

# Annual Plan in the A&E Department

What you need to know  
- From the perspective of an EP Manager

# What do you want to achieve?

- ◉ Operational planning
  - > Specific short term
- ◉ Strategic planning
  - > Continuous quality improvement

# Strategic Planning

- ◉ Short Term (Annual)
- ◉ Medium Term (2 – 3 years)
- ◉ Long Term (3 – 5 years)

# Strategic Planning

- ◉ A means to acknowledge the current situation
- ◉ Determine the desired situation
- ◉ Plan to narrow the gap between the two

# External Environment (Forces)

- ◉ Political
- ◉ Regulatory
- ◉ Economic
- ◉ Technologic
- ◉ Social
- ◉ Competitive

# Internal Situation

- Vision
- Mission
- Values
- Culture
- Finance
- Organization
- Human Resources

# HA Annual Plan 08/09

## ◎ The Environment

- › Improving economy
- › Ageing population
- › Rapid advances of medical technology
- › Burden of chronic diseases
- › New infectious diseases
- › Rising community expectation
- › Escalating cost of healthcare services

# HA Annual Plan 08/09

- ◎ Policy Address 2007 by CE HKSAR
  - › Enhance primary care and promote family doctor-based services
  - › Public Private Partnership (PPP)
  - › Develop medical centers of excellence
    - (Paediatrics and neuroscience)
  - › Develop e-health record
  - › Implement healthcare financing to support reform and ensure sustainability

# Stages in Strategic Planning

- ◉ Situational analysis
- ◉ Strategy formulation
- ◉ Strategic Implementation
- ◉ Strategic control

# Situational Analysis

- ◉ External environmental analysis
  - > Opportunity Vs Threat
- ◉ Internal environmental analysis
  - > SWOT analysis
- ◉ Organisation vision, mission, objectives
  - > What does the organization want to be?

# Mission Statement (Reason)

- ◉ Ensure consistency
- ◉ Reference for major planning decision
- ◉ Gain commitment (inside)
- ◉ Gain understanding & support (outside)

Vision, Mission & Value

願景, 宗旨及核心價值

Kowloon Central

Cluster

Hospital Authority

醫院管理局

九龍中醫院聯網

# Vision 願景

To pursue excellence in  
health services :

致力盡善

- In Life we Share;
- In Health we Care ;
- In Excellence we Fare

珍愛生命  
關顧健康  
追求卓越的  
醫療服務

# Mission 宗旨

We deliver quality health service to our clients

- We partner with the community to provide holistic care

- We train healthcare professionals to pursue excellence

- We promote learning culture, research and innovations

為市民提供優質醫療服務

與社群合作，提供全面的醫護服務

追求卓越，培訓醫護專才

推動進修、研究及創新

# Value 核心價值

- R espect
- E mpathy
- S haring
- P rofessionalism
- E fficiency
- C reativity
- T rust

尊重互信  
體恤共享  
敬專業

重效率  
求創新

# Strategic Formulation

- ◎ Process of:
  - > Generating strategic alternatives
  - > Evaluating the alternatives
  - > Formulating a strategy (direction)
- ◎ Components:
  - > Strategy
  - > Long term objectives
  - > Integrated programs
  - > Financial projections

# Long Term Objectives

- ◉ 3 – 5 years
- ◉ Explicit and measurable
- ◉ Attainable
- ◉ Relate to key performance areas

# Integrated Programs

- Identify and fix accountability for the specific actions and results to accomplish long term objectives
- Below et al 7 steps:
  - › Identify the results needed
  - › Select 5 – 10 most critical results
  - › Agree on approach
  - › Reach agreement and document
  - › Invite review and comment
  - › Complete final documentation
  - › Implement and evaluate

# Financial Projections

- Forecast income
- Forecast balance sheet
- Capital expenditures
- Key indicators of financial performance
- A financial summary

# Strategic Implementation

- ◉ Operational plans
- ◉ Components:
  - > What? (objectives, outcomes)
  - > Why? (rationale)
  - > Who? (stakeholders)
  - > Steps (what, when, where, how)
  - > Resources needed
  - > Measurement and control

# Strategic Control

- ◉ Coordinate people
- ◉ Motivate to achieve objectives
- ◉ Early detection / alert system of any changes in environment
- ◉ Intervene to make correction
  
- ◉ Based on accurate, relevant and timely information

# Summary

- ◉ Organizational Mission
- ◉ Strategic analysis
- ◉ Strategy
- ◉ Long term objectives
- ◉ Integrated plans
- ◉ Financial projections
- ◉ Executive summary

# Planning Process

- ◉ Time schedule
- ◉ Clinical management team meeting
- ◉ Departmental consultative committee
- ◉ Submission of plan to HCE / CCE
- ◉ Refinement of plan
- ◉ Mid-year review
- ◉ Quarterly reporting

# Key objectives for HA 08/09

- ◉ Implement a planned response to increasing service demand
- ◉ Continuously improve service quality and safety
- ◉ Keep modernizing HA
- ◉ Build people first culture
- ◉ Maintain financial sustainability

# Examples

- Service demand
  - > Prevent avoidable hospitalization
- Quality and safety
  - > Emergency preparedness
- Modernizing HA
  - > IT, new technologies
- People first culture
  - > Doctor's work hours
- Sustainability
  - > Improve productivity

# Program Targets (Template)

1	Program Target	Actionable target to be published in Annual Plan 08/09 with completion date
2	Key Objective	One of the 5 defined Annual Plan Level I Objectives
3	Priority areas	One of the 22 defined AP Level II Priority Areas
4	What to achieve through the program, and how	Specific goal, and time table, quantified as appropriate
5	Key targets & milestones with dates	
6	Resources required	
7	Subject officers	

THE END

HF Ho, Management Seminar 2007

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