



November 2005

Part II Fellowship Examination in Administrative Medicine

Case Study 4

You are the Chief Executive of a Cluster of hospitals.

You had been called to meet a very powerful local community leader who demanded an increase in provision of the local General Outpatient (GOP) service. There was a strong petition from the local community asking for an additional evening clinic in one of the GOPs within the district. The reason for the new service was to cater for the needs of the working class who could not afford to visit the clinic during office hours.

In view of the resource constraint particularly with a projected budget deficit this year, you were very hesitant in introducing this new service. However, pressure was mounting, especially from the community leader who was becoming impatient and applied pressure through high ranking government officials. Your boss had called telling you that he would like you to comply with the local demands.

You have also received a notice to attend the Health Panel meeting at the District Council next week.

Describe the issues involved and actions to be taken.

For Examiner

A pass candidate would cover the following:

Issues

- Analysis of the genuine community needs for primary healthcare service through:
 - Community diagnosis
 - Socio-demographic profile of the local community
 - Availability of alternative healthcare providers in the community
- Decision making: rational choice vs political process
- Concepts of needs, demands and wants
- Rationing of scarce healthcare resources
 - priority target areas to be provided by the public healthcare system
- Financial management
 - how it is tied in with health services planning
- Crisis management

Action

- Explore various means / alternatives to address this apparent insatiable demand
- Consider new service model – nature and time frame
- Outcome evaluation
- How to articulate and communicate your plan to the various stakeholders:
 - the politicians
 - your boss
 - the residents

Outstanding Candidate

An outstanding candidate should be able to describe the use of organizational adaptive strategies, healthcare planning, decision making process, change management