

Strategies for Ensuring Service Quality and Safety

- Enhance clinical risk management strategies to improve patient and staff safety, with particular focus on building safety culture and developing safer models of service.
- Modernise HA by adopting modern technology and treatment options which have a proven track record of improving clinical outcomes and service efficiency in a cost-effective way, and upkeep the standard of medical equipment and facilities.
- Improve clinical practice through enhancing clinical governance and implementing continuous quality improvement systems.

Strategies for Enhancing Partnerships with Patients and Community

- Involve patient groups and community partners in delivering care.
- Engage patients and community partners in improving the way services are delivered.
- Take patient-centred approach in communication with patients and carers.

Strategies for Ensuring Adequate Resources to Meet Service Needs

- Ensure financial sustainability by enhancing efficiency in resource utilisation and review Government funding.
- Continue to develop a fair and transparent resource allocation system.
- Enhance key enablers, including business support services, capital works, and IT services.

Strategies for Enhancing Corporate Governance

- Reinforce the governance structure and processes of the HA Board and strengthen executive support to the Board.
- Develop and maintain an integrated enterprise-wide risk management approach in HA.

Implementation and Monitoring

Strategies and priorities that require re-distribution of or additional resources will be implemented and monitored through the annual planning process. A progress report on the Strategic Plan will also be submitted to the HA Board every year.



The full version can be downloaded from Hospital Authority Website: www.ha.org.hk
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HOSPITAL AUTHORITY STRATEGIC PLAN 2012-2017 AN OVERVIEW



CONSOLIDATING FOR HEALTH



The Strategic Plan 2012 – 2017 of the Hospital Authority (HA) is the overarching document for service and development planning throughout HA. It outlines the directions and strategies that we are pursuing in the coming five years. The Plan provides a framework for our clinicians and executives to align their programme initiatives in the annual planning process. It will guide the development of our annual plans for the next five years starting with Annual Plan 2012-13. The aim is to usher the HA community towards achieving the vision and mission of the organisation.



Planning Process

The strategic planning process is led by the HA Board. It is broadly participative, involving some 750 stakeholders. From the process, four main themes and a host of related strategic intents and strategies are crystallised:

- **Staff** – allaying manpower shortage and high turnover of clinical staff through a comprehensive strategy to provide a workplace of choice that attracts and retains people
- **Services** – better managing growing demands and ensuring service quality and safety against the background of manpower constraints; as well as engaging patients and community as HA's partners in healthcare
- **Resources** – ensuring adequate resources for meeting service needs, including key enablers and the optimal use of available resources
- **Governance** – the need to enhance corporate governance and address issues that relate to corporate structure and accountability reporting

Strategies for Allaying Staff Shortage and High Turnover

- Retain people by supporting staff with high quality training and structured career development, relieving their workload, and improving their terms and conditions of employment when necessary.

- Attract people to join HA by offering them more flexibility and choices in their employment. At the same time, options are developed with a view to increasing the supply of clinical professionals.
- Motivate people by promoting good management and leadership, enhancing staff communication and involvement, as well as supporting staff with effective performance management and recognition for good performance.

Strategies for Better Managing Growing Service Demand

- Enhance service capacity to meet the demand in priority services, with particular focus on high needs communities, high demand life threatening diseases, and services with pressing issues of waiting time and access.
- Increase service efficiency by developing new models of service delivery.
- Reduce the demand through measures to cut down on unnecessary or avoidable cases, and developing more upstream care options for secondary prevention of chronic diseases so as to cut down on complications and the need for hospital or specialist care.
- Share out the demand, particularly those that can be managed in the private or non-governmental organisation (NGO) sectors.