



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*



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Tel: 2871 8844

Fax: 2580 7071

E-mail: hkccm@hkam.org.hk

### **Administrative Medicine Part II Fellowship Examination 2010**

Q4 You have recently been appointed as the HCE of a large public general hospital that has been in existence for decades. You are aware that management systems have become entrenched. The senior executive staff has been there for many years. There is a strong culture resistant to change in any form.

In the month prior to your appointment the hospital had undergone ACHS accreditation process and major shortcomings were noted in several areas (e.g. allied health professional staffing levels in Rehabilitation, environmental issues in the Palliative Care ward, nursing education programs, menu rotation in dietetic services and maintenance of the procedure suite in the operating theatres) with an overall suboptimal report. The hospital had previously been awarded accreditation even though deficiencies had been highlighted at that time. No significant remedial action had been undertaken. The hospital is on notice that a reassessment will be required within 1 year or else accreditation will be totally withdrawn.

Outline the quality initiatives you will institute to ensure that the reaccreditation process will be successful.

How will you manage the change required to deal with the negative cultural issues?



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## Administrative Medicine Part II Fellowship Examination 2010

### Q4 Key Points

For Examiner

Managing the culture, changing the culture

Make it a project – commit some funds to it.

Identify the change champions, support them. ....

Fact-finding .....who, what, why.....

What actually needs to change?

Special team – work through the issues systematically

Regular reporting

Regular bulletins for staff.... ? Charts around the hospital, celebrate small successes as they occur...