

## PROFESSIONAL COMPETENCIES

### *Administration*

- Over 31 years of administrative, managerial and policy making experience of which 26 years in *top health care management* positions.
- Negotiating with trade unions
- Heading public and private partnership forums and investment projects

### *Strategic management and direction*

- In-depth knowledge of organizational and management practices as applied to the analysis and evaluation of programs across the life course, to develop evidence based policies and operational needs of health institutions in curative and preventive sectors, especially with maternal, newborn, child and adolescent health.

### *Development initiatives*

- An excellent knowledge of modern and complex principles and practices of program development and administration and application of innovative models

### *Healthcare operations and delivery*

- Thorough knowledge of evidence based norms and standards preparations as well as operational principles and practices of drug and equipment management systems, in both curative and preventive health care settings.

### *Human resource management*

- In-depth knowledge of principles of budget preparation and control.
- Remarkable knowledge of principles of supervision, training and performance evaluation.
- Excellent knowledge of preparation and implementation of laws and Provincial statutes, codes and regulations pertaining to health systems and operations.
- Exceptional ability to manage, direct and coordinate work of professional and technical committees and personnel.
- In-depth ability to prepare and administer complex budgets and financial reports including funding from the World Bank, WHO and other UN agencies.

- Ability to research, analyze and evaluate delivery methods, procedures and practices.

### *Resource mobilization*

- A broad knowledge of the major disciplines of medical relevance such as clinical pharmacology, clinical statistics, public health (maternal, child and adolescents health) and health economics.
- In depth ability in planning, monitoring and progress review of World Bank, WHO, UNICEF country programmes and timely allocation of resources

### *Leadership*

- Exceptional ability to persuading others, team work, advocacy, working with people, working towards drive for results, decision making at correct time, leading and supervising the teams, relating and networking, persuading and influencing, analysing the situations, creating and innovating, formulating strategies and concepts, planning and organising.

## **PREVIOUS EMPLOYMENT: JOB DESCRIPTION**

***Post: Deputy Director General (Medical Services) II, Ministry of Health, March 2016  
- Present***

- Functioning, Supervising and guiding as the Head of the Director Medical Services, Director Private Health Sector Development, Director Primary Care Services, Director Prison Medical Services, Director ECI & Director ECII and to make all decisions with regard to these branches.
- Taking decisions with regard to matters related to recruitments, leave, promotions, transfers, disciplinary matters, other establishment matters and formulation of norms of all grade medical officers according to the policies and guidelines laid out by the Ministry of Health.
- Providing guidance with regard to curative care institutions in the provincial set up in order to improve patient care services.
- Planning, monitoring and supervising curative care services in institutions coming under the Line Ministry other than Teaching and Specialized hospitals in order to provide quality health care for people.
- Developing National guidelines, short term and midterm plans with regard to hospitals coming under DDG (MS)II
- Taking decisions with regard to introducing new services and building new units in Government hospitals.

- Participating review meetings conducted by higher authorities and other sectoral programme Managers in order to implement decisions taken at that level.
- Organizing and managing quality and productivity improvement programmes in curative care institutions coming under the ministry and provincial hospitals in coordination with Provincial/ Regional Directors and Heads of institutions.
- Organizing regular performance reviews of hospitals coming under DDG(MS)II.
- Carrying out regular inspections in hospitals coming under DDG(MS)II.
- Organizing the monthly Directors meeting of the line Ministry Hospitals in order to assess and assist these hospitals.
- Attending to public complaints with regard to government hospitals in order to take quick remedial measures.
- Making decisions with regard to recruitment of foreign professionals, recognizing private hospitals for assistance from President's fund and setting up of new hospitals in the private sector.
- Leadership on policy development, supporting financing and HR management
- Planned for investments and care plans
- Negotiation with Trade unions on appointments and transfers
- Co-ordination of the work of the programmes funded by the World Health Organization, World Bank and other foreign funds and conducted under the Medical Service Division.
- Work relevant to the Eye Care Programme and work relevant to the Programme on ear, nose and throat care.
- Private Health Care Sector – Problems and related matters.
- Problems in Hospitals – All work related to service and administration in discussion with the Deputy Director General (Medical Services) I, providing technical assistance to the institutions under the line Ministry and other hospitals.
- In-charge for Accident & Emergency Care project
- In-charge for Sports Medicine project
- Co-ordinating Primary Health Care System Strengthening Project.
- Providing leadership for Human Nutrition services and Prison Medical services.

