine at PYNEH and QEH, as well as additional CT attendances at NDH in 2018-19 | Save for the following programme, the overall objectives/strategies/programmes were met. MRI: The target to provide additional attendances for MRI scans for QEH was further deferred to 1Q22 due to decreased patient attendances and manpower shortage of experienced radiologists. |
| No. 47 (Corporate target) / No. 169 (HKWC target) | Enhance capacity of ambulatory surgical services by delivering services to provide 200 additional surgical procedures with same day admission at DKCH by 1Q21 and providing additional OT sessions per week, three at PWH by 3Q20, five at TKOH and four at NDH by 4Q20 | Save for the following programme, the overall objectives/strategies/programmes were met. By 1Q21, 73 additional surgical procedures with same day admission were provided at DKCH. However, due to service adjustment for elective services, the remaining target was deferred to 1Q22. |

* Deferred from previous quarters

| <u>Item No. on Annex</u> | <u>Overall Objectives / Strategies / Programmes</u> | <u>Implementation progress</u> |
|---|--|--|
| No. 48 (Corporate target) / No. 137 (HKEC target) / No. 198 (KCC target) / No. 286 (NTEC target) | Enhance OPAT service capacity for appropriate patients to reduce length of stay by providing OPAT service for additional attendances at PYNEH, QEH, PWH and AHNH by 1Q21 | The targets to provide additional attendances at PYNEH, QEH, PWH and AHNH were deferred to 1Q22 due to manpower deployment and change in training arrangement under the pandemic. |
| No. 49 (Corporate target) / No. 318 (NTWC target) | Enhance the provision of day rehabilitation services by setting up day rehabilitation services at POH; and providing services for 600 additional rehabilitation day attendances and 1 000 geriatric day attendances at NTWC by 1Q21 | Save for the following programme, the overall objectives/strategies/programmes were met. By 1Q21, 262 additional rehabilitation day attendances and 693 geriatric day attendances were provided in NTWC. Due to adjustment on day services, the remaining target was deferred to 1Q22. |
| No. 56 (Corporate target) / No. 140 (HKEC target) / No. 201 (KCC target) / No. 230 (KEC target) / No. 256 (KWC target) / No. 287 (NTEC target) | Enhance physiotherapy outpatient services by continuing the stratified care management for patients with low back pain and providing services with stratified care management for 13 200 additional physiotherapy outpatient attendances at PYNEH, KWH, TKOH, PMH, YCH and NDH by 1Q21 | Save for the following programme, the overall objectives/strategies/programmes were met. KEC: The target to provide 2 200 additional physiotherapy outpatient attendances at TKOH was deferred to 1Q22 due to delay in registration by the Physiotherapy Board resulting in the delay in staff recruitment. |
| No. 64 (Corporate target) / No. 233 (KEC target) | Relieve access block and reduce unnecessary admission to Medicine & Geriatric department by providing rapid medical assessment, diagnostic and therapeutic procedures by increasing manpower at TKOH A&E and establishing a Fast Track Clinic in the day medical centre to provide services for 320 additional SOPC new case attendances by 1Q21 | Save for the following programme, the overall objectives/strategies/programmes were met. By 1Q21, 286 additional SOPC new case attendances were provided. Due to decreased patient attendance, the remaining target was deferred to 1Q22. |

| <u>Item No. on Annex</u> | <u>Overall Objectives / Strategies / Programmes</u> | <u>Implementation progress</u> |
|--|--|--|
| No. 69 (Corporate target) / No. 235 (KEC target) / No. 295 (NTEC target) / No. 324 (NTWC target) | Continue to enhance the transitional post-discharge support for elderly patients with hip fracture and acute stroke by continuing to provide services for a total of 5 250 needs assessments and discharge planning and 12 600 home visits with rehabilitation at KEC, NTEC and NTWC by 1Q21 | Save for the following programme, the overall objectives/strategies/programmes were met. KEC: Due to low patient acceptance for home visits and staff deployment under the COVID-19 pandemic, only 2 959 home visits with rehabilitation were provided. The remaining target would be delivered in 1Q22. |
| No. 70 (Corporate target) / No. 143 (HKEC target) / No. 175 (HKWC target) / No. 205 (KCC target) / No. 263 (KWC target) / No. 296 (NTEC target) / No. 325 (NTWC target) | Continue to enhance the CGAT support for terminally ill patients in RCHEs by enhancing nursing manpower to provide services for 3 500 additional geriatric outreach attendances by 1Q21 | Save for the following programme, the overall objectives/strategies/programmes were met. KCC: Due to visiting restriction of RCHEs, CGAT services for terminally ill patients were suspended. As at March 2021, 437 geriatric outreach attendances (62% of target) were provided. The remaining target would be delivered by 1Q22. |
| No. 71 (Corporate target) / No. 144 (HKEC target) / No. 236 (KEC target) / No. 297 (NTEC target) | Continue to enhance the multidisciplinary support for the provision of psychogeriatric outreach service to patients living in RCHEs by enhancing nursing support to provide services for 2 500 additional psychogeriatric outreach attendances at HKEC, KEC and NTEC by 1Q21 | The target to provide 2 500 additional psychogeriatric outreach attendances was deferred to 1Q22 due to suspension of CGAT services for terminally ill patients under visiting restriction of RCHEs. |

