

The Second report of the Committee on Public Enterprises in the Fourth session of the Ninth Parliament of the Democratic Socialist Republic of Sri Lanka

Steps taken to implement the directives issued by the Committee on Public Enterprises relating to Sri Jayawardanepura General Hospital Board, at its meeting held on 06th December 2022.

No.	Matter	Recommendations of the Committee	Officer Responsible	Reporting progress in terms letter No. SJGH/IAD/AGR-2019,2020/COPE-2022 dated 11.05.2023	Steps taken to implement the recommendations
01.	<u>Advisory Staff</u> The attention of the Committee was drawn to the advisory staff consisting of three specialist doctors appointed by the Minister, according to the Jayewardanepura General Hospital Board Act No. 54 of 1983. Here, it was revealed to the Committee that the Ministry informs the chairman of the institution to appoint three members of the staff for that advisory staff and the specialist doctors in each sector have been appointed as consultants so far. The Committee inquired about the special role of the consultants and it was further revealed that, • they work as members of the Board of Directors, and • out of the 45 specialist doctors, 03 doctors are appointed for that purpose. As the appointment of three staff members to the Board of Directors was problematic, the Committee further	i. Report back the Committee regarding the actions to be taken on the Consultative Board within a month. ii. Even though it had been discussed to amend the Hospital Act and appoint decision makers and Committees without consultants at a joint meeting held before, they had not been implemented. Therefore the Committee recommended to implement those directives immediately.	Secretary – Ministry of Health	The progress had been reported through the letter of the Chairman of the Sri Jayewardanepura Hospital No. SJGH/IAD/AGR-201, 2020/COPE-2022 and dated 11.05.2023.	<u>Amendment of the Hospital Act</u> A cabinet paper under the heading of “Amending of Sri Jayawardanepura General Hospital Board Act No. 54 of 1983” was submitted by the minister on 23.08.2023 Cabinet approval to appoint an official committee to amend Sri Jayawardanepura Hospital Board Act and take necessary measures was granted on 04.09.2023. Accordingly, the committee was appointed by Secretary to the Ministry of Health on 11.10.2023 The committee report was prepared to which including the amendments proposed at the committee meeting headed by the Minister of Health. A meeting with hospital authorities and relevant top officers was held on 17.01.2024 and certain matters were discussed again and few changes were suggested. A cabinet paper containing proposed amendments is being prepared to submit to the cabinet in future.

	questioned about the matter. The Committee observed that, as three members of the staff represent the Board of Directors, there is a conflict of interest in this regard and the matter was discussed at length by the Committee. Also, the Committee drew its attention to the following matters; • The relevant Minister involves union representatives and employees in appointing the Board of Directors of certain government institutions, • As this hospital is both a graduate training hospital and a professional level hospital, there is a conflict of interest, thereby, the existing law should be changed, • Or else appointing professors of universities to these consultant positions, • The Board of Directors includes a board member representing the Institution of Postgraduate Studies, • Also, the Committee proposes to appoint the doctors who come for clinical examinations to this Board of Directors, • Consultation with trade unions and employees to get their views as well.	iii. To join persons with professional expertise and expertise in Business Management to the Consultative Council or the Board of Directors.	Chairman – Sri Jayewardene General Hospital		<u>A Management Advisory Council has been appointed.</u> A Management Advisory Council representing the entire hospital staff and unions has presently been appointed to obtain recommendations and suggestions needed for cost management and hospital management. <u>Getting involved the persons who possess knowledge in professional and business management for the Board of Directors</u> In amending Sri Jayawardanapura General Hospital Board Act, we wish to submit the proposal of getting involved the persons who possess knowledge in professional and business management for the Board of Directors, through new cabinet paper.
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02.	<u>Current status of the hospital and its development</u> The Committee emphasized that this hospital represents an urban middle class in the area and therefore, this hospital should be developed more than before, and that competitive private hospitals with modern equipment and facilities have been established around the area and therefore, the management of the hospital needs some modernization work arrangement as well as diversification of services, and that the proposal of the hospital to establish a dental clinic and a unit for paralyzed patients is timely, and for this, a comprehensive management plan should be made.				<u>Hospital's existing situation and its development</u> Many steps for the diversification of the hospital services have presently been taken as described below. • Providing drugs prescribed for the patient who leave the hospital after treatments. • Initiating of Pre Hospital Service to pick up the patient from his/her home and give treatment has been planned. • Necessary steps to expand the Out Patient Division (OPD) are being taken. • A Pain Management clinic has been commenced. • A clinic for the children having special needs has been commenced. • An immunization clinic has been commenced. <u>Corporate Plan</u> The Corporate Plan has already been prepared, referred to the Board of Directors and obtained approval. The Action Plan and Procurement Plan for year 2024 have also been prepared based on that.
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03.	<u>Appointment of Medical Specialists to the Board of Directors</u> The Committee questioned the reasons why the Board of Directors and the Advisory Board should include medical specialists. A board member/specialist doctor said in reply to that question that, • whereas right decisions and the fair decisions that are profitable for the organization are always taken • and whereas the doctors in the hospital have a good knowledge of the organizational structure, • and whereas many positive decisions have already been implemented, • and whereas the suggestions and ideas received from the staff are entertained by the Board of Directors, it is advisable to include medical specialists on the advisory board.	The Secretary to the Ministry should inform the Committee on how to deal with the composition of the Board of Directors.	Secretary – Ministry of Health	The progress had not been reported.	In terms of the Hospital Board Act, the Board of Directors is appointed by the Hon. Minister and the act will be amended by the cabinet paper expected to submit in future.
04.	<u>Appointment of specialist doctors to the advisory board</u> The Committee questioned the impropriety of decisions being taken by the all three specialists involved in the consultation and then the said decisions being implemented by the same doctors at lower levels. It was disclosed to the Committee that, • there are 10 people in the Board of Directors for decision making, • there should be a majority of 6 members,, • though at least the decisions of the				<u>Appointing Specialist Doctors for the Advisory Board</u> In terms of the Hospital Board Act, the Board of Directors is appointed by the Hon. Minister and the act will be amended by the cabinet paper expected to submit in future.