***Post: Director Health Education and Publicity, Ministry of Health, 2015 July- 2016 July***

***Duties and responsibilities:***

- Providing leadership for Ministries health education activities and providing publicity for health programmes

***Post: Director Medical Technology Supply and Pharmaceuticals, Ministry of Health, 2014 June- 2015 June***

***Duties and responsibilities:***

- Formulation of policies and regulations related to pharmaceuticals needed throughout the life course and patient's care protocols, standards and norms
- Chairperson for committee of conducting clinical trails; approval of proposals, granting ethical clearance, monitoring of projects
- Registration of pharmaceuticals, medical devices and cosmetics used across the life course
- Monitors and evaluation of norms and standards and issuing whole sale and pharmacy licenses and measures progress
- Coordinating the drug adverse effects monitoring committee for all the category of population across the life course;
- Evaluate norms and standards to provide license for drugs used across the life course
- Carrying out GMP (Good manufacturing practices) inspections and accreditation manufacturing of pharmaceutical manufacturing
- Provide technical information, evaluate and issue licenses for authorize officers
- Provide Public education to reducing risk and on correct use of pharmaceuticals
- Pre marketing and post marketing evaluation of pharmaceuticals

***Post: Acting Additional Secretary (Medical Services and Public Health Services), Ministry of Health, 2013 May – 2015 February***

***Duties and responsibilities:***

- Coordinated and lead the development of evidence based policies, national plans, monitoring and evaluation of budgetary allocations and programmes and financial progress reviews of national public health programmes on
  - Maternal, newborn, child and adolescent health
  - Malaria, Filariasis and Dengue
  - Nutrition, non-communicable diseases
  - Patient care services
- Lead the planning, organizing, monitoring and controlling of Primary Health Care programme especially related to MNCH and NCDs
- Lead the coordination and progress review of UN country budgets and right based programme
- Lead the formulation of national policies related to human deployment of health
- Lead the coordination of National development programme in health

- Lead the formulation of standards, norms and integrated interventions related health programmes across the life course conducted by the professional colleges
- Managed the financial resources related to curative and preventive health services in the country
- Support to build the capacity of health workers at facility and community level to improve the implementation and coverage of MNCH programmes
- Negotiated with trade unions to improve the accountability and efficient use of resources
- Support operational research related to MNCH programme
- Mobilized the resources to implement efficient health care delivery services whenever necessary
- Represent parliamentary sub committees and chaired policy, coordination, steering, advisory, scientific committees at local and international level.

***Post: Provincial Director of Health Services, Western Province, and Head of Department 2009 - 2014***

***Duties and responsibilities:***

- Planning, organizing, monitoring and controlling of Provincial Health Services providing both curative and preventive health care for 5.7 million populations.
- Expanded maternity, child and adolescents' clinic services in the Province establishing new model centers.
- Conducted quarterly progress reviews of maternal and child care services, school health services, maternal deaths, perinatal death reviews and immunization.
- Facilitated adolescents' friendly clinic centers in hospital settings.
- Preparation of provincial plans, annual budget reports and evaluation of district health plans.
- Attended family health steering committee, well women coordinating committee, school health coordinating committee, child health steering committee, non-communicable steering committee and nutrition steering committee at national level as a committee member over 5 years.
- Attending Parliamentary consultative committee meetings, provincial council meetings, provincial cabinet meetings, coordinating health advisory meetings and preparation of cabinet memorandums.
- Organizing flying squads, board of surveys and internal audit systems.
- Auctioning of vehicles and other heavy machinery and clearing with the Governor's approval.
- Prepare and present staff reports and other necessary correspondence of nearly 10,000 workforces.
- Preparation of circulars and internal directives regarding different aspects of health care.

- Identify and resolve problems; respond to Trade Union inquiries and complaints; evaluate work products; evaluate effectiveness of Health Services within the Province.
- Appointing technical evaluation committees, tender boards for new constructions, medical and non-medical equipment purchases and monitoring the same.
- Participate in the development and implementation of Information systems and data tracking systems.
- Preparation of cadres and obtaining approval from management services and recruitment of new cadres.
- Controlling epidemics and coordinating diseases control programmes at different levels.
- Oversee hospital Quality Assurance Program; analyze and evaluate effectiveness of hospital care and research specific cases for system management and patient outcome analysis.
- Analyze existing and proposed legislation to determine impact on Provincial Health Services.
- Monitor and coordinate the Health Services budget; forecast funds needed for staffing, equipment, materials and supplies; approve expenditures and recommend adjustments as necessary.
- Identify and implement opportunities for program improvements.
- Coordinating health determinants with other departments such as education, environment, social services and child care probation.
- Co-ordinating special projects such as Safe Guarding workers' health "Uththama Shrama Pooja" programme to protect working people in the Western Province from NCDs, "Healthy City" programme, "Nirogi Lanka" Project and "Pavidi Suwa Piyasa" programme to look after health of Religious Leaders
- Director for screening and training of political leadership in health care
- Co-ordinator World Bank Health Sector Development project, WHO funded projects in the Western Province
- Co-ordinating National Healthcare Exhibition with private-public partnership, "Medicare 2010, Medicare 2011, Medicare 2012 and Medicare 2013" with financial authority
- Co-ordinator for Creation of exemplary institutions programme in the Western Province
- Co-ordinating and monitoring of private health sector functions of Western Province

