



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 6 June 2016

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.*

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INSTRUCTS YOU TO BEGIN**

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7. At present, the regulatory framework for healthcare facilities in Hong Kong does not cover private ambulatory procedure centres. As a result of mishaps and patient deaths that occurred in beauty parlors and ambulatory centres, the Government set up a working group to look at the issue. The working group has made several recommendations:

- The regulatory framework should be expanded to cover ambulatory procedure centres. Requirements include clinical governance, infection control, resuscitation, equipment, facility and manpower standards etc.
- A list of high risk procedures are drawn up which will be subject to regulation. Some are only allowed to be performed in hospitals.
- The Department of Health should be empowered to inspect and if necessary impose sanctions on ambulatory centres that violate regulations.

**QUESTION CONTINUES**

Comment on the possible impact of such measures on the Hong Kong healthcare system in the following dimensions: System Efficiency, Quality, and Cost. Discuss what may happen and explain your answers. (10 marks)

8. The Hong Kong Special Administrative Region Government launched the Elderly Health Care Voucher Scheme (長者醫療券計劃) in 2009 providing financial incentive for elders to choose private healthcare services that best suit their needs.

i. How does a typical health care voucher scheme work?

(2 marks)

ii. Describe four advantages and four disadvantages of a health care voucher scheme.

(4 marks)

iii. Using the Elderly Health Care Voucher Scheme as an example, discuss how you will:

a. monitor the project

(2 marks)

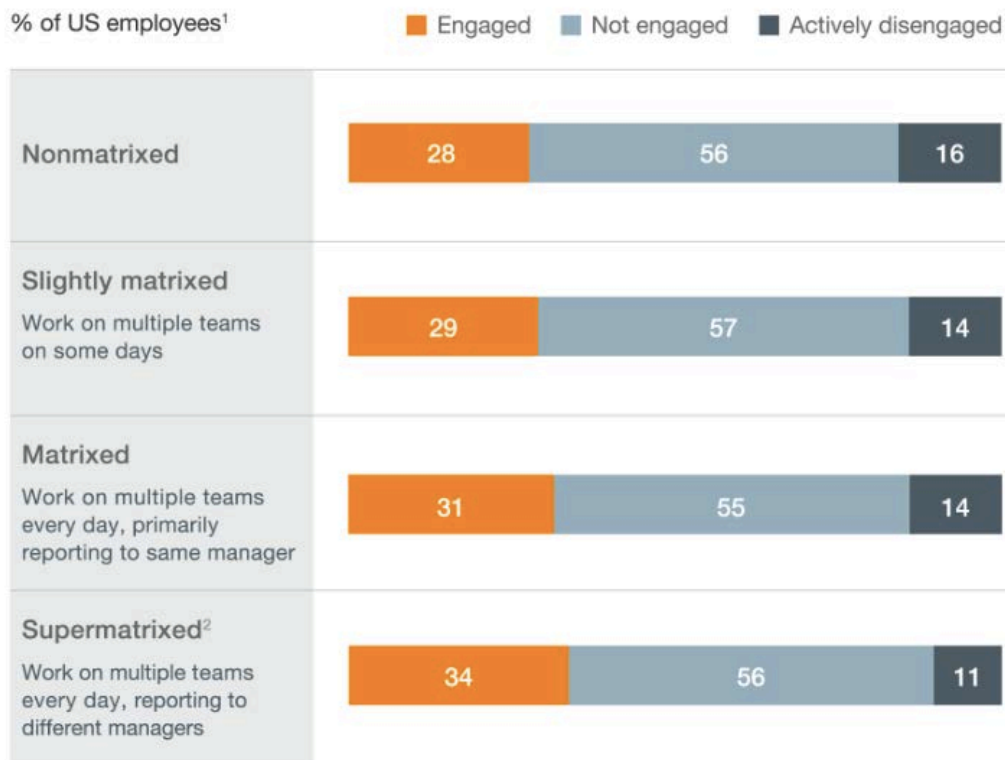
b. undertake a review of the scheme

(2 marks)

**QUESTION CONTINUES**

9. In the Jan 2016 issue of McKinsey Quarterly, there is an article revisiting matrix organizations based on a Gallup survey of 4,000 workers in US. The Gallup study shows that employees working in matrices are more engaged than their non-matrix counterparts. However, they often feel less clear about their roles, with matrices often create uncomfortable ambiguity for employees:

**Matrixed employees are slightly more engaged.**



<sup>1</sup>Controlled for employment level. Data reflect merged responses from 2 surveys and are not weighted.  
<sup>2</sup>Figures do not sum to 100%, because of rounding.

McKinsey&Company | Source: Gallup

i. What is a matrix organization? (2 marks)

**QUESTION CONTINUES**

- ii. Discuss the relevance and give examples of matrix organization in healthcare. (4 marks)
- iii. As a manager, how would you take into account the Gallup findings in your management of matrix relations in your hospital / centre? (4 marks)
10. i. Protocols setting out peri-operative procedures for preventing wrong site surgery have been widely adopted in hospitals. Describe the key procedures of such protocols and elaborate on the purpose of each of these procedures. (3 marks)
- ii. When serious adverse events occur, the public might ask whether there are human errors and whether any people should be held accountable. They might expect disciplinary actions against the staff concerned. Explain why punishment should not be the main strategy for prevention of adverse events. (4 marks)
- iii. What are the principles that a hospital should consider in deciding whether to take disciplinary actions against staff members involved in serious adverse events? (3 marks)

**END OF PAPER**

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