	three experts involved in the consultation were not correct, the decisions of the remaining six could lead to a resolution.				
05.	<u>Proposals for Modernization of the Hospital</u> The Committee observed that the service provided by a private sector hospital is not provided because these hospital employees are paid by the government, and that this hospital can be improved when the people are given the same high level of service as in the private sector, and that a team with some knowledge and ability for management should be involved in the Board of Directors and that this should be built at the business level. The Committee focused on the following matters. • That an action plan is also required in the corporate plan for this institution, • That the hospital services need to be promoted. • That a business plan, a procurement plan, a financial plan, a management plan and a human resource plan are required to be included in the corporate plan. • That this hospital should be a model hospital, • That the best use of available valuable resources should be made • That during the last 5 years, the Auditor General has not shown any concern to the matters pointed out in this regard.	i. Report to the Committee about the current obstacles for building this hospital at the business level. ii. Submit the prepared corporate plan including the action plan to the committee within 2 months	Secretary – Ministry of Health Chairman – Sri Jayewardene General Hospital	i. The Committee had been reported on the barriers of developing the hospital as a business entity as per the recommendation (i). ii. The Corporate Plan of the hospital had been submitted to the Committee within 2 months	In terms of the Hospital Board Act, the Board of Directors is appointed by the Hon. Minister and necessary steps when amending the act will be taken by the Ministry of Health. <u>Present obstacles exist in developing this hospital in business level</u> I. The hospital act must be amended timely to bring the hospital up to a business level institution. II. As long time consumes to take policy decisions when competing the health service market, the Organization Agility is in a very less condition considering it as a business institution. Power of taking accelerate decisions can't be given in Operational Level because departments, ministries have to be contacted and circulars must be considered when taking decisions. III. When taking decisions on the staff, the flexibility given to the institutions through acts such as the Companies Act is not given when using PA and PED circulars, so that face difficulties when competing with private institutions. IV. Restrictions exist when taking quick decisions on the financial utilizations.

					V. Inadequacy of financial provisions. <u>The Corporate Plan, Action Plan, Financial Plan and Procurement Plan</u> The Corporate Plan has already been prepared, referred to the Board of Directors and obtained approval. The Action Plan, Financial Plan, Human Resources Plan and Procurement Plan have also been prepared based on that.
06.	<u>Vision and Mission</u> The committee inquired as to how the institution would reach towards the vision and there it was revealed in the committee that a program has been already implemented unitedly by the Department of National Planning and the Department of External Resources for the said purpose. The committee inquired about the extent to which the mission of this institution has been accomplished and the hospital director expressed the following to the committee; • That the plans of the institution got disrupted in the year 2020 as a result of the Covid pandemic. • That facilitation has been made to admit patients with stroke and paralysis conditions immediately to the hospital under the assistance extended by the Japanese government and that it has been planned to commence a tertiary dental surgery unit.				<u>Vision</u> To be the most excellent and leading tertiary health care service provider in Asia by year 2030. <u>Mission</u> “To maintain special, safe, ethical and quality standards committing to provide cost effective health care solutions together with modern technology and, to provide Pre and Post Graduate education about health and par health sciences”

07.	<u>Special focus of the committee</u> The special attention of the committee was drawn towards the following matters. • That this hospital should not be benchmarked with the other hospitals in Sri Lanka, • That the doctors handling the renal and cardiac surgeries are extremely committed and provide high quality services, • That this hospital needs be promoted and upgraded internationally. • That the hospital laboratory should be further developed • That attention needs to be paid towards the hygiene of the hospital premises, • That the majority of the surplus staff which amounts to 264, are members of the primary staff and that they should be deployed in alternative programs, • That these facts need to be included within the Action plan.				<u>This hospital must not be Benchmarked with other hospitals in Sri Lanka.</u> When preparing the Corportate Plan, this hospital was Benchmarked with regional countries such as Singapore because its objective is to attract the patients who are presently seeking treatments in hospitals in foreign countries, to Sri Jayawardanepura General Hospital. <u>Doctors relevant to kidney and heart surgeries are very committed to work and they provide a good service.</u> I will extend them the relevant corporation. Permission to recruit to fill the existing vacancies for Specialist Doctors has been granted on 27.04.2023 and steps are taken accordingly. <u>This hospital must be promoted and forwarded internationally.</u> The objective of above is to attract the patients who leave for treatments to foreign countries such as Singapore, India, to Sri Jayawardanepura General Hospital. We also expect to obtain the ISO ceriticate too. We are glad to state here that the 03rd place of Naitonal Productivity Award had been won on 26.04.2022. <u>The laboratory in this hospital must further be promoted.</u> • Laboratory test reports could be displayed at relevant divisions as and when required via computer.
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					• Patients can obtain laboratory test reports via internet, using information technology. <u>Cleanliness in the hospital premises</u> With the objective of providing solutions for the defects pointed out by the COPE Committee, the hospital's maintenance division which was improperly continued at a container has presently been established at another place, systematically. Cleaning service in the hospital premises has presently been assigned to another company which is supervised by Public Health Inspectors, Administrative Officer, Administrative Assistants and Matrons. Engaging of prescribed number of employees and the applicable age groups of the employees has been included in the tender new service agreement. <u>Majority of the additional staff (264 Nos.) is primary staff and they must be engaged in alternative programmes.</u> Existing status of the hospital staff is as follows. The existing approved cadre is 2,049 out of 1,690 employees are in the service.
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					<table><tr><th>Primary Staff</th><th>Approved Cadre</th><th>No. of employees engaged in the service</th></tr><tr><td>Oderley – PL2</td><td>436</td><td>141</td></tr><tr><td>Assistant Health Staff - PLI</td><td>51</td><td>262</td></tr><tr><td>Supervision Oderley</td><td>06</td><td>02</td></tr><tr><td>Driver</td><td>14</td><td>09</td></tr><tr><td>Cooke</td><td>20</td><td>09</td></tr><tr><td>3-Wheel Driver</td><td>02</td><td>01</td></tr><tr><td>Telephone Operator</td><td>08</td><td>07</td></tr><tr><td>Laboratory Oderley</td><td>17</td><td>08</td></tr><tr><td>Carpenter, Mason, Painter, Plumber, Electrician, Welder</td><td>25</td><td>17</td></tr><tr><td>Total</td><td>579</td><td>456</td></tr></table> Accordingly, it is clear that there is a lack of 123 employees in the primary staff. <table><tr><th>Other staff</th><th>Approved Cadre</th><th>No. of employees engaged in the service</th></tr><tr><td>Nursing Staff</td><td>650</td><td>550</td></tr><tr><td>Management Assistant - MN1</td><td>22</td><td>58</td></tr><tr><td>Management Assistant - MN2</td><td>112</td><td>45</td></tr></table>	Primary Staff	Approved Cadre	No. of employees engaged in the service	Oderley – PL2	436	141	Assistant Health Staff - PLI	51	262	Supervision Oderley	06	02	Driver	14	09	Cooke	20	09	3-Wheel Driver	02	01	Telephone Operator	08	07	Laboratory Oderley	17	08	Carpenter, Mason, Painter, Plumber, Electrician, Welder	25	17	Total	579	456	Other staff	Approved Cadre	No. of employees engaged in the service	Nursing Staff	650	550	Management Assistant - MN1	22	58	Management Assistant - MN2	112	45
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08.	<u>Conducting the Audit and Management Committee meetings</u> In the committee, it was disclosed that the board of control needs to consist of the members mentioned below. • Chairman of the board • A representative of the Ministry nominated by the Minister • A representative of the Ministry of Finance, nominated by the subject minister of Finance • Three selected out of the members nominated from the advisory staff of the hospital • Two selected out of the persons who have rendered an outstanding contribution in their profession • The Director General of Health Services, Director of the Post Graduate Institute of Medicine and the Hospital director who are ex-officio members The committee was of the opinion that the audit and management committee meetings have been delayed by the board of control in spite of having the quorum, which was 05 members.				<u>Conducting Audit and Management Committee Meetings.</u> • After conducting the Audit Committee meeting on 26.09.2018, the hospital's Board of Directors had not been met due to political situation prevailed in the country and therefor the Audit Committee had also not been met. • Thereafter, although a Board of Directors had been re-appointed on 26.02.2019, an Audit Committee had not been appointed because the number of members in the Board of Directors had not been completed. • Although an Audit Committee had been appointed at the board meeting held on 24.10.2019, the Board of Directors was again changed after the Presidential Election. An Audit Committee had been re-appointed at the board meeting held on 24.02.2020 and all arrangements had been made to conduct the Audit Committee meeting on 20.03.2020 but couldn't conduct due to Covid-19 pandemic prevailed in the country. • Although all arrangements had been made to conduct the Audit Committee meeting on 28.07.2020, again it was unable to conduct due to resignation of the representative (Chairman of the Audit Committee).
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					<u>Present situation</u> • A new Audit Committee had been appointed at the board meeting held on 18th October 2022 and 05 Audit Committee meetings had already been held for year 2023. • Dates of Audit Committee meetings to be held for year 2024 have already been scheduled.
09.	<u>Action Plan</u> The committee inquired about the failure to accomplish the activities in the Action Plan , and the hospital director stated the following in this regard. • That both the provisions and the capital allocations have not been received for this year. • That only the payment of salaries could be accomplished using the funds generated. • Therefore that it had been impossible to accomplish the above mentioned functions.				This Corporate Plan was prepared before to arise the Covid-19 pandemic and the tasks contained in the Corporate Plan couldn't achieve due to reasons such as non-providing of provisions from the government, directing by the ministry to stop all constructins etc., after the Covid-19 pandemic. The essential renovations are presently being carried out thorough managing appropriately the hospital income and the contribution extended by the staff. A Covid laboratory was constructed amidst past Covid-19 pandemic period without incurring treasury funds and an additional income of Rs. 50 million apprx. could earn. The hospital was carried out in the Break-even level when treasury funds were granted in deficit and Sri Jayawardanepura General Hospital was complemented as the hospital in which the highest number of heart surgeries and kidney surgeries were carried out within year 2022 amidst fuel, economic and political crises prevailed in the country.