| <u>Item No. on Annex</u> | <u>Overall Objectives / Strategies / Programmes</u> | <u>Implementation progress</u> |
|--|---|---|
| No. 72 (Corporate target) / No. 145 (HKEC target) / No. 176 (HKWC target) / No. 206 (KCC target) / No. 264 (KWC target) / No. 326 (NTWC target) | Enhance Community Psychiatric Service 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, KCC, KWC and NTWC to provide services for 4 800 additional psychiatric outreach attendances by 1Q21 | The target to provide 4 800 additional psychiatric outreach attendances was deferred to 1Q22 due to scaling down of outreach services. |
| No. 81 (Corporate target) / No. 178 (HKWC target) / No. 208 (KCC target) / No. 299 (NTEC target) | Modernise the treatment for patients with advanced Parkinson's disease by providing deep brain stimulation treatment for 15 additional patients with advanced Parkinson's Disease by 1Q21 | Due to service adjustment, elective OT sessions were suspended. Save for the following programmes, the overall objectives/strategies/programmes were met. KCC: As at 31 March 2021, one patient received deep brain stimulation treatment. The remaining target was deferred to 1Q22. NTEC: The target to provide deep brain stimulation for additional patients was deferred to 1Q22. |
| No. 84 (Corporate target) | Enhance the multidisciplinary support for sleep service under a 24-hour integrated model by providing two additional beds for sleep studies at HKEC by 4Q20 and conduct an additional total of 1 000 sleep studies at HKEC and NTWC by 1Q21 | Save for the following programme, the overall objectives/strategies/programmes were met. HKEC: The target to provide additional sleep studies was deferred to 1Q22 due to reduction in sleep studies. |

| <u>Item No. on Annex</u> | <u>Overall Objectives / Strategies / Programmes</u> | <u>Implementation progress</u> |
|---|--|---|
| <p>No. 88 (Corporate target) / No. 212 (KCC target) / No. 329 (NTWC target)</p> | <p>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</p> | <p>Save for the following programme, the overall objectives/strategies/programmes were met.</p> <p>KCC: The target to provide 10 additional OT sessions per week at QEH was deferred to 1Q22 due to the suspension of OT sessions and manpower deployment.</p> |
| <p>No. 91 (Corporate target) / No. 213 (KCC target) / No. 271 (KWC target)</p> | <p>Utilise FMSC to relieve workload of SOPC by further rolling out the collaborative model implemented for the O&T department by providing services for an additional total of 4 000 FMSC attendances under the collaborative model for O&T at KCC and KWC by 1Q21</p> | <p>Save for the following programme, the overall objectives/strategies/programmes were met.</p> <p>KCC: Patient attendance was affected by the pandemic, as many patients failed to turn up or cancelled the appointment late, making it difficult to reassign the timeslots.</p> <p>By March 2021, 1 901 additional attendances were provided. The remaining target was deferred to 1Q22.</p> |

| <u>Item No. on Annex</u> | <u>Overall Objectives / Strategies / Programmes</u> | <u>Implementation progress</u> |
|---|--|---|
| No. 93 (Corporate target) / No. 184 & 185 (HKWC targets) / No. 214 (KCC target) / No. 266 (KWC target) / No. 332 (NTWC target) | Enhance SOPC service capacity in various Clusters by providing services for an additional total of 6 250 SOPC new case attendances across all Clusters by 1Q21 | Save for the following programmes, the overall objectives/strategies/programmes were met. KCC: The SOPC service was affected by significantly reduced patient attendances because of high default rate. 247 additional SOPC new case attendances were provided at QEH by 1Q21. The remaining target was deferred to 1Q22. NTEC: Due to service adjustment and higher default rate, only 525 additional SOPC new case attendances were provided at the Ear, Nose and Throat Department of PWH. The remaining target was deferred to 1Q22. |
| No. 96 (Corporate target) / No. 151 (HKEC target) / No. 216 (KCC target) / No. 273 (KWC target) | Further enhance the service capacity of mammogram to improve breast imaging services by providing an additional total of 2 900 mammograms at HKEC, KCC and KWC by 1Q21 | Save for the following programmes, the overall objectives/strategies/programmes were met. HKEC and KCC: Due to the COVID-19 pandemic, the targets of additional mammogram attendances were deferred to 1Q22. As at 31 March 2021, an additional 236 attendances for mammogram were provided at PYNEH while an additional total of 1 293 attendances were provided at QEH, KWH and OLMH. |

