Strategic Planning towards 2029 by the Hong Kong Hospital Authority

CHALLENGES TO MEET

While recognized as one of the best public healthcare systems in the world, Hong Kong’s public hospital services are facing daunting challenges. The Hong Kong Hospital Authority (HA), being the statutory organization responsible for managing all public hospitals in Hong Kong, is in the foreground fighting against multiple challenges, striving to sustain our high volumes of healthcare services under the mission of helping people stay healthy.

Escalating Demand on Healthcare Service

The rapidly aging population, combined with the rising trend in prevalence of chronic diseases, has generated and will continue to generate huge demands on healthcare service. Multiple comorbidities are also associated with disability, morbidity, mortality and decreased quality of life, posing formidable threats to the healthcare system.

Rising Healthcare Costs and Global Shortage of Healthcare Workers

The HA is spending more to meet the demand and continually improve quality of care. The increased pressure on healthcare services is being exacerbated by a global shortage of healthcare workers. The HA is also facing a major issue of manpower shortage, especially for doctors due to limited local medical graduate supply, as well as staff turnover in various job groups against keeping competions in the economy and the private medical market.

Complexity of Healthcare Processes

Healthcare processes, particularly for patients with chronic diseases, have become more complex, requiring an approach that involves a multidisciplinary professional team for continuity of care. The increasing complexity of healthcare for patients is compounded by variations in service delivery and organizational arrangements in healthcare systems. With these, inadequacy or lack of coordination of care may lead to fragmentation of healthcare services, compromising quality and cost-effectiveness.

OPPORTUNITIES TO EMBRACE

To tackle these challenges, HA has been developing robust strategic plans to guide its planning and development in the coming years.

Building Up Infrastructure to Increase Capacity

To cater to the growing healthcare demand, the Hong Kong Government has worked with the HA to devise two ten-year Hospital Development Plans (HDPs) for phased implementation from 2016 onwards. These visionary HDPs lay out the blueprint of public hospital development for the coming two decades, aiming to dramatically increase its capacity and improve facilities through new hospitals, expansion and redevelopment of existing hospitals. With the connected structures of primary, secondary, tertiary and quaternary care, and coordinated rehabilitative, palliative, community and social care, the service demand projected up to 2036 can be largely met.

Advancing Technology for Service Transformation

With a “Smart Hospital” vision in mind, the HA ambition is to enhance its information technology solutions with new strategic enablers, including mobile computing, telecare, and data analytics. In the past few years, HA has been developing advanced electronic architecture to facilitate improved effectiveness in information sharing, communication and coordination across hospitals and community settings, as well as to bridge the public and private healthcare information gap. In the future, HA envisages digitalizing and revolutionizing its healthcare through the use of “big data”, driving for an era of technology-driven healthcare system.

Innovating for Continuity of Care

Integrated care is at the heart of HAs planning. All along, HA strives to connect healthcare workers through the approach of multidisciplinary professional teams and enhance the healthcare processes to deliver integrated care via care protocols/pathways/case management. In reinforcing coordination of healthcare services, HA embraces the importance of innovation and is dedicated to developing new service models by leveraging technology and through service transformation so that the healthcare needs are managed in more efficient and effective ways.

Fostering Collaboration and Promoting Partnership

With Hong Kong’s population of over 7.4 million as of mid-2018, its public healthcare sector is under immense pressure which HA alone cannot resolve. Proactive engagement and in-depth collaborations with various stakeholders are the key to breaking through substantial challenges. The HA has been working closely with different Government departments, the private sector and non-governmental organizations to extend collaborations within and across health and social care, with the overarching aim of delivering a personalized healthcare system that is both of high quality and good value.

MOVING ON

Looking ahead, HA will continue to work closely with stakeholders at different levels, and stand firm in meeting new challenges and safeguarding our patient-centred public healthcare system in Hong Kong by developing a more connective healthcare system.

About the Hong Kong Hospital Authority

The HA is a statutory body established under the HA Ordinance (Cap. 113) of Hong Kong in 1990 and is responsible for managing the entire public hospital system in Hong Kong, which is primarily funded by Government subvention. HA now manages 43 public hospitals and institutions, 49 SOPCs and 73 GOPCs throughout Hong Kong. GOPCs offer general healthcare and medical services to patients in need, while SOPCs strive to provide ever-better standards of treatment by keeping pace with the latest medical and scientific advances.