



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**

**Monday 10 June 2013**

**17:30 – 19:00 (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. In 2011, the Hong Kong Government announced the intention to develop four new private hospitals, together with specific requirements on governance standards, package pricing, as well as limits on the proportion of obstetric beds and foreign patients.

Write short notes on how such measures may affect different aspects of Hong Kong's health system in terms of:

- Service delivery
- Health workforce
- Health financing
- Governance
- Information

(10 marks)

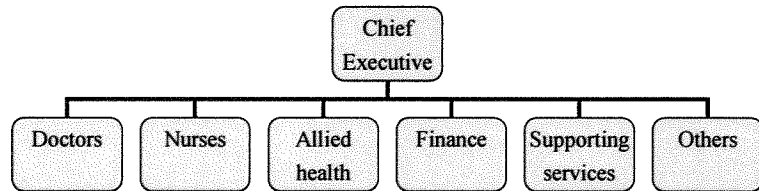
**QUESTION CONTINUES**

8. Write short notes on the following methods for providers/physician remuneration, including their advantages and disadvantages:

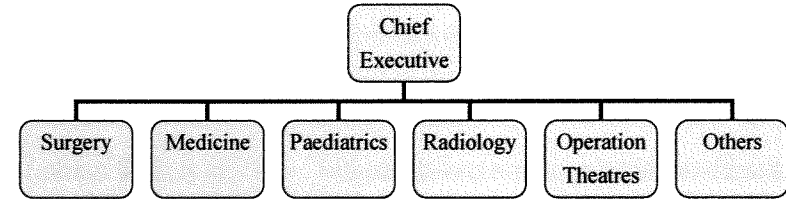
- i. Salary (2.5 marks)
- ii. Capitation (2.5 marks)
- iii. Fee-for-Service (2.5 marks)
- iv. Case-mix based Payment (e.g. Diagnosis-related Groups or DRG payment) (2.5 marks)

9. Health care organization structure designs usually fall into the following categories:

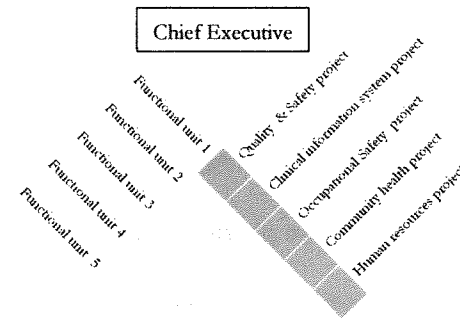
A. Functional Departmentalization – people grouped by functions performed or professional skills possessed, etc.



B. Divisional Departmentalization (or Project Departmentalization/product line Departmentalization – people drawn from different functional groups to carry out specific projects or deliver specific products



C. Matrix or hybrid design – features of both functional and project design incorporated



- i. What are the advantages of the divisional departmentalization as compared to functional departmentalization? (3 marks)

QUESTION CONTINUES

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- ii. What are the advantages of the matrix design as compared to the other designs? (3 marks)
- iii. What do managers need to do to overcome the weaknesses of the divisional departmentalization? (2 marks)
- iv. What do managers need to do to overcome the weaknesses of the matrix design? (2 marks)
10. i. The Institute of Medicine's 2000 report *To Err is Human* drew the attention of healthcare sector to the phenomenal number of medical errors leading to patient harm and deaths, and established patient safety as a major priority for health care system. Please comment why healthcare is error-prone. (5 marks)

**QUESTION CONTINUES**

- ii. Various tools such as Total Quality Management, Toyota Production System/Lean Management and Six Sigma from the aeronautics and manufacturing industries have been adopted and developed by the healthcare sector to enhance quality and patient safety. Write short note on one of the above tools and elaborate how the tool helps to improve the healthcare system. (5 marks)

**END OF PAPER**