***Post: Director Private Health Sector Development, Ministry of Health, 1998-2008***

***Duties and responsibilities:***

- Preparation of the legal frame work for the regulation, monitoring and the development of the private health sector.
- Worked as a founder secretary to the private health sector regulatory council
- Chaired the committees comprised with private health sector managers

- Coordinated the MNCH programmes in the private sector including NCDs and wellness programmes
- Coordinating the enactment of Private Medical Institutional act No. 21 of 2006.
- Preparation of regulations under the private medical institutional act.
- Establishment of the executive council as per the provision of the Private Medical Institutions Act.
- Establishment of separate office premises for private health sector regulating council (PHSRC).

***Post: Acting Director, Lady Ridgeway Hospital for children, 1994-1997***

***Duties and responsibilities:***

Liaised with medical (often at the most senior levels) and non-medical staff internally, and with people in external organizations, e.g. Universities, social services, voluntary groups and the private sector.

- Managed clinical, professional, clerical and administrative staff.
- Performed appraisal, supervision and development of staff.
- Implemented new clinical protocols, policies and directives with the assistance of top clinicians and professors.
- Complete innovative design and successful implementation of a unit costing system of patient care, under World Bank funding, a pioneering project.
- Pioneering expertise in computerising inward patient care services of a busy teaching Hospital.
- Gathered and analyzed data and used it to plan and manage both projects and systems.
- Coordinated the construction of foreign funded building project in the hospital as a part of strengthening patient care services.
- Evaluated new strategies and systems in the management of diarrhea treatment units by establishing diarrhea treatment unit reducing admissions due to diarrhea and saving resources.
- Implemented quality assurance programmes to ensure both technical and functional quality.
- Set up budgets and maintained finances within tight constraints introducing unit costing.
- Planned and implemented strategic changes to improve service delivery.
- Attended meetings, writing reports and delivering presentations to a variety of audiences.
- Handled communications and corporate affairs.
- Managed premises, catering, cleaning and security (often with outsourcing).
- Purchased equipment and supplies, and organized stores.
- Used computer based information system to manage information and financial data, and to analyze and measure performance including patient waiting time monitoring, bottle neck analysis.

***Post: Acting Director, Teaching Hospital Karapitiya and Mahamodara Maternity Hospital, Galle, 1992-1993***

***Duties and responsibilities:***

- Full command of the *management* in teaching hospitals, Karapitiya and Mahamodara, Galle.
- Special *negotiating skills* in resolving industrial conflicts between various categories of staff and the conflicts between the university and the department of health.
- Establishment of consultant's lounge and getting the top specialist into the part of management.
- Upgraded the premises, catering, cleaning, and security.
- Commissioned many equipment and supplies, and organized proper maintenance systems including in the maternity hospital
- Chaired MCH committees and management committees.
- Implemented standards, norms, policies and monitor and review progress in implementation.
- Support to build the capacity of health workers at all levels to improve the quality health care delivery services
- Mobilize the resources to implement evidence based programmes and track the financial progress

***Post: Deputy Director, Lady Ridgeway Hospital for Children, 1992***

***Duties and responsibilities:***

- Worked as a first ever deputy director, establishing an office and upgrading the physical environment of the hospital.
- Managed over 1400 workers, and supervised daily treatment of 3000 outpatients as well as 700 in-ward patients.
- Developed a programme to reduce the patient waiting time to reduce the congestion of the OPD, specifically at the outdoor dispensary.
- Expanded child clinic services, child care services, Emergency treatment unit, diarrhoea treatment unit, and immunisation facilities.
- Chaired management committee meetings, scientific meetings and ethical committees

***Post: Medical officer Cardiology unit, National Hospital, Colombo, 1990-1992***

***Duties and responsibilities:***

- Frontline involvement in management of patients at the Cardiology unit of the National Hospital (Colombo).
- Treating Cardiological emergencies, assisting in interventional procedures and management of pregnant women with cardiac complications.



