



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



tel :2871 8844

fax: 2580 7071

e-mail: hkccm@hkam.hk

Administrative Medicine Part II Fellowship Examination 2009

- Q4. You are the Service Director (Clinical Service) of a regional hospital serving a population of one million. As part of the Resource Allocation Exercise (RAE), the Head Office has invited you to prepare a bid to build a Radiotherapy unit with three Linear Accelerators which would serve the patients of your cluster. They have asked for a detailed business case, clinical services plan and project development plan so that they have a clear understanding of what will be involved.

Describe your approach to the preparation of this business case and project development plan.



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 II Fellowship Examination 2009

Q4 Key Points

For Examiner

1. Three components
 - a. Clinical service plan with attention to projected numbers of patients.
 - b. Facility plan for the project.
 - c. Business case
 - i. Revenue streams.
2. Leadership
 - a. Big job – unlikely to lead the process totally oneself, engage others in the executive.
 - b. Engage consultant/s.
 - c. Talk with public hospital counterparts.
 - d. Group of stakeholders. Talk with others who have worked on such projects.
 - e. Current oncologists' opinions.
3. Clinical service plan
 - a. How many people will need the service? What do we have now? How are these patients being taken care of currently? Relationship to Strategic Service Plan?
 - b. What are the gaps?
 - c. What model of service will we provide? Relationship with medical oncology, rehabilitation, pain management, palliative care, lymphoedema?
 - d. What clinical staff / expertise will be required? Multidisciplinary clinics?
 - e. Community / advocacy expectations?
 - f. Expected clinical activity – numbers of patients, nos of treatments, forms of treatment, forms of cancer treated, expected outcomes
4. Health facility plan
 - a. Functional areas
 - i. Reception, waiting, administrative.
 - ii. Radioactive material transfer and storage areas.
 - iii. Film processing, reporting.
 - iv. Staff areas.



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



- b. Patient treatment areas
 - i. Planning, simulation, holding.
 - ii. Consultation rooms / offices.
 - c. Tutorial, case conference, patient meeting rooms.
 - d. Function relationships
 - i. Within unit – imaging etc.
 - ii. Proximity to inpatient areas, outpatient waiting areas.
 - iii. Access – wheelchair / trolley, parking.
5. Business case
- a. What is it 'costing' now and who is paying?
 - b. What will it cost to build, to operate?
 - c. What are the risks?