



香港社會醫學學院  
HONG KONG COLLEGE OF COMMUNITY MEDICINE  
founder College of the Hong Kong Academy of Medicine  
*Incorporated with limited liability*



## ADMINISTRATIVE MEDICINE

### Part I Examination

Wednesday 1 June 2022

14:30 – 16:00 (1½ hours)

### Paper IB

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**Candidates must answer all parts of this questions**

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*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.*

*Weighting of marks for each part of the question is shown in parenthesis.*

**DO NOT OPEN PAPER UNTIL THE INVIGILATOR  
INSTRUCTS YOU TO BEGIN**

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7. Hong Kong's Covid 19 fifth wave had infected at least 1.2m people and caused more than 9000 deaths, mostly among the elderly. The government plans to review its management of the fifth wave with a view to improve the management of future waves.

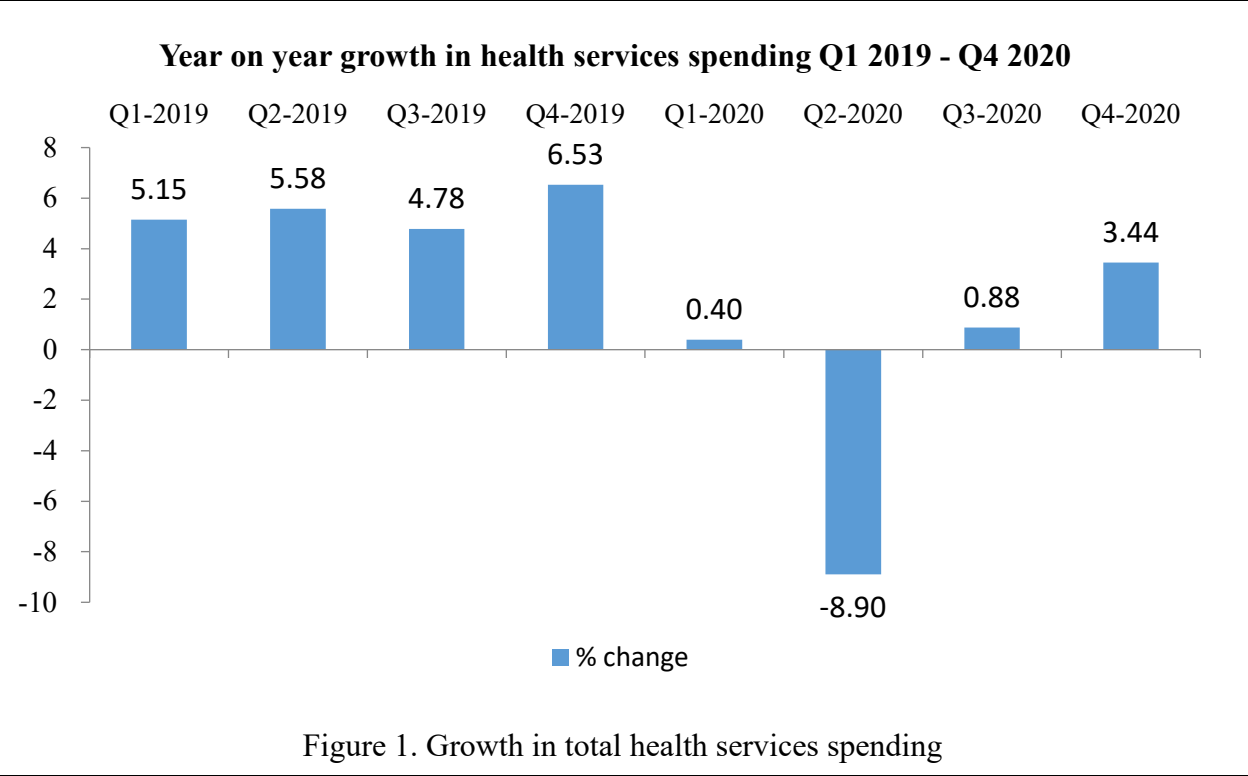
As the newly appointed Director of Health, you have been asked to lead the review. Please answer the following questions:

- a. Please list the top FOUR reasons you believe contributed most to the high mortality among the elderly. (2 marks)
  
- b. Please list the key areas of preparedness and response activities to be covered in your review. Briefly explain the rationale for selecting these areas. (4 marks)
  
- c. Please identify EIGHT critical stakeholders for the review. Briefly explain your rationale for choosing these stakeholders i.e. how they will contribute to the review? (4 marks)

**QUESTION CONTINUES**

8. Household spending on total health services for the year 2019 - 2020 and selected health service types in 2020 are shown in Figure 1 and 2 respectively. The quarterly health services spending were compared to the same period of last year.
- a. Please describe the changes in spending by quarters in Figures 1 & 2, and propose the main reason for such changes. (4 marks)
  - b. Please provide suggestions for the factors that caused the changes in spending by service types in Figure 2, and what services models could have offset the reduction in traditional mode of services.  
(4 marks)
  - c. Please discuss the likely impact in health outcome of non-contagious diseases and health services spending in subsequent years. (2 marks)

**QUESTION CONTINUES**



**Year on year growth in spending by selected services types in 2020 (% change)**

	<u>1Q 2020</u>	<u>2Q 2020</u>	<u>3Q 2020</u>	<u>4Q 2020</u>
<b>Physicians Offices</b>	4.21	-13.32	-3.61	-2.40
<b>Outpatient Care Centers</b>	1.13	-11.53	-2.18	1.53
<b>Laboratories</b>	-3.12	-14.50	21.20	32.70
<b>Hospitals</b>	-2.60	-5.59	2.56	5.68

Figure 2. Growth in health spending by selected service types

**QUESTION CONTINUES**

9. For managing COVID-19 pandemic, the Government of Hong Kong has adopted a policy of isolating infected patients in public hospitals or community isolation facilities. During the fifth wave, the number of newly diagnosed COVID-19 patients once surged to 70,000 patients per day, isolation facilities of the public hospitals have been overloaded. The Government has set up Community Isolation Facilities (CIF) for Elderly run by non-government organizations, those located at sport centers would have either private health management organizations or local medical school to provide medical post support to take care of patients with mild symptoms.
- a. List FOUR benefits of setting up Community Isolation Facilities for Elderly at initial phase. (2 marks)
  - b. Identify FOUR challenges of setting up medical post in CIF for Elderly? (2 marks)
  - c. Discuss the issues you needed to manage if you were the NGO in-charge person responsible for setting up CIF for Elderly. (6 marks)

**QUESTION CONTINUES**

10. a. According to GMC, clinical governance is the system through which organisations are accountable for continuously improving the quality of their services and safeguarding high standards of care by creating an environment in which clinical excellence can flourish.

As a Hospital Chief Executive of a hospital, describe the systems you should put in place to ensure effective clinical governance. (6 marks)

- b. Key performance indicators (KPIs) are used by hospitals to monitor and evaluate performance against benchmark values or standards.

i. List SIX features one should consider when deciding whether a key performance indicator should be selected. (3 marks)

ii. List TWO unintended consequences of using KPI to monitor performance. (1 mark)

**END OF PAPER**

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