| <u>Item No. on Annex</u> | <u>Overall Objectives / Strategies / Programmes</u> | <u>Implementation progress</u> |
|--|--|--|
| No. 98 (Corporate target) / No. 153 (HKEC target) / No. 218 & 219 (KCC targets) / No. 245 (KEC target) / No. 269 (KWC target) / No. 308 (NTEC target) / No. 336 (NTWC target) | 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. KCC: For QEH, expansion of radiotherapy service was interrupted due to delay in clinical practicum and recruitment of RT graduates under the COVID-19 pandemic. Therefore, the extension of radiotherapy service hours was deferred to 1Q22. |
| No. 136 (HKEC target) / | Enhance AH services at HKEC by providing services for an additional of 2 630 speech therapy inpatient attendances and 1 100 prosthetic and orthotic inpatient attendances | By 1Q21, 239 additional prosthetic and orthotic inpatient attendances were provided. The target of 1 100 prosthetic and orthotic inpatient attendances was deferred to 1Q22. |
| No. 139 (HKEC target) | Roll out the restorative rehabilitation programme for stroke patients at TWEH and provide an additional of 1 150 physiotherapy and 1 150 occupational therapy attendances to cover weekends and public holidays | Save for the following programme, the overall objectives/strategies/programmes were met. Physiotherapy: By 1Q21, 1 082 additional physiotherapy attendances were provided. The remaining target was deferred to 4Q21. |
| No. 163 (HKWC target) | Provide triage service for cardiac patients at TWH and enhance the cardiac rehabilitation programme to provide services for 1 350 additional rehabilitation day attendances | By 1Q21, 756 additional rehabilitation day attendances were provided. The remaining target was deferred to 1Q22. |
| No. 164 (HKWC target) | Enhance the multidisciplinary support for lymphedema care in TWH to provide services for 860 additional day patient attendances | By 1Q21, 642 additional day patient attendances were provided. The remaining target was deferred to 1Q22. |

| <u>Item No. on Annex</u> | <u>Overall Objectives / Strategies / Programmes</u> | <u>Implementation progress</u> |
|---------------------------------|--|---|
| No. 172 (HKWC target) | Enhance AH support to C&A patients by providing services for 660 additional AH outpatient attendances at HKWC | By 1Q21, 502 additional AH outpatient attendances were provided at HKWC. Due to decreased number of patient attendances for AH outpatient services, the remaining target was deferred to 1Q22. |
| No. 197 (KCC target) | 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 | The target to provide 340 additional AH outpatient attendances was deferred to 1Q22 as patient attendances were affected. |
| No. 228 (KEC target) | Enhance the capacity of AH services to provide 23 580 additional AH inpatient and outpatient attendances | <p>AH inpatient and outpatient attendances decreased due to increased outpatient default rate, reduced AH activities and delay in AH manpower recruitment.</p> <p>The target to provide 23 580 additional AH inpatient and outpatient attendances was deferred to 1Q22.</p> |
| No. 253 (KWC target) | Enhance multidisciplinary pre-operative care to provide services for 10 300 additional AH outpatient attendances | With reduced patient intake for pre-operative care due to adjustment of elective OT sessions, the target to provide 10 300 additional AH outpatient attendances was deferred to 1Q22. |
| No. 276 (KWC target) | Roll out the TAI programme in non-DM SOPC at KWC to provide 3 650 additional attendances | By 1Q21, a total of 1 873 additional SOPC attendances were provided. Due to reduced patient attendances, the remaining target was deferred to 1Q22. |
| No. 283 (NTEC target) | Enhance the AH support for Adolescent Idiopathic Scoliosis at NTEC to provide services for 3 000 additional AH outpatient attendances | Due to decreased number of patient attendances for AH outpatient services under the COVID-19 pandemic, the target of 3 000 additional AH outpatient attendances was deferred to 1Q22. |
| No. 301 (NTEC target) | Sustain the one foetal surgery session per week at PWH to provide 110 additional SOPC new case attendances | The target to provide 110 additional SOPC new case attendances was deferred to 1Q22 due to decreased patient attendances. |

| <u>Item No. on Annex</u> | <u>Overall Objectives / Strategies / Programmes</u> | <u>Implementation progress</u> |
|--------------------------|--|--|
| No. 311 (NTEC target) | Roll out the TAI programme in non-DM SOPC at NTEC to provide services for 3 650 additional attendances | The target to provide 3 650 additional SOPC attendances was deferred to 1Q22 due to decreased patient attendances. |