					Many tasks such as Purchasing of the Endoscopy machine and Laparoscopy machine, updgarding/updating/improving of the hospital website, renovations in the administrative building, providing patients' medical reports via internet, improving of toilet facilities and other maintenance works in the hospital had been completed within year 2023. • Establishment of new units for identified special treatment. • Establishment of the Tele Medical Unit. • Implementation of the electronic medical reports. • Improvement of the water and electricity supply systems. • Authentication of the proper fire protection and identification mechanism. • Authentication of the efficient waste management etc.
10.	<u>Special matters brought to the attention of the Auditor General</u> The committee inquired about the measures that have been taken in relation to the following important matters pointed out by the auditor general. • A large amount of money has been spent on software development • The procurement process has not been followed for Electronic Document Management System and an advance payment has been made				Procurement process for the Electronic Document Management System and to develop the softwares had been followed up. Inspections relating to these matters were carried out by thePresidential Investigating Commission • FCID • Bribery or Corruption Allegations Investigating Commission • Investigating Unit in the Ministry of Health.

	to a company. • Expiration of excess stocks The committee was of the view that the internal auditor of the institution and the auditor of the ministry should be held responsible for the substantial payment made for consultancy services without a cabinet approval.				According to the report of the formal disciplinary inquiry conducted relating to the preliminary investigation carried out by the Ministry of Health, the Health Services Committee of the Public Service Commission had been determined that the relevant officer is guilty for all charges contained in the charge sheet given him and directed to suspend three salary increments as the disciplinary order. Accordingly, three salary increments of the relevant officer had been suspended as the disciplinary punishment. <u>Expiring of surplus stocks</u> • Instructions had been issued to the relevant officers on 09.01.2023 relating to ordering of medical equipment and drugs, storing and expiration. Here, method of working in terms of Financial Regulation 102(c), 103(b) and 105(d) has also been mentioned. • In addition to above, the officers responsible to expire without using 80% out of the surgical materials which had been purchased for the Neurologic Surgical Unit spending Rs. 4.2 million had been identified at the special audit inspection carried out by the Internal Audit Division in the ministry. • As cutting-off the losses exceeding Rs. 5 Lakhs must be reported to the General Treasury, "The preliminary
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					report relating to the losses under F.R. 104(3)— to report the losses relating to expiring of surgical items has been submitted to the General Treasury via ministry. • Committee to determine the loss and get recommendations for recovery has presently been appointed by the Ministry of Health. Steps will be taken according to said committee recommendations.
11.	<u>Lands belonging to the hospital</u> The committee inquired about the measures taken regarding the forceful acquisition of lands belonging to the hospital and the reasons for assigning the land surveying task to a private surveyor, ignoring the survey conducted by the surveyor general. The following was disclosed in the Committee. • That the required measures are being taken in this regard after consulting the attorney general. • That the hospital has a risk of losing 165 perches. • That there are two survey plans for this land prepared by a private surveyor and the surveyor general. • The survey plan prepared by the private surveyor is currently in the possession of the institution and that it has been approved by the urban council. • The survey plan prepared by the	i. To provide reasons for contacting a private surveyor and the reasons for the getting the approval of the urban council. ii. To send a brief report to the committee through the secretary to the Ministry in relation to this situation including the list of all the officers who have taken incorrect decisions in this regard and (including the names of the former legal officers) and the details of their current workplaces and stating whether a case has been filed in relation to the acquisition of unauthorized lands. i.	Secretary – Ministry of Health Chairman – Sri Jayewardene General Hospital	i. Board of Directors approval had not been given for surveying the land by a private surveyor and approval of a former Director had been granted for this and actions had been taken to proceed litigations through the Attorney-General on 09.12.2022 to transfer the part of the land which is owned by the hospital to the government which had been illegally encroached. ii. The list of names of the officers who had taken the decision on the land had been submitted to the Committee.	<u>Present situation</u> • In terms of the Tracing No. CO/MMR/2014/722 made by the Surveyor General, all documents viz the notice of removing prepared to expel under the Grown Land Acquisition Act (Possession) No. 7 of 1979 to regain the lands possessed by the unpermitted residents in Sri Jayawardanepura General Hospital premises, complaint and affidavit relevant to each Lot had been referred to the Attorney General seeking approval. The Attorney General had advised regarding this matter that confirmation must be obtained from the Commissioner General of Lands whether the hospital premises had been transferred to Sri Jayawardanepura General Hospital Board by the Urban Development Authority, before to institute action under the act aforesaid. Accordingly, letter dated