**Post: District Medical officer, District hospital, Rattota, Matale, 1986-1990**

**Duties and responsibilities:**

- Managed district hospital with 150 beds
- Established a new ward complex and ward for the clergy with the public assistance.
- Improved the utilisation of the hospital and the throughput of patients.
- Expanded the maternity and child care services including labour room managements,

**Other posts: Medical officer of health office, Rattota, Matale, 1988-1990**

- Outstation field experience as Medical Officer of Health.
- Conducted maternity, child and adolescents' health care system and family planning services by operationalising the guidelines and monitoring progress
- Supervised and review progress of MCH, FP and school health services
- Coordinated the programmes to prevent diarrhoea epidemics working with the local authorities.

**House officer Medicine and surgery, National Hospital, Colombo, 1985-1986**

- Professional activities started obtaining extended experience in *surgery and medicine*.

**TEACHING EXPERIENCE:** (1994 – up to now)

Visiting lecturer at the *Post Graduate Institute of Medicine - University of Colombo* - for MSc in Community Medicine and MSc in Medical Administration courses.

Visiting lecturer at the *North Colombo Medical College and Sri Jayawardenapura University Medical College*.

Visiting lecturer at the *Post Basic School of Nursing*.

Visiting lecturer at the *Sri Lanka Institute for Developmental Administration*.

Visiting lecturer at the *Post Graduate Institute of Management – Sri Jayawardenapura University*.

Regular *visiting lecturer* at several Universities and management institutes.

Regular *speaker* at various academic seminars/forums.

Member of the steering committee on “*Distant education programme for public servants?*”.

Member in the board of management at the *Postgraduate Institute of Management – Sri Jayawardenapura University*.

## RESEARCH AND PUBLICATIONS

Conducted the first hospital unit *costing study* under World Bank funding programme.

Co-author of the “*Departmental Manual for the management of secondary and tertiary care Hospitals*”. The document sets national standards and guidelines related to the management for Directors of Teaching Hospitals.

## AUTHORSHIP

“*Study on Cost Analysis of Patient Care at the Lady Ridgeway Hospital for Children*”, published in the Journal of College of Medical Administrators volume 1, November 1994. Document accepted by the WHO/Geneva as a reference guide, and adopted for implementation in a first series of six hospitals under the WHO country programme.

“*Study on cost effectiveness of OPD diarrhoea treatment unit (DTU) at Lady Ridgeway Hospital (LRH) Colombo*”, published in the Journal of College of Medical Administrators volume 3, 1996.

“*Study on the pattern of admission of patients at the Lady Ridgeway Hospital (LRH) for Children and its management implications*”, published in the fifth scientific sessions of College of Medical Administrators November 1997.

“*Study on Public Private Partnership in Sri Lankan Health Care*”, published in the eighth scientific sessions of College of Medical Administrators October 2000.

“*Research Study on International and local response for immediate rescue*” published in the scientific sessions of College of Medical Administrators February 2006.

“*Study on cost effectiveness of OPD diarrhoea treatment unit (DTU) at Lady Ridgeway Hospital (LRH) Colombo*”, published in the Second Scientific sessions of College of Medical Administrators October 1994.

“*Study on Cost Analysis of Patient Care at the Lady Ridgeway Hospital for Children*”, published in the First Scientific Sessions of the College of Medical Administrators December 1993.

“*Research Study on Tsunami a year later: Lessons learned*”, presented and published at Department of Medicine at Yale Medical School and Medical Grand Rounds at Yale New Haven Hospital and Waterbury Hospital.

“*A Study to assess the use of a computerised data base on patient care in Health Management*”. Dissertation submitted to postgraduate Institute of Medicine, Colombo. 1995

“*Analysis of best practices in service delivery of private hospitals*” Thesis submitted to postgraduate Institute of Medicine, Colombo. 2006

**De Silva A.H**, Jayatissa R, Punyadasa D, De Silva P. Screening reveals: *a rise in non communicable diseases in the working population*. 16<sup>th</sup> Annual sessions of College of Community Physicians of Sri Lanka, 2011.

**De Silva AH**, Jayatissa R, Punyadasa D, De Silva PC. *Cardiovascular risk profile in working population in Colombo District*. Annual sessions of Sri Lanka Medical Association, 2012.

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## CO-AUTHORSHIP

Jayatissa R, Bekele A, Kethiswaran A, and **De Silva A. H**. *Community-based management of severe and moderate acute malnutrition during emergencies in Sri Lanka: Challenges of implementation*. *Food and Nutrition Bulletin*, vol. 33, no. 4 © 2012

Jayatissa R, Yamori Y, De Silva AH, Mori M, Gunawardana S, De Silva U, Ranbanda JM. *Metabolic syndrome and