

ISLANDS DISTRICT COUNCIL

Paper IDC 70/2014

BRIEF ON KOWLOON WEST CLUSTER ANNUAL PLAN 2014/15 AND PROGRESS REPORT ON NORTH LANTAU HOSPITAL

Purpose

This paper aims at briefing the Islands District Council on the Kowloon West Cluster (KWC) Annual Plan 2014/15 and updating members on the latest development of the North Lantau Hospital (NLTH).

Kowloon West Cluster Annual Plan 2014/15

2. KWC provides a comprehensive range of healthcare services to districts of Wong Tai Sin, Mong Kok, Sham Shui Po, Kwai Tsing, Tsuen Wan and Lantau, comprising an estimated population of nearly 1.9 million.
3. Being the largest Cluster in the Hospital Authority (HA), KWC serves a population that is older and with lower income when compared to the Hong Kong average. Therefore, the community depends on KWC for accessible and comprehensive healthcare services. In order to cope with the rising service demand and provide timely and quality care to people in need, KWC will implement a series of initiatives in 2014/15, with details summarized at Appendix I.

Expansion of services in North Lantau Hospital

4. Having commenced its services in September 2013, NLTH is currently providing 16-hour accident and emergency (A&E) services as well as ambulatory care services including Medicine & Geriatrics and Psychiatric specialist out-patient services, Community Health Centre, allied health services and community care services. Pharmacy, diagnostic radiology and pathology services are also provided.
5. To enhance the services for patients residing in Tung Chung district and its vicinity, NLTH will commence inpatient services starting from 24 September 2014 (08:00 hours). In its initial phase, 20 acute beds and 20 convalescent / rehabilitation beds will be opened. In addition, the A&E service hours will be extended to provide round-the-clock services starting from 25 September 2014 (00:01 hours). Besides, outpatient services for surgery and orthopaedics and traumatology as well as the day rehabilitation centre will also commence services in the third quarter of 2014 while the

ambulatory surgery/day procedure centre is planned for the fourth quarter of 2014.

6. HA will, having regard to the service needs and manpower availability, further roll out the services of NLTH by introducing more specialties to the specialist out-patient clinics, opening additional inpatient beds as well as expanding the various clinical services, in phases.

Advice Sought

7. Members are invited to note the content of this paper.

Food and Health Bureau

Hospital Authority

June 2014

Kowloon West Cluster (KWC) Annual Plan 2014/15

I. Background

KWC provides a comprehensive range of healthcare services to districts of Wong Tai Sin, Mong Kok, Sham Shui Po, Kwai Tsing, Tsuen Wan and Lantau, comprising an estimated population of nearly 1.9 million. There are 8 hospitals at the Cluster :-

- Caritas Medical Centre (CMC) — a general hospital providing acute, extended and palliative care services, plus a Developmental Disability Unit for Children. It also serves as the Cluster Ophthalmology Centre and supports Cluster Orthopaedic Rehabilitation;
- Kwai Chung Hospital (KCH) — a mental health hospital with acute and outreach psychiatric care services;
- Kwong Wah Hospital (KWH) — a major regional hospital providing comprehensive acute services and a Chinese Medicine Clinic;
- Our Lady of Maryknoll Hospital (OLMH) — a community hospital providing general medical and palliative care services;
- Princess Margaret Hospital (PMH) — a major regional hospital providing a comprehensive range of acute services, which also serves as the Cluster Trauma and Oncology Centres as well as the Authority's Infectious Diseases Centre and Toxicology Reference Laboratory;
- TWGHs Wong Tai Sin Hospital (WTSH) — an extended care hospital providing rehabilitation, tuberculosis and chest services as well as Chinese Medicine Clinic;
- Yan Chai Hospital (YCH) — a general hospital providing acute and rehabilitation services, which also serves as the Cluster Ear, Nose and Throat Ambulatory Care Centre. There is a Chinese Medicine Clinic attached to the hospital.
- North Lantau Hospital (NLTH) — a new hospital with services started in phases since September 2013. It provides Accident & Emergency service, Community Health Centre, Specialist Outpatient Clinic as well as community outreach services.

1. There are a total of 23 General Out-patient Clinics in KWC.
2. As at 31 March 2014, the Cluster has a total of 6629 beds including 4251 for acute care; 1298 for convalescent, rehabilitation, infirmary and hospice care; 920 for the mentally ill and 160 for the mentally handicapped.

II. Major Challenges and Major Initiatives in 2014/15

KWC, the largest Cluster in the HA, serves a population that is older and with lower income when compared to the Hong Kong average. Our community depends on us for accessible and comprehensive healthcare services. In 2014/15, our key challenges continue to be managing rising service demands and providing timely care to all those in need, whilst maintaining high standards in quality and safety.

Our objectives are to ensure an adequate and competent workforce, enhance services and capacity, improve efficiency through collaboration, and expand our programs on quality and safety. Key initiatives are as follows:

1. To allay manpower shortage and improve working conditions of frontline staff, more nurses, allied health professionals and patient care assistants will be recruited. The Nursing School at CMC will train up an additional 100 registered nurses.
2. Our clinical services will be augmented by planned expansion of services at the new NLTH, the operation of the new Community Health and Wellness Centre in YCH, and the new Wai Ming Block in CMC.
3. To increase our capacity, KWC will open more operating theatre sessions, invest in additional paediatric beds for chronic ventilator assisted children, and provide more dialysis treatments.
4. To target waiting time and improve accessibility, more resources will be injected into SOPC and GOPC, with workflow redesign to maximize efficiency. Appropriate new cases will be diverted from SOPC to Family Medicine Specialist Clinics (FMSC), and more patients with primary care needs will be managed in GOPC. There will also be an increase in the throughput of Computerized Tomography (CT) examinations, and round-the-clock pharmacy services will be extended to more cluster hospitals.
5. Our mental health services will be further strengthened by community case management of patients with severe mental illness, recovery oriented treatment programs for in-patients, and expansion of child and adolescent psychiatric outpatient services.