	surveyor general has not been approved by the urban council. • That it is observed that an unauthorized construction has been made in this land. • That the attorney general was consulted in this regard on the 25.10.2021. • That the attorney general has given the directions on 10.11 2021. The committee inquired the following in relation to this matter. • The reasons for preparing another survey plan through a private surveyor in spite of the fact that a plan had been made by the surveyor general for this land and; • Whether a director board decision has been taken to get the land surveyed by a private surveyor and the reasons for the getting the approval of the urban council for the said plan.				13.07.2023 had been sent to the Commissioner General of Lands to obtain the relevant confirmation. • Letter dated 28.07.2023 sent by the Commissioner General of Lands states that the legal measures which must be followed up when transferring Sri Jayawardanepura General Hospital premises by the Urban Development Authority had not been followed up. • Accordingly, a discussion regarding removing of unpermitted residents had been held on 01.09.2023 with the Urban Development Authority who is the legal owner of the land. The Urban Development Authority will initiate steps to identify the unpermitted residents and take action accordingly. Accordingly, steps to conduct the local inspection are presently taken by the officers in the Urban Development Authority.
12.	<u>Information possessed by the hospital</u> The committee observed that, as per the performance report of 2016, the number of patients admitted to the hospital has decreased from 59000 to 31000 from the year 2016 to 2021 and that the number of surgeries conducted too has gone down and that the profit has increased by the year 2022 and inquired about the factors that contributed to this situation. Here the Accountant of the hospital	i. The committee stated that the inability to render the quality service expected by this hospital is a serious issue and that it is necessary to take speedy measures after inquiring about this situation. ii. The services expected from a government hospital are not rendered by this hospital and therefore, that the service obtained by the people from this hospital is minimal and	Secretary – Ministry of Health Chairman – Sri Jayewardanepura General Hospital	The progress had not been reported.	<u>Promotion of the Hospital Services</u> Many steps needed to promote the hospital services and provide reliefs expected from a government special hospital have presently been taken. • An awareness measure has presently been initiated using social media to make aware of the services provided by the hospital. • Providing of drugs prescribed for the patients who leave the hospital

	stated the following idea. • That the income in the year 2020 and 2021 had been Rs. 2353 million , and Rs. 2814 million respectively and that it has become Rs. 2688 million by the October of 2022. The hospital accountant provided the following reasons for the increase of the institution's income; • That this hospital functioned as a service provider from the initiation. • That a price formula had been introduced this year. • That it had been introduced based on the possibility to maintain the hospital without burdening the general treasury in a breakeven point. • That the hospital charges were increased in 30% accordingly and that the charges would be re-increased in 15% having reviewed them every three months.	that it is required to balance both these areas.			after treatments has been initiated. • Steps to commence a Dental Medical Unit is in progress. • Steps to establish a special unit for early identification of neurological diseases and stroke is in progress. • Three staff members (female) in the hospital had been trained to welcome the patients and guests attend the hospital and refer them to necessary divisions by which more quality service had been provided. • Sending of patients' test reports to them via online method has been initiated. • Renovation of the toilet system had been completed. • Providing of rates of the hospital tests and surgeries via hospital website has been initiated. • Emergency Physician for the Emergency Unit had been recruited and developed the Emergency Treatment Unit (ETU). • It has also been planned to commence the Pre Hospital Care service (visiting the patient at his/her home and providing treatments). • Pain Management Clinic, Clinic for the children having special needs and immunization clinic have been commenced. • Steps to shift the Out Patient Division (OPD) (which is presently
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					been functions in a small room) to the building which had been rented to Hatton National Bank are taken together with Sri Lanka Navy, to establish a fully equipped Out Patient Division (OOD). • Steps to construct a solar power system under Japanese aids are in progress. • A Training Arm to provide NVQ3 and NVQ4 Nursing Services and Nursing Training had been commenced. • Patients visiting time has been increased. <table><tr><td></td><td>Mornin g</td><td>Afterno on</td><td>Evenin g</td></tr><tr><td>Previo us</td><td>-</td><td>12.00- 1.00</td><td>5.00- 6.00</td></tr><tr><td>Present</td><td>6.00- 7.00</td><td>12.00- 1.00</td><td>4.30- 6.30</td></tr></table> • In addition to above, the number of passes issued to visit a patient in a normal ward has been increased from 02 to 03. • Steps to avoid from frequent increasing of fees charged and, to maintain below the fees charged by private hospitals had been taken. • A considerable growth in various division in the hospital indicates, according to following data.		Mornin g	Afterno on	Evenin g	Previo us	-	12.00- 1.00	5.00- 6.00	Present	6.00- 7.00	12.00- 1.00	4.30- 6.30
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Surgeries	11.8	10.5	12.4	13.1																															
13.	<u>Staff</u> The committee inquired the reasons for shortage and the surplus of certain positions of the staff. The following was discovered by the committee. • That there is a surplus in the executive grades, and that both the positions of the director board secretary and the legal officer are held by one single officer • That both these positions have not been approved by the Department of Management Services • That there is a big problem in the scheme of recruitment • That Rs. 760,000/- has been paid to a consultant to draft the scheme of recruitment in 2020. • That it has been informed by the director board to take measures to recover the aforesaid payment as the	i. The reasons for the backwardness should be informed to the Committee, as the decisions of the director board are regressive.	Secretary – Ministry of Health Chairman – Sri Jayewardene General Hospital	Explanations under the recommendation (i) had been submitted to the Committee.	<u>Staff</u> Staff had been recruited by various governments from past disregarding the consistence with the hospital needs and staff in certain positions had been included inconsistently with the staff requirements. This had been effected badly in providing a best service and steps to correct this situation have been arranged. Also there is a dearth of the staff engaged in the service presently, compararing with the existing approved cadre. <u>Surplus in the Executive Grades.</u> No surplus in the Specialst Doctors which is the main executive grade Medical staff had not been recruited except essential cases in order to maintain the clinical service properly.																														

