

LEVEL 7 ASSESSMENT SPECIFICATION

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Programme:	MBA		
Module:	Leading and Managing Projects		
Module code:	HKBM7010	Contribution to Overall Module Assessment (%):	20%
Lecturer:	Dr. Joe Leung	Internal Verifier:	Dr. Poon Che Cheong
Assignment Title:	Assignment 1 • Project Initiation Document (PID)	Word count (or equivalent):	• 1,000 words (PID)
Submission deadline:	• 15 March 2021	Return date of provisional marks & written feedback:	• 6 April 2021
Submission method:	All written assessments, where practical and possible, must be submitted via Turnitin unless otherwise instructed by the Lecturer. (Please DO NOT put this assessment specification into Turnitin or it will match many similarities with other students' submissions.) Alternative submission method (if applicable): Late submission of the assessment will result in a late penalty mark. Penalties for late submission: Up to one week late, maximum mark of 50%. Over one week late, 0%. Only the Extenuating Circumstances Panel may approve a change to submission dates.		
Academic honesty / referencing:	Academic honesty is required. In the main body of your submission you must give credit to authors on whose research and ideas your work is based. Append to your submission a reference list that indicates the books, articles, etc. that you have used, cited or quoted in order to complete this assessment.		

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1. Introduction

This Project Initiation Document (PID) outlines the planning of the service delivery project for the Matilda Medical Centre in Hong Kong. It describes the chosen organization and its challenges; presents the aim and objectives; as well as the project time frames and deliverables.

2. Background of the chosen organization

Matilda Medical Centre (MMC) is one of the medical clinics under Matilda International Hospital (MIH), which is a private hospital located on the Peak of the Hong Kong Island. Founded by Granville Sharp in 1907, the hospital was built in the memory of his wife, Matilda, for the benefit, care and happiness of patients. Matilda International Hospital has been serving patients on the Peak for 114 years and since 2007, the hospital opened its first downtown clinic, the Matilda Medical Centre, in Central, extending its services to reach local citizens in town. In 2015, the clinic expanded to a 3,000 sq ft centre, having more consultation rooms and designated areas for health checkups.

3. Identification of the challenges

The Matilda Medical Centre has always been set up as a general clinic which is for basic General Practitioner consultations and simple health checkups. The hospital set out a 5-year strategic plan in 2018 to increase the number of patients through a referral management system. Since then, a robust system was formed to secure specialist referrals within the hospital's service scope. Due to the convenience of location, many specialists and patients prefer to have the appointments in Central. This has increased the year-on-year number of specialist consultations by 84% in 2019 (Matilda International Hospital, 2021). As the clinic was originally set up as a general clinic, the setting, capacity, and

staffing were not fitted for a polyclinic, resulting an increased in waiting time and negative patient experiences. With regards to the demand, there is an urgency to transform the clinic from a general clinic to a polyclinic, which involves a larger capacity, systematic workflow as well as enhanced set up to serve its needs.

4. Aim of the project

The aim of the project is to identify the challenges in the current clinic and provide recommendations to improve the service deliveries in the new polyclinic.

5. Objectives of the project

The objectives of the project are:

- A review of Patient Satisfaction Survey to identify the current weaknesses in patient experience.
- Identify the key operational challenges impacting the current business.
- To provide recommendations for the new polyclinic.

6. Project deliverables

Service excellence is one of the key business strategies of the MIH and the hospital has a strong governance to feedback and complaint handling. With the use of Patient Satisfaction Report, areas of dissatisfaction will be identified, which will help to make recommendations to improve the service delivery. This will also result in positive image of the clinic by showing the willingness to listen to the customers' feedback, as well as preventing the recurrence of negative feedback on the same subject.

As the number of patients for specialist appointments were increased, the usage of

consultation rooms has been maximized. This has become difficult to book an appointment for patients and doctors and the increased in waiting time has led to negative impressions from patients. Floor plan of the new clinic would be useful to review and plan for the setting suitable for the service delivered. A service blueprint can identify errors in a process by clearly laying out the operational workflow (Sutanto and Andajani, 2020), which will be useful for identifying the service gaps and making recommendations. With the service blueprint, it will be beneficial for the Practice Manager to develop SOPs for the operation and fine tuning each touch point to reach service excellence.

7. Project Scopes

The project will be focused on the Matilda Medical Centre in Central with a confirmed venue to relocate to in June 2021. Recommendations of the project will be based on current patient satisfaction survey, interview with the Practice Manager, and observation of the operations. Services included will be the GP consultations, health check, imaging services, specialist appointments and selected procedures that are all within the current hospital's area of expertise. Stakeholders will be focusing on the staff working in the clinic. Service delivery in terms of patient journey from pre-arrival to follow up appointment will be the key to focus and will be outlined by service blueprint. No clinical care pathway will be included in this project.

8. Research Method

Primary research for the project will involve interview with the Practice Manager and observation of the operation. Data from the Patient Satisfaction Survey will be collected and analyzed to identify the weaknesses from the patients' point of views. A SWOT

analysis will be used to identify the weakness and formulate goals to overcome the threats and vulnerability (Mohammad Arabzad an, 2012). Finally, a service blueprint will be used to plan and find recommendations for the service delivery in the new clinic.

9. Time scale

As the project deadline is on 12 April 2021, the project is aimed to start on 8 March which gives more than one month for completion, a detailed time scale is listed here:

1-5 March: Completion of PID Form

6-12 March: Data collection for patient satisfaction survey and analysis the comments particular for the clinic. Interview with the Practice Manager and observation of the current clinic will take place.

12-15 March: Literature review on patient journey in clinical setting will be carried out.

16-21 March: Write up of the project, including background information, research method, project aim and scope, current strength, and weaknesses.

21-30 March: Continue write up of the project, development of the service blueprint and make recommendations.

1-7 Apr: Project review and feedback.

7-12 Apr: Finalize project and submission.

10. Risk

As the recommendations for the new clinic are based on the current challenges, the recommendations must be incorporated very well into the development plan which will be commenced in April, otherwise the recommendations will be difficult to implement. The risk of breaching data privacy will be mainly from the collection of patient satisfaction questionnaire and all data collected will be made anonymous and raw data

will not be listed on the report. An ethnic form will be completed before the interview with the Practice Manager takes place so that the purpose of the interview, the obligation, the risks will be fully addressed.

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