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. on Annex</u> | <u>Overall Objectives / Strategies / Programmes</u> | <u>Implementation Progress</u> |
|--|--|---|
| *No. 11 (Corporate target) / No. 24 (HKWC target) | Further augment the service capacity of mammogram to improve breast imaging services by providing an additional total of 3 520 attendances for mammogram in HKWC and NTWC by 1Q20 | Save for the following programme, the overall objectives/strategies/programmes were met. HKWC: Due to renovation of the Breast Centre at TWH, all mammography service in TWH was suspended from July 2020. The renovation was completed in March 2021 with the new mammography machine installed in April 2021. The service was resumed in May 2021. The target to provide additional mammogram attendances was deferred to 1Q 22. |
| *No. 37 (KWC target) | Open 20 additional beds in the EM ward and extended care ward respectively, provide gynaecology and paediatric SOPC services, and add five elective OT sessions per week at NLTH | Three elective OT sessions per week were added in 4Q19. The remaining target to add two more OT sessions per week were further deferred to 4Q21 upon reporting duty of an Associate Consultant for Gynaecology. |
| No. 74 (Corporate target) / No. 146 (HKEC target) / No. 298 (NTEC target) / No. 327 (NTWC target) | Optimise medication safety through extending the IPMOE system to A&E, oncology department and ICU in a phased approach by rolling out the IPMOE system to oncology department at NTEC and NTWC, ICU at NTEC, and A&E department at HKEC and NTWC by 1Q21 | Save for the following programme, the overall objectives/strategies/programmes were met. Oncology: Due to premises renovation, the implementation of IPMOE system in the oncology department of PWH was deferred to 1Q22. |

* Deferred from previous quarters

| <u>Item No. on Annex</u> | <u>Overall Objectives / Strategies / Programmes</u> | <u>Implementation Progress</u> |
|---|---|--|
| No. 113 (Corporate target) / No. 160 (HKEC target) / No. 194 (HKWC target) / No. 225 (KCC target) / No. 280 (KWC target) / No. 315 (NTEC target) / No. 343 (NTWC target) | 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, A&E, ICU, stroke and peri-operative services by 1Q21 | Save for the following programme, the overall objectives/strategies/programmes were met. Recruitment of nurse consultant: 13 additional nurse consultants were recruited. One remaining nurse consultant at HKWC will be recruited by 1Q22. |
| No. 118 (Corporate target) | To foster staff safety culture and improve overall OSH in HA through enhancing the full-time manpower and professional competence of OSH personnel by implementing the new Occupational Safety Hygienist (OSH _y) grade by 1Q21 | Having regard to recruitment difficulty and readiness of internal potential candidates, the target was deferred to 1Q24. |
| No. 171 (HKWC target) | Set up a multidisciplinary PC consultative team at HKWC to provide 1 250 additional consultative visits | By 1Q21, 1 169 additional consultative visits were provided. Due to recruitment difficulties of doctor, this progress was slightly below the target of 1 250 additional consultative visits. The remaining target was deferred to 4Q21. |
| No. 268 (KWC target) | Recruit seven additional PCAs to enhance NEATS | Six additional PCAs were recruited. Recruitment of the remaining one PCAI was in progress. The target was deferred to 3Q21. |

AH - Allied Health

AHNNH - Alice Ho Miu Ling Nethersole Hospital

CCPS - Corporate Clinical Psychology Services

CIED - Cardiac Implantable Electronic Devices

CMD - Common Mental Disorder

CP - Clinical Psychologist

CT - Computed Tomography

DKCH - The Duchess of Kent Children's Hospital at

Sandy Bay DKCH

EM - Emergency Medicine

e-beds - electrically-operated beds

FMSC - Family Medicine Specialist Clinic

NDH - North District Hospital

NLTH - North Lantau Hospital

NEATS - Non Emergency Ambulance Transfer Service

NTEC - New Territories East Cluster

NTWC - New Territories West Cluster

OPAT - Outpatient Parenteral Antimicrobial Therapy

OT - Operating Theatre

O&T - Orthopaedics and Traumatology

PC - Palliative Care

PCA - Patient Care Assistant

PET-CT - Positron Emission Tomography-Computed

Tomography

GH - Grantham Hospital
HKCH - Hong Kong Children's Hospital
HKEC - Hong Kong East Cluster
HKWC - Hong Kong West Cluster
IT - Information Technology
KCC - Kowloon Central Cluster
KEC - Kowloon East Cluster
KWC - Kowloon West Cluster
KWH - Kwong Wah Hospital
MRI - Magnetic Resonance Imaging

PPCI - Primary Percutaneous Coronary Intervention
PWH - Prince of Wales Hospital
PYNEH - Pamela Youde Nethersole Eastern Hospital
QEH - Queen Elizabeth Hospital
RCHE - Residential Care Homes for the Elderly
SOPC - Specialist Out-patient Clinic
STEMI - ST-Elevation Myocardial Infarction
TKOH - Tseung Kwan O Hospital
YCH - Yan Chai Hospital