	scheme of recruitment was not duly prepared and submitted to the institution within the stipulated time. • That measures are taken to re-implement the old draft of the scheme of recruitment.				<u>Both positions of Secretary to the Board of Directors and, Legal Officer are held by one officer and approval for these two positions had not been obtained from the Department of Management Services.</u> • There are matters relating to legal issues in many matters relevant to the Secretary to the Board of Directors. Board of Directors must always take decisions on legal basis. Therefore, the Legal Officer functions a big role. Hence, there are special advantages if Secretary to the Board of Directors would be the Legal Officer too. • An officer for both positions had been recruited in 2019 on permanent basis and approval for both positions of Secretary to the Board of Directors and Legal Officer has presently been obtained from the Department of Management Services. <u>There is a big issue in the Recruitment Procedure.</u> Has been submitted to the Department of Management Services to prepare correct salary codes and scales. The recruitment procedure has also been prepared and steps to refer to the Department of Management Services and, obtain approval are being taken. A Recruitment Procedure had been prepared and sent for approval.
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					<u>Rs. 760,000/- had been paid to a Consultant to prepare the Recruitment Procedure for year 2020.</u> As hospital doesn't have a proper Recruitment Procedure, this selection had been made under Selection on Consultants's Qualification (CQS) in terms of the Code of Procurement Guidelines (as less than six months) with the objective of solving issues. But more than 06 months had been consumed to complete this task, steps are presently taken to recover the advances paid according to a board decision. <u>As board decisions are regressive, giving explanations to the Committee with regard to that.</u> I has been identified that former certain board decisions taken are defective. 1. As Operational Level decisions were taken at the board meeting so that later those decisions were confounded. 2. Favorable and unfavorable output of the board decision had not been considered before to take the said decision. Following steps have been taken to minimize this situation. 01. When submitting a board paper:
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					• Risk Analysis for Size and Likelihood of the Impact of the recommendation • Cost benefit Analysis of the recommendation • Responsibility and the accountability of the impact of recommendation. 02. Number of board papers have been reduced.
	<u>Current progress of the recommendations on the hospital that were made at the committee on 09.06.2017</u>				
14.	<u>Order No. 07 - Dismissal of the Internal Auditor</u> It was revealed at the committee that the institution was sued regarding the dismissal of the internal auditor as per a decision of the committee on 09.06.2017 and that the institution had to pay a fine to the internal auditor in the particular case.				This case had been taken up in the Colombo High Court for Appeal and order had been delivered on on 28.05.2020. Accordingly, the High Court Judgment states that compulsory retirement of Mr. H.D.L.C. Karunarathna – the former Internal Auditor is unfair and injustice. As per this judgement, the court had been considered that he got retired as normally. Therefore, the court had been taken steps to release the deposit of Rs. 2,992,430/- to Mr. K.D.L.C. Karunarathna which he deposited at the time of appealing this case. The Commissioner of Labor of Maharagama had computed that the gratuity and surcharge payable to him is Rs. 791,739.00. Accordingly, the Case bearing No. 27274 had been instituted in the Magistrate Court of Nugegoda to recover the unpaid gratuity, in terms of the Gratuity Act. This matter had been submitted to the 443rd board meeting

					held on 24.09.2020 to pay the amount aforesaid and payment had been made based on the board desition. Steps will be taken to avoid such informal dismissals from the service in futhre.
15.	<u>Order No. 14 - Expired stock</u> The committee inquired about the absence of proper action although it was recommended to submit a report to the committee regarding the officers responsible for the expiry of 80% of the surgical materials which were purchased at a cost of 4.12 million rupees.	i. Report to the Committee within two weeks the progress of the decisions taken on the said matter.	Secretary – Ministry of Health Chairman – Sri Jayewarde nepura General Hospital	The progress had been reported	<u>Expired stocks</u> • Instructions with regard to ordering, storing and expiring of the drugs had been issued to the relevant officers on 09.01.2023. method of working according to Financial Regulations 102(c), 103(b) and 105(d) had also been mentioned here. • In additon to above, the officers responsible to expire without using 80% out of the surgical materials which had been purchased for the Neurologic Surgial Unit spending Rs. 4.2 million had been identified at the special audit inspection carried out by the Internal Audit Division in the ministry. • “The preliminary report relating to the losses under F.R. 104(3)— to report the losses relating to expiring of surgical items has been submitted to the Ministry of Health. • Committee to determine the loss, recover and obtain relevant recommendations has presently been appointed. Steps will be taken in future according to said committee recommendations.

