



香港社會醫學學院
HONG KONG COLLEGE OF COMMUNITY MEDICINE
founder College of the Hong Kong Academy of Medicine
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ADMINISTRATIVE MEDICINE

Part I Examination

Wednesday 5 June 2024

14:30 – 16:00 (1½ hours)

Paper IB

Candidates must answer all parts of these questions

Style, clear grammatical English and legibility will be taken into consideration by the Examiners. Answers should be written in a form appropriate to the audience specified in the question.

The weighting of marks for each part of the question is shown in parentheses.

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INVIGILATOR INSTRUCTS YOU TO BEGIN**

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7. In recent years, there is a trend to shorten hospital stay and shift care towards ambulatory. You have been employed to be the Clinical Director of a hospital cluster and you are tasked to develop an ambulatory centre and move a surgical service to this centre.

1) Recommend one surgical service that you plan to shift from hospital based to ambulatory care based and describe what you would develop to facilitate the transition. **(5 marks)**

2) You are also responsible for persuading the district councillors to support this shift. Describe your approach which you should include the health management perspectives and public health perspectives. **(5 marks)**

QUESTION CONTINUES

8. In view of the increasing demand for accident & emergency (A&E) services in the public hospitals, with increasing waiting time for the non-urgent cases, the government is proposing to increase the fees for non-urgent attendance at the A&E departments of the public hospitals to a level commensurate with the prevailing consultation fees among the private primary care doctors. Non-urgent attendance is defined as patients classified as category 4 and 5 on triage. This has aroused concerns from the public and members of the Legislative Council. In response to a question raised by a Legislative Council member, the government has provided the following statistics on the trends in the utilization of A&E services in the public hospitals in the past 5 years (from 2018 to 2023):

Number of Hospital Authority's Accident & Emergency (A&E) attendances by triage categories and timeslots in 2018 and 2023

Year	Timeslot	Number of A&E attendances				
		Priority 1 (Critical)	Priority 2 (Emergency)	Priority 3 (Urgent)	Priority 4 (Semi-urgent)	Priority 5 (Non-urgent)
2018	From 0:00 am to 7:59 am	5 079	9 153	112 498	178 460	9 527
	From 8:00 am to 3:59 pm	9 104	22 597	344 780	593 131	50 281
	From 4:00 pm to 11:59 pm	8 157	20 453	287 939	407 435	20 731
	TOTAL	22 340	52 203	745 217	1 179 026	80 539
2023 [Provisional Figures]	From 0:00 am to 7:59 am	6 052	9 304	114 774	165 885	7 552
	From 8:00 am to 3:59 pm	11 948	24 409	369 390	553 828	36 156
	From 4:00 pm to 11:59 pm	9 971	21 617	307 617	365 414	13 152
	TOTAL	27 971	55 330	791 781	1 085 127	56 860

QUESTION CONTINUES

It is noted from the above statistics that despite a 27% reduction in the overall attendance in the A&E departments, the number of Cat 1 patients has increased by 27%. It has also been noted that the waiting time for Cat 4 and 5 patients has increased by over 50% in the past 5 years.

- 1) What are the economic considerations in the setting of fees for A&E services?
(2 marks)

- 2) What is price elasticity on demand? What is income elasticity on demand?
(2 marks)

- 3) How would the two factors in question 2 affect the demand for A&E services in public hospitals and financing of healthcare services? **(4 marks)**

- 4) From a policy perspective, what are the most important considerations by the Government in the setting of A&E fees? **(2 marks)**

QUESTION CONTINUES

9. The Government has built the city's first Chinese Medicine Hospital (CMH) in Tseung Kwan O to provide inpatient and out-patient Chinese Medicine (CM) service, as well as teaching and research in CM. There will also be a minority of western medicine practitioners working alongside their CM counterpart in the hospital. A Board of Directors has been established with membership appointed by the Government and the Contractor. The CMH will operate like a private hospital, while also receiving Government funding for around half of the service volume. Hong Kong Baptist University has been selected as the Contractor to operate the hospital. As such, there are many aspects unique to the management of the CMH as compared to other existing public or private hospitals in Hong Kong.

Describe and briefly explain the distinct challenges that the Hospital Management of CMH have to tackle, as different from that of other hospitals, under the following headings:

- (a) Political and regulatory **(2 marks)**
- (b) Service model **(2 marks)**
- (c) Quality and risk **(2 marks)**
- (d) Human resources **(2 marks)**
- (e) Financing **(2 marks)**

QUESTION CONTINUES

10. Please answer the following questions:

- 1) List the 8 steps involved in clinical incident management **(4 marks)**

- 2) List 5 principles associated with effective clinical incident management **(2 marks)**

- 3) Healthcare organisations, especially in the private sector, have starting to use Net Promoter Scores (NPS) to measure patient satisfaction, since the Harvard Business Review published the article “The One Number You Need to Grow” in 2003.
 - (a) What is the question asked to the patient? **(1 mark)**

 - (b) How is the score calculated? **(1 mark)**

- 4) List 4 measures of a typical hospital Patient Experience Survey, such as the one used by the Agency for Healthcare Research and Quality. **(2 marks)**

END OF PAPER