



醫院管理局
HOSPITAL
AUTHORITY

Hospital Authority

Strategic Service Framework for

Cancer Services



Introduction

The Hospital Authority (HA) Strategic Service Framework for Cancer Services (the Framework) provides guidance to the planning and development of HA's adult cancer services for 2020 to 2030. It outlines the strategies and key enablers required to improve the service model and build the system infrastructure to achieve the following vision:

“ All cancer patients receive timely, coordinated and patient-centred care in their cancer journey. ”

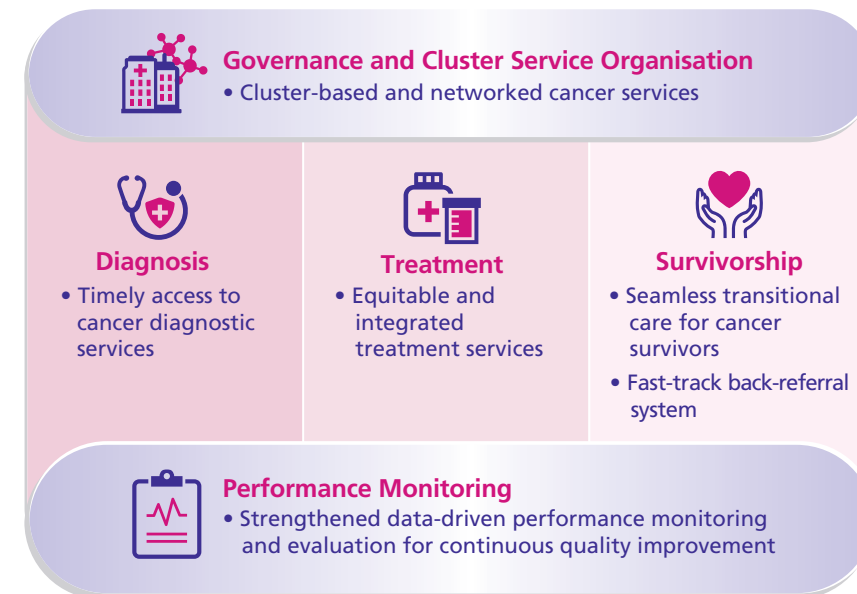
To provide sustainable quality service, concerted efforts are required from cancer care professionals from different clinical specialties and disciplines, with executive sponsorship from cluster management and HA Head Office. Emphasising on cross-specialty, cross-disciplinary collaboration and the cancer services organisation, this Framework will generate the momentum for all HA staff to work together to achieve HA's vision for cancer services and deliver a better service to all cancer patients in Hong Kong.

Planning Process

Under the policy directions and executive guidance of the Medical Services Development Committee and Directors' Meeting, a designated Taskforce was established to oversee the development of the Framework. A highly collaborative approach was adopted, with contribution from clinical staff, cluster management, Head Office executives, and patient groups. Their inputs and views on cancer services were collected through various platforms such as Working Group meetings, workshop with overseas expert, hospital visits and meetings with relevant Committees.

Framework Strategies

This Framework sets out five strategic directions for HA to improve adult cancer services. Its scope covers the governance and cluster service organisation, diagnosis, treatment, survivorship and performance monitoring.



Under each strategic direction, strategies have been formulated to address the identified gaps, improvement opportunities, and anticipated challenges to the implementation of the new service model, as detailed below:



Cluster-based and Networked Cancer Services

- Tighten linkage between Corporate and clusters
- Reinforce cluster-based cancer service coordination



Timely Access to Cancer Diagnostic Services

- Stratify patients actively according to their cancer likelihood
- Provide fast-track diagnostic services



Equitable and Integrated Cancer Treatment Services

- Apply 'Integrated Cluster Cancer Centre' model
- Streamline supportive care pathways
- Improve care coordination with enhanced Cancer Case Manager services



Seamless Transitional Care for Cancer Survivors

- Align survivorship care
- Facilitate transition to primary care
- Support survivors to stay healthy in the community



Strengthened Data-driven Performance Monitoring and Evaluation for Continuous Quality Improvement

- Collect data systematically along the patient journey
- Identify key domains and develop clinical indicators to evaluate and monitor outcomes and service quality

Key Enablers

For effective implementation of the Framework strategies, various key enablers are required to augment the existing system infrastructure for cancer services, including:

Manpower and Training:

A cluster-based approach to workforce planning and development will be adopted. Training and development, in particular trans-disciplinary training, will be arranged to ensure service quality and sustainability.

Facilities and Infrastructures:

The 'Integrated Cluster Cancer Centre' model will be incorporated into the physical designs in future hospital development and redevelopment projects. In addition, capacity planning for space and facilities will be coordinated with growing service demands.

Data and Information Technology System Support:

To facilitate performance monitoring and drive service improvement, a platform for corporate-wide systematic data collection will be explored.

Implementation and Monitoring

Successful implementation of the Framework will require the concerted efforts of clinical staff and executives. The strategies will be implemented in phases according to the service needs priorities and readiness of the programmes. The implementation process will be monitored at different levels, including the existing mechanisms of annual plan programme monitoring, operational plans progress review at the cluster and Corporate levels, and the development of HA-wide quality indicators on cancer services.

Conclusion

Although combating cancer can be a difficult experience, quality care that addresses patients' needs can significantly alleviate their suffering during the cancer journey. This Framework highlights the future cancer service model that HA will deliver, and brings together different specialties, disciplines and sectors to support our patients and carers through integrated care. Through our concerted efforts in implementing the Framework, we will continue to raise the quality of HA's cancer services, and benefit many more patients in the years to come.