16.	<u>Order No. 20 - Assessment of fire extinguishing capability within the hospital premises.</u> As inquired of the current situation by the committee, the medical officer who is in charge of the planning department of the hospital stated; • that the hospitals had a very good fire protection system; • but that the equipment has not been properly maintained, • that the original fire protection system is no longer functional, • that the existing fire protection system is not capable of being restored; • As an immediate measure, Fire extinguishers have been placed at the necessary places, in addition to the centralized system. • That the Disaster Management Unit of the Ministry of Health has been informed in that regard. • The Ministry of Health provided a medical officer and some amount of money. The committee inquired whether the institution did the assessment as all institutions that are coming under the Fire Department of the Kotte Municipal Council, should be assessed once a year and the committee inquired the reasons for not doing what is required to meet the proper standards. The chairman stated that a fire drill was conducted in this year and the work is currently done on the advice of the Fire Department.				<u>Assessment of fire extinguishing capability within the hospital premises.</u> • Although hospital had a very good fire fighting system when it was constructing by Japanese government, presently it has some defects because the system is old about 39 years. • The hospital's fire fighting system is presently being modernized together with maintenance division due to existing difficulties of financial facilities. • A distress management and fire fighting plan has been prepared by the distress management unit in the Ministry of Health together with the fire fighting department of Sri Jayawardanepura Kotte Municipal Council. (Copy of the fire fighting plan aforesaid had been submitted together with previous reports.) • Request to obtain a fire insurance has presently been made to Sri Lanka Insurance Corporation. Accordingly, they had inquired the scope subject to the insurance in the hospital which had been referred to the Board of Directors too. Steps are presently being taken in terms of the board decision. • Officers from Sri Lanka Insurance Corporation have visited the hospital and discussion are in progress with hospital management and the relevant information are collecting. • Decision had been taken at the board meeting held in December 2023 to
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					prepare estimates together with fire fighting department of Sri Jayawardanepura Kotte Municipal Council and to restore the fire fighting system without delay and obtain a fire insurance accordingly.
17.	<u>Order No. 24 - Solar Power Generation Project</u> Rs. 2.97 million has been paid to The Central Engineering Consultancy Bureau (CECB) when the project was launched and on the committee's inquiry of the current situation, the director of the hospital stated; • that Rs. 2.97 million had been paid to CECB and currently the discussions are being carried out with JICA regarding that. • that a group of people from Japan came to Sri Lanka for this purpose. • that all previous information on this project was given to JAICA. • He told the committee that the hospital had given all the details about the project to JAICA and he believes that JAICA would use such information in implementing the project.				<u>Solar Power Generation Project</u> • Although solar power production process in the hospital had been commenced within years 2018/2019 incurring capital expenditures, it was stopped at its en-route because the government didn't grant capital expenses due to Covid-19 crisis. • Basic works of the solar power production project which is constructed on the roof of the hospital and as a donation from JICA institution have been initiated by a technical team arrived from Japan. • The assessments made by CEB have been handed over to the JICA institution. • Basic plan of the solar power production project was prepared by the team of JICA arrived to Sri Lanka on 17.04.2023 working together with the Ministry of Health and Sri Jayawardanepura General Hospital. • JICA institution in Japan and Secretary to the Ministry of Health have been signed for this solar power production process. They

					expect to implement this project in Sri Jayawardanapura General Hospital, Ratnapura General Hospital and Kurunegala General Hospital. • A feasibility study had presently been carried out by JICA institution and its report had been submitted to Japan and Secretary to the Ministry of Health.
18.	<u>Electronic Document Management System</u> A company in which the wife of a member of the board of directors was a director was awarded the task of designing an electronic document management system, operation and maintenance for the board of directors on November 26, 2015, and It was revealed that this company was registered on October 8, 2015. It was further revealed that Rs. 1.8 million for the software and Rs. 19.7 million had also been spent million for document scanning and uploading by December 31, 2019 and the committee was of the view that there had been a conflict of interest and inquired about the action taken in that regard. In this regard, the legal officer stated; • that the preliminary inquiry report was received 2 days ago and that a formal disciplinary inquiry is being conducted and that the Attorney General's advice has been sought regarding the possibility of	i. Expediting formal disciplinary inquiries. ii. To submit a detailed report to the Committee within a week regarding the reasons for the delay in holding it, so far iii. The Secretary to the Ministry to report to the committee on the actions taken in this regard within a week.	Secretary – Ministry of Health Chairman – Sri Jayewardene General Hospital	The Committee had been reported that the basic inquiries had been accelerated and cases had been referred to the Attorney- General for litigation for misappropriation of public property. Further the Committee had been reported that the expecting to take actions under institutional basis once received the formal inquiry report.	<u>Electronic Document Management System</u> Investigations relating to this were carried out by the • Presidential Investigating Commission • FCID • Bribery or Corruption Allegation Investigating Commission • Investigating Unit in the Ministry of Health. According to the report of the formal disciplinary inquiry conducted relating to the preliminary investigation carried out by the Ministry of Health, the Health Services Committee of the Public Service Commission had been determined that the relevant officer is guilty for all charges contained in the charge sheet given him and directed to suspend three salary increments as the disciplinary order. Accordingly, three salary increments of

	prosecuting the persons who are responsible in terms of the preliminary inquiry report of the Ministry. - that even though the preliminary inquiry report was forwarded by the Ministry of Health to the hospital on 06.08.2019 and it was received 2 days ago only when an inquiry was made. - That there is a problem of concealment or misplacement of documents in this institution. The committee inquired about the actions, taken in this regard and the reasons for the delay in the formal disciplinary inquiry to date.				the relevant officer had been suspended as the disciplinary punishment.
19.	<u>Post of Administrative Officer</u> The officer who took over the post of administrative officer stated to the committee that all the documents related to the post were not handed over. However, the Director of the Hospital stated that the documents were handed over before a committee of three members that included the internal auditor.	Systematizing the work of this hospital as there are many administrative problems in Sri Jayewardenepura Hospital.	Secretary – Ministry of Health Chairman – Sri Jayewardene General Hospital	The progress had not been reported.	<u>There are many administrative issues in Sri Jayawardane Hospital and systemizing its affairs.</u> Steps have been taken to obtain services of an experienced officer who had been served and retired from the Ministry of Health and solve the salary and administrative issues exist in the hospital. <u>Assuming duties in the post of Administrative Officer.</u> There is a key shortage of a permanent Administrative Officer in the hospital and issue in the salary scale of this post also exists like in other posts. Hence, an experienced officer who had been served in the Ministry of Health had been recruited on contract basis. All documents relevant to the post of Administrative Officer had been duly handed over to siad officer.