6. To manage surge in demand during the winter period, KWC will maximize space utilization, redeploy manpower to improve in-patient flow and ease ward congestion, collaborate with our community partners to facilitate discharges, strategically prioritize our acute and elective workload, as well as expand GOPC services, in particular during public holidays.
7. To demonstrate our commitment to service quality and safety, YCH and PMH will undergo Gap Analysis and Organizational-wide Survey respectively as part of the HA Hospital Accreditation scheme. KWC will continue to roll out the Inpatient Medication Order Entry (IPMOE) System and paediatric clinical pharmacy services to improve medication safety. System changes will be made to minimize specimen identification errors, and improve tracking and sterilization of surgical equipment.

III. 2014/15 Annual Plan Target

Allay Staff Shortage and High Turnover

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| • Recruit additional nurses to alleviate the nursing manpower shortfall in hospital wards | 1 Q 2015 |
| • Train up additional 100 Registered Nurses in the nursing school at CMC | 3 Q 2014 |
| • Recruit more allied health professionals to cope with increased workload and enhance support for patients requiring multi-disciplinary care and rehabilitation | 1 Q 2015 |
| • Recruit more patient care assistants to share out simple clinical tasks and relieve the clerical workload of allied health professionals | 1 Q 2015 |

Better Manage Growing Service Demand

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| • Introduce more clinical services at the new NLTH, including ambulatory care, rehabilitation services and relocating 20 acute beds (from PMH) and opening of 20 convalescent / rehabilitation beds | 3 Q - 4 Q 2014 |
| • Commence the operation of the new Community Health and Wellness Centre in YCH | 4 Q 2014 |
| • Alleviate the access block at A&E departments by providing support sessions to handle the Triage IV and V cases | 1 Q 2015 |
| • Improve waiting time management by enhancing orthopaedic SOPC service and FMSC services for managing a total of around 4000 additional new cases on the SOPC waiting list | 1 Q 2015 |
| • Increase surgical capacity by opening six additional operating theatre sessions per week in PMH | 4 Q 2014 |
| • Improve the access of radiological services by enhancing CT service in OLMH with provision of 750 additional CT examinations | 1 Q 2015 |

- Enhance the accessibility of pharmacy services by providing round-the-clock pharmacy services in CMC and YCH; and recruiting additional dispenser grade staff for SOPC pharmacies in the Cluster 1Q 2015
- Increase the GOPC episodic quota by 13750 attendances for improving the access of target population groups to public primary care services 1Q 2015
- Set up Transient Ischemic Attack (TIA) clinic service in the PMH network for timely management of patients 1Q 2015
- Enhance the capacity of renal replacement therapy for patients with end-stage renal disease by providing hospital and home haemodialysis treatment to six more patients respectively; and home automated peritoneal dialysis treatment to seven more patients 1Q 2015
- Designate two medical beds in KWH with multi-disciplinary support for the care of patients on mechanical ventilation 2Q 2014
- Open three new paediatric beds at CMC to provide centralized care for chronic ventilator assisted children 4Q 2014
- Provide case management service to patients with complicated breast and colorectal cancer 1Q 2015
- Enhance community support for mental health patients by providing case management service to 1150 patients with severe mental illness living in Mongkok district, Tsuen Wan district and Lantau 1Q 2015
- Enhance mental health services by providing recovery oriented treatment programmes for patients in the psychiatric wards 1Q 2015
- Enhance child and adolescent psychiatric outpatient services by providing 300 additional new case consultations at KCH to relieve the waiting time of patients with Autism Spectrum Disorders (ASD) and Attention Deficit Hyperactivity disorders (ADHD) 1Q 2015

Ensure Service Quality and Safety

- Enhance the quality and safety of medication use for paediatric patients by rolling out the paediatric clinical pharmacy services to CMC and YCH 3Q 2014
- Install MALDI-TOF Mass Spectrometry in PMH to speed up microbiological identification for timely diagnosis and treatment 1Q 2015
- Implement a barcode-based tracking and archiving system in anatomical pathology laboratories to ensure correct identification of anatomical pathology specimens 1Q 2015
- Improve sterilization in surgical operations by enhancing the service standard of Theatre Sterile Service Unit (TSSU) in YCH and implementing the surgical instrument tracking system at PMH, CMC and NLTH 1Q 2015

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| • Phase out the re-use of selected types of class II moderate and moderate-high risk Single Use Device (SUD) according to clinical prioritization | 1 Q 2015 |
| • Use Minimally Invasive Surgery (MIS) technique in 70% of the hysterectomy surgeries for suitable gynaecological patients | 1 Q 2015 |
| • Establish breastfeeding support teams in KWH to promote breastfeeding of newborn babies | 1 Q 2015 |

Ensure Adequate Resources for Meeting Service Needs

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| • Set up a planning team to coordinate the overall planning, decanting and commissioning works of the KCH redevelopment project | 2 Q 2014 |
| • Carry out site preparation works for setting up the second cardiac catheterization laboratory in PMH | 1 Q 2015 |