

**POSTGRADUATE INSTITUTE OF MEDICINE**  
**UNIVERSITY OF COLOMBO**

**MD (MEDICAL ADMINISTRATION) PART II EXAMINATION**  
**AUGUST 2020**

**Date:-** 24<sup>th</sup> August 2020

**Time:-** 1.00 p.m. – 4.00 p.m.

Answer **all four (04)** questions.

Answer each question in a separate book.

**PART A – PAPER I**

1. The Mass Media has raised an issue regarding a death of a 42-year-old male patient with recently diagnosed diabetes mellitus in a Teaching Hospital. He reportedly presented with mild cough and wheezing, fever and swelling of the right leg, and died 2 days after admission. Post-mortem examination revealed that the patient had died of septicemia due to cellulitis of the right leg. A PCR test which was done on the patient was negative. His family blamed the hospital stating that the patient was not seen properly by the Consultant and Medical Officers, and that he was neglected due to suspicions of COVID-19 infection.
  - 1.1. As the director of the hospital, discuss the steps you would take to address the problem posed by the family's reaction and the related mass media issues. (25 marks)
  - 1.2. Discuss how you would prevent this kind of incident in future. (25 marks)
  
2. The Ministry of Health has initiated the Primary Healthcare Strengthening Project (PSSP) to increase the utilization and quality of primary health care services. As the Regional Director of Health Services of a district you have to review the required Primary Medical Care Institution (PMCI) capabilities for providing comprehensive and quality care. You are supposed to carry out field visits to selected PMCIs in the district for supportive quality supervision.
  - 2.1. Discuss the minimum required Primary Medical Care Institution (PMCI) capabilities you would consider during your supervision. (10 marks)
  - 2.2. Describe three (03) barriers commonly faced at the institutional level in achieving required Primary Medical Care Institution (PMCI) capabilities. How would you plan to overcome these barriers? (20 marks)
  - 2.3. Discuss the key aspects of quality which may need to be improved at the Primary Medical Care Institution (PMCI) level to increase utilization of services. (20 marks)

Contd.../2-

3. There is a tendency among patients coming to tertiary level hospitals for patient care by-passing lower level institutions. This leads to overcrowding of bigger hospitals and underutilization of lower level institutions. The present plan of the Ministry of Health to implement a referral policy to overcome this problem.
  - 3.1. There is an undue delay in the implementation of this policy.  
Describe the reasons for this delay. (20 marks)
  - 3.2. Formulate a plan of action with your suggestions and proposed action in order to implement this policy. (30 marks)
  
4. The government decides to construct a hospital dedicated for infectious diseases. As a consultant in medical administration in the management development and planning unit of the Ministry of Health.
  - 4.1. Explain the critical factors to be considered in the pre-planning stage. (20 marks)
  - 4.2. Briefly explain the steps involved in above hospital planning. (10 marks)
  - 4.3. What are the important considerations you would take in the design of this hospital? (20 marks)

**POSTGRADUATE INSTITUTE OF MEDICINE**  
**UNIVERSITY OF COLOMBO**

**MD (MEDICAL ADMINISTRATION) PART II EXAMINATION**  
**AUGUST 2020**

**Date:-** 25<sup>th</sup> August 2020

**Time:-** 1.00 p.m. – 4.00 p.m.

Answer **all ten (10)** questions.

Answer each question in a separate book.

**PART A – PAPER II**  
**(SHORT ANSWER QUESTIONS)**

1. The Elderly are a growing segment of the population in Sri Lanka, which is experiencing the phenomenon of “Population Aging.”  
While the government is doing its best to protect and promote the health of the Elderly by introducing many programs, the utilisation of the programmes is limited in many areas. One of the possible reasons for this is that the communication strategy adopted by the Government is not effective.
  - 1.1. List three (03) demographic indicators to assess the phenomenon of “Population Aging”. (06 marks)
  - 1.2. List and briefly discuss the potential barriers to communicating with the elderly population and their caregivers. (14 marks)
2. You are the director of a district general hospital. There has been a surge of hospital acquired infections in your hospital. An independent investigation has identified that it is related to inappropriate use of antibiotics by clinicians.
  - 2.1. What are the possible reasons for antibiotic misuse? (06 marks)
  - 2.2. What measures will you put in place to encourage rational antibiotic use? (14 marks)
3. You are a director of a tertiary hospital where already two surgeons of a sub-specialty are working, sharing resources. The ministry appointed one more surgeon of the same sub-specialty to your hospital without much time for you to prepare.
  - 3.1. What problems may arise in providing facilities to the new surgeon? (06 marks)
  - 3.2. Discuss briefly your plan of action to overcome these identified problems. (14 marks)

Contd.../2-

4.  
4.1. As a director of a hospital how will you promote research which is useful to the health system? (10 marks)

4.2. Due to time constraints a researcher is asking for your permission to pilot the quantitative instrument at the same institution where the main study is to be conducted.  
Discuss the possible bias and how you would advise the researcher. (10 marks)

5. You are working as a Director of a District General hospital and you learnt that a proposal to upgrade the District General Hospital to a teaching hospital was submitted by the Ministry. The clinicians working in the hospital were highly supportive of this proposal.

You attended a meeting along with the Ministry officials at the Department of Management Services of the Finance Ministry to discuss the upgrading. At the meeting the proposal was rejected stating that "Sri Lanka's limited Gross Domestic Product has adversely affected state Health sector allocations" hence, upgrading cannot be considered at present.

On your return to hospital, how would you explain the economic principles this decision was based on, to the clinicians at the Hospital Management Committee. (20 marks)

6. In-service training to all Medical Officers is very important in order to maintain uniformity of services. As there is a lack of medical officers at most of the hospitals, only a few get released to attend training courses. In order to improve this situation, it is planned to conduct on-line training programmes. You are appointed to be in charge of organizing this programme.

6.1. What is the preparatory work that you will carry out before conducting an on-line training programme? (12 marks)

6.2. How can you ensure Medical officers complete on-line training modules as scheduled? (08 marks)

7. As the Regional Director of Health Services you receive frequent complaints that insulin is “out of stock” at the district general hospital. Also, the insulin which is available is reportedly “not very effective”.
- 7.1. Describe the gaps in the supply chain which could have led to this situation. (10 marks)
- 7.2. Discuss how you would take necessary measures to improve this situation. (10 marks)
8. Decentralization of health services was done through the 13<sup>th</sup> amendment to the constitution of Sri Lanka.
- 8.1. Outline the benefits of this decentralization to the community. (08 marks)
- 8.2. As a Provincial Director of Health Services, discuss the challenges faced by you due to this decentralization process. (12 marks)
9. The Private Health Services Regulatory Council (PHSRC), although in existence for over two decades, has failed to function to its full capacity, giving rise to concerns at the Ministry of Health.
- 9.1. Discuss the possible reasons that could have led to this situation. (10 marks)
- 9.2. As a consultant to the directorate of Private Health Sector Development, discuss briefly how you will assist the directorate to make PHSRC fully functional. (10 marks)
- 10.
- 10.1. Discuss three (03) performance appraisal methods which you can use for evaluating employee performance. (12 marks)
- 10.2. Assuming you are the Head of the Human Resource Management Coordination Unit of the Ministry of Health, what method of performance appraisal would you recommend for use in a Teaching Hospital? Justify your answer. (08 marks)

10