20.	<u>Storage of Patients' Data</u> The committee inquired of the current progress of the patients' data storage process and the Medical officer in charge of Information Technology stated the following in that regard; • An electronic health records system is currently available. • And, it is to be continued further too. • This system is used to store the data of the patients those who attend medical clinics, to store patients' data within the laboratories and • recently it is used to maintain the X-ray report information too. The committee inquired of the service obtained from the PC house in this regard. The Medical Officer in Charge of Information Technology has stated that those tasks are being carried out by a sub-contractor of the same company under the approval of the administration with the interruption caused in the middle of that process.				<u>Trending to a new method of computerizing the patient's data when he/she is admitted to the hospital</u> Following tasks relating to this matter are presently in progress through computer system in the hospital. • Registration of all patients viz patients admit for inward treatments, patients attend the Out Patient Division and Emergency Treatment Unit are fully conducted through computer system. • Hospital bills in Emergency Treatment Unit and the bills of inward patients are fully processed through computer system. • Registration of clinical patients and scheduling their next visit are fully processed through computer system. • Information of the patients in medical clinic and diabetic clinic are directly entered in the computer programme. • Laboratory test reports could be displayed at the relevant division via computer as and when required. • Patients can obtain their laboratory reports via internet.
21.	<u>Data storage of the patients visiting the hospital</u> The committee inquired whether the information of the patients can be obtained electronically and the extent of which data of the patients who have currently come to the hospital has been covered electronically.	i. As scanning process is an outdated method and a huge cost has to be paid to external institutes, Introducing a new methodology to save the data of the patient at the time of his/her admission. ii. Obtaining the consent of the	Secretary – Ministry of Health Chairman – Sri Jayewardene General	The progress had been reported.	• X-Ray reports could be displayed at the relevant division through computer as and when required. • Issuing of drugs prescribed for the patients who leave the hospital after treatments is also done by the computer system which was initiated in year 2023. • Initiating to issue the diagnostic card

	The Medical Reports Officer of the hospital expressed his views in this regard as follows. • As per the order given by the Attorney General, scanned documents cannot be produced at the court as basic documents. • Therefore, the current management decided to directly store the data pertaining to the medical clinic and the diabetic clinic in the storage system. • Approximately 200 patients attend these two clinics and their data is directly inserted in this data storage system. • According to the current management decision, it is suitable to start this data storage process for other clinics as well. • The staff can be reduced through this mechanism and it has already happened with this. • Hence, only the document files of the patients who get admitted in the hospital are scanned as document files and their detailed information will be stored in the system later.	patient at the earliest time if the aforementioned data is used for research purposes.	Hospital		of patients who leave the hospital after treatments by the computer programme. The Board of Directors has been decided to obtain specialist consultation services relating to computer and information technology from outside and, study about the existing computer system in the hospital and to obtain necessary instructions to develop it to meet the existing hospital requirements. It is a compulsory matter to obtain instructions as to how patients' clinical information and information of the inward patients are computerized when getting that consultation service. Accordingly, the hospital management is in progress to develop the hospital computer system based of the instructions issued by the specialist consultation service aforesaid. <u>Obtaining patient's consent at the first stage, if their data are used for researches</u> Necessary steps to use the patients' data for researches will be taken in future after having studied that how those data are used.
22.	<u>Private Channeling Service</u> The committee observed the following matters regarding the professional fees charged for private channeling services provided by the specialists within the hospital.				<u>Issued relating to Professional charges</u> • Method of stating the professional charges in the patient's bill via systolic system had been initiated by the hospital with effect from 25th December 2022.

	• There are issues regarding accounting of these transactions. • The payments made for specialists are not posted to the ledgers or not documented as the payments are made through a separate receipt. • A common procedure should be followed for this professional fee paid to the specialists. • The hospital receives only 0.15% of it. • In the year 2021, only a service charge of Rs.583,035/- has been credited to the the hospital from the total annual income of Rs.388 million. • Similarly, only a service charge of Rs. 546,035/- has been credited to the hospital from the total income of Rs.363.17/- million in the year 2020. • Equipment of the hospital is used for these treatments. The member of the Director Board of the hospital/the Consultant Physician stated the following in this regard. • He explained how surgery charges are charged in private hospitals drawing an example. He stated that if a patient pays Rs.200,000/- for a surgery, Rs.70,000/- is charged as the Specialist fee and Rs. 130,000/- is charged as the hospital fee. • No percentage of the Specialist fee is collected by the hospital, • All the expenses are covered only with Rs.130,000/- paid as the				• A board decision had also been taken to regulate the professional charges. • Bill prepared for the inward patients in Sri Jayawardanepura General Hospital have been classified as normal wards and paying wards. 0.15% of the amount charged by the Specialist Doctors from patients who admit to paying wards is charged to the hospital. • A committee for a Pricing Policy Review relating to the monies charged from inward patients and clinically treated patients has been appointed without making any difference. Committee Members, I. Dr. Chandraguptha Ranasinghe – Deputy Director (Acting) – Chairman of the Committee II. Specialist Dr. (Miss.) C.C. Kariyawasan III. Specialist Dr. H.R.Y. De Silva IV. Specialist Dr. G.R.C.K. Sirisena V. Dr. (Mrs.) R.M.R. Gunawardhana – Legal Officer / Secretary to the Board of Directors. VI. Mr. P.A.S.L.P. Perera – Assistant Accountant VII. Dr. (Mrs.) P.S. Amaratunge (Planning and Quality Control) Necessary measures will be taken after the Pricing Policy Review made by this Committee
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	hospital charge. • The situation of Jayawardenepura hospital is similar to this. Further, the member of the Director Board of the hospital/the Consultant Physician stated the following. • Specialist charge is credited to their accounts on the 10th of each month and 0.15% of it is charged by the hospital. If surgeries are done at another private hospital, such a method will not be used by them to charge the payments. • More contribution is given by the Consultants in Jayawardenepura hospital and they are not opposed to the 0.15% charged from them as the hospital fee and it is suitable to discuss with the other Consultants if that amount needs to be increased further. Moreover, a separate charge is not charged from the consultant from the professional fee paid for surgeries in any other hospital. The Auditor General intimated that the National Audit Office is not aware of this matter and he further stated that he is satisfied with the explanation given by the Consultant Physician. Moreover, he stated that he would further study in this regard. Then, the committee agreed with that.				
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23.	<u>Instructing the patients to come after 4.00 p.m.</u> The committee inquired of the matter arisen with regard to the instructions given to the patients who come in the afternoon for testings to come after 4.00p.m. The Director of the hospital informed the committee that the Consultant Physicians have been made aware of this matter and he further stated that the administration is strictly monitoring this issue.				Management is alert on this matter and Bribery or Corruption Commission has also been made aware of to avoid such incidents. Presently such irregularities do not take place.
24.	<u>Proposals presented by the Additional Director General of the Department of Public Enterprises</u> The Additional Director General of the Department of Public Enterprises intimated that 2 billion rupees has been disbursed to this hospital as recurrent expenditure in 2021 and 1.8 billion rupees has been disbursed until October 2022 as recurrent expenditure. Further, he revealed the following before the committee. • A colossal amount of money has been allocated for one institution. • Therefore, the Department of Public Enterprises was of view that a cost reflective costing method should be adopted and basically it is necessary to remain at least at the break-even point. • He suggested to extend its fullest cooperation in every possible way in	i. The Committee instructed the Secretary/Chairman to consider the following facts when making the Director Board decisions. a) To take a board decision allowing the Consultant Physicians to discuss with the whole staff on the internal conflicts existing in various sectors of the hospital since they have voluntarily stated their willingness to solve those matters. b) To appoint a separate committee for Cost Management and Hospital Management.	Secretary – Ministry of Health Chairman – Sri Jayewardanapura General Hospital	The progress had not been reported.	<u>Huge amount had been allocated just for one institution, must go for a cost reflecting costing method according to the opinion of the Department of Public Enterprises and, basically must stay at least in the Break-even Point.</u> This hospital is a separate model hospital in Sri Lanka. I.e., An intermediate hospital between cost fee hospitals and fully paid private hospitals. Accordingly, this hospital had been established with the objective of providing services to those patients who are in an intermediate economic situation. The fees for the tests and surgeries of patients charged by Sri Jayawardanapura General Hospital are less than the fees charged by private hospitals which is a significant matter.

