



Ensure Service Quality and Safety

We will implement measures to build safety culture, develop safer service models, and adopt modern technology and new treatment options. Actions include:

- Foster psychological services for healthcare staff to strengthen the preparedness and emergency response for disasters and crisis intervention
- Strengthen pharmacy support for hospitalised children to enhance the quality and safety of medication use for paediatric patients
- Broaden the scope of HA Drug Formulary to include two new cancer drugs as Special Drugs and widen the clinical applications of two therapeutic groups of drugs for Parkinson's disease and cancer
- Modernise the diagnostic services for cancer patients by expanding the cytogenetic services and predictive molecular testing services
- Adopt Minimally Invasive Surgery technique in hysterectomy surgeries for suitable gynaecological patients

Enhance Partnership with Patients and Community

There are continued efforts to engage patients, volunteers and the community as our health partners. Initiatives in this respect include:

- Improve the engagement of patients in service improvement by developing an information system for managing patient complaints and feedback
- Conduct hospital-based patient satisfaction surveys to gather feedback from patients regarding the hospital services
- Set up stations or kiosks in hospitals to provide chronic disease patients with information on patient groups and community resources

Ensure Adequate Resources for Meeting Service Needs

To maintain financial sustainability, we will continue to enhance efficiency in resource utilisation and liaise with the Government to formulate a longer term funding arrangement. Our internal resource allocation system will be modernised to facilitate the allocation of resources to priority areas of need. At the same time, we are reinforcing the key enablers, including business support services, capital works and IT services to ensure their robustness in supporting our growing and advancing healthcare services.

Enhance Corporate Governance

HA will enhance corporate governance by implementing the recommendations of the Corporate Governance Review to strengthen accountability and stewardship; and developing an Enterprise Risk Management Framework to provide a consolidated and holistic approach for enhancing risk management.

Budget Allocation

The Government is increasing the provision for the HA by \$2.36 billion in the coming year. The financial provision indicated by the Government for 2013-14 is around \$45 billion, representing an increase of 5.5% compared to 2012-13. With the additional funding, more patients will benefit from HA services. For instance, we will be able to provide additional of around

- 28 000 hospital episodes;
- 56 000 clinical specialist outpatient attendances;
- 164 000 primary care attendances; and
- 42 600 community outreach attendances.



The full version can be downloaded from Hospital Authority Website: www.ha.org.hk
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Hospital Authority Annual Plan 2013-2014 An Overview



Keeping HealthcAre In Sync



Introduction

The Hospital Authority (HA) delivers a comprehensive range of subsidised preventive, curative and rehabilitative services to ensure every citizen has access to affordable healthcare. The Annual Plan outlines the major programmes and activities that the HA will focus on for the next 12 months. The planning process involves extensive input from frontline staff, patient groups, Cluster management and Head Office executives, with guidance from Members of the HA Board and Committees.

Planning Context

Overall, the priorities of annual planning are guided by the strategies outlined in the HA Strategic Plan 2012-2017. Through the annual planning process, resources are allocated to specific programmes translating the Strategic Plan into actions. In particular, Annual Plan 2013-14 outlines the actions to be taken in the second year of implementing the five-year Strategic Plan.

Keeping HealthcAre In Sync

HA is a vast organisation. Our services require the input of many different categories of highly professional and dedicated people. They cut across different specialties, different levels and different generations of staff. **Keeping HealthcAre In Sync** is chosen as the theme for Annual Plan 2013-14 to accentuate the aspirations of our diverse groups of people united by a common commitment of working in sync as a team to keep our services in sync with the increasing demand and high standard of quality we uphold for our patients.

Strategic Intents and Programmes

Keeping HealthcAre In Sync maps out six strategic intents and 25 strategies with around 125 corresponding programme targets that reflect the work we are doing to implement the five-year Strategic Plan.

The strategic intents set out what the HA wants to achieve, and are as follows:

- Allay staff shortage and high turnover
- Better manage growing service demand
- Ensure service quality and safety
- Enhance partnership with patients and community
- Ensure adequate resources for meeting service needs
- Enhance corporate governance

Allay Staff Shortage and High Turnover

To allay staff shortage, we are reinforcing our workforce and recruiting as many suitable healthcare professionals as there are available. In particular, we will strengthen our nurse and allied health staffing levels in the coming year with an additional 200 nurses and 60 allied health professionals, and will continue to train up more nurses in our nursing schools.

At the same time, we are stepping up measures to reduce the high turnover rate of clinical staff, such as by improving their career prospects and training opportunities and relieving their workload. Examples include the following:

- Provide additional Associate Consultant posts to enhance the promotion opportunities of frontline doctors
- Enhance orientation and training programmes for interns, and sponsor simulation training courses for doctors
- Foster succession planning of senior nursing and allied health grades
- Provide nurses and allied health staff with training subsidies and more opportunities for advanced training
- Recruit more supporting staff to share out simple clinical tasks and relieve the clerical workload of allied health professionals

Better Manage Growing Service Demand

To better manage growing service demand, we will increase the capacity in priority areas, and reduce demand by enhancing secondary prevention of chronic diseases and sharing out the demand with community partners. Priorities include the following:

- **Hospital capacity:** Around 150 acute beds and 130 convalescent beds will be added in the coming year, majority of which are located in high needs communities such as the New Territories West and Kowloon East Clusters. The newly completed North Lantau Hospital will also come into operation by phases.
- **High demand life threatening diseases:** Cardiac care will be enhanced with the expansion of emergency percutaneous coronary intervention (PCI) service, and clinical treatment for stroke patients will be strengthened by implementing in phases the 24-hour thrombolytic service. There will also be additional hospital haemodialysis places for patients with end-stage renal disease.
- **Services with pressing issues of waiting time and access:** We will improve the management of specialist out-patient clinic (SOPC) waiting lists by setting up new case clinics and conducting additional doctor sessions. The episodic quota at general out-patient clinic (GOPC) will also be increased to improve the access of target population groups to the service.
- **Chronic disease management:** We will expand the Community Health Call Centre service to support patients with chronic illnesses, and enhance clinical treatment for elderly patients with age-related macular degeneration (AMD) and diabetic related eye diseases. Besides, the community case management programme for patients with severe mental illnesses will be extended to three more districts, including Sai Kung, Wong Tai Sin and North District.
- **Public-private partnership (PPP):** We will continue to implement the pilot programmes of purchasing haemodialysis service from qualified service providers in the community, as well as purchasing radiological investigation service, cataract surgeries and primary care services from the private sector.