	providing treatments to patients when drafting the Corporate Plan. Further he suggested to act accordingly if it is possible to at least reach the Breakeven point or go beyond that. • A guidebook pertaining to public enterprises was issued at the end of the year 2021. • The role of the Secretary to the Director Board has been clearly defined in the 2.6 of the guidebook issued regarding public enterprises in 2021. • The Corporate Governance Framework should be adopted in the administration tasks of these institutions. • The Secretary to the Director Board has an important role in this process. • The cooperation given by the Secretary to the Director Board contributes massively for the decisions taken by the Board of Directors. • As per the provisions of No.2.6 of the guidebook, the Secretary to the Director Board should be independent and should not bear any other positions there. • Nevertheless, the Secretary to the Director Board of Jayawardenepura University is serving as the Legal Officer as well. • Specific legal issues have been encountered regarding this hospital therefore, the post of the Secretary of the Director Board must be a separate position.				As an example; The fee for Appendectomy surgery; Rs. 450,000/- (apprx.) in a private hospital, Rs. 250,000/- (apprx.) in a paying ward in our hospital and Rs. 80,000/- (apprx.) in a normal ward could be mentioned. We are capable to provide a good service to the patients maintaining hospital charges in a lower level and the clergies arrive from various areas are treated free of cost together with drugs bearing a huge cost by the hospital due to the grant made by Japanese government. Hence, the government grant is fair and it is very important to continue this service for the patients. In the mission of driving the hospital into a profit earning hospital like private hospitals, all charges may have to be increased by which the primary objective of establishing the hospital won't be able to achieve. However, many steps to commence new services to increase the income and enhance the quality of existing services have presently been taken as aforesaid. Further, it is very important to take necessary steps to reduce the expenditure. Not like in private hospital, as our hospital has a permanent staff, we have to consider the staff salary is a fixed expenditure. I.e., the permanent staff must be paid their salaries even in such situation where no
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	• As per the provisions of No.2.6 of the guidebook, the Secretary of the Director Board can be outsourced. The Consultant Physician/Member of the Director Board suggested the following. • To recruit a Public Relation Officer to guide the patients and instruct them to find the exact place to fulfill their needs as a solution for queues standing in for a long time queue up. • To arrange separate handbills and packages for each expense that has to be incurred for patients. • To appoint a Bed Manager to the hospital as currently a Bed Management Allocation System is not available in this hospital. • To introduce a mobile application to obtain medical reports of the patients into their mobile phones. • To organize programs to inculcate an attitudinal change within the staff.				patients arrive to the hospital. Therefore, this fact can't be reduced and steps are taken to reduce the expenditure in the hospital as stated below; • Obtaining drugs from the government Medical Supplies Division. • Reducing electricity consumption expense using solar power. • Using well water to reduce the water consumption expense. • Making necessary adjustments via a cost benefit analysis. As necessary steps to increase the income and recude the expenditure are taken. Therefore, it is expected that Sri Jayawardanepura General Hospital will earn profit once it arrived into to the break even point in future. <u>Code of Guidelines relating to Public Enterprises were issued by end of year 2021.</u> Guidelines in the Code of Guidelines for Public Enterprises will be used in the management. Cost analysis in the hospital has presently been initiated and method to manage the fixed assets has also been initiated. <u>Corporate Governance Framework must be followed up when administering these institutions.</u> Maximum effort to work within Corporte Governance Framework will
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					be taken, working together with the Director General of the Department of Public Enterprises. <u>Post of Secreatry to the Board of Directors and Legal Officer.</u> • There are many legal issues about the matters relevant to the Secretary to the Board of Directors. Also the Board of Directors must always take decisions on legal basis. Therefore, the Legal Officer plays a big role. Accordingly, there are special advantages being the Legal Officer would be the Secretary to the Board of Directors. • A Legal Officer for both positons had been recruited in 2019 and approval for the Secretary to the Board of Directors and Legal Officer has presently been obtained from the Department of Management Services. <u>Public Relation Officer</u> Providing of more quality service through training Three staff members (female) in the hospital to welcome the patients and guests attend the hospital and refer them to necessary divisions has already been initiated <u>Bed Management Allocation System</u> Sharing of beds and rooms in the hospitla has presently been initiated with the cordination of Patients Admission Division and Matrons'
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					Office, in order to share them effectively. Tel No. – 070 3 679 679 <u>Pricing information relating to hospital tests and surgeries</u> Updating of the hospital website has been initiated introducing separate packages for each expenditure to be incurred by the patients. http://sjgh.health.gov.lk/pricing.php <u>Sending patients' test reports via online method</u> Steps to send patients' test reports via online method had been taken. <u>Making an attitude change of the staff</u> Steps have been taken to conduct programmes to make an attitude change in the staff. <u>A Management Advisory Council has been appointed.</u> A Management Advisory Council representing the entire hospital staff and unions has presently been appointed to obtain recommendations and suggestions needed for cost management and hospital management.
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25.	<u>Committee Decisions</u> i. To summon the Director board of Sri Jayawardenepura hospital before the committee after 3 months. ii. To summon the Treasury Representative to the committee in the due course. iii. To summon a special report from the Auditor General including all the sectors of the hospital. iv. To appoint a sub committee to conduct an institutional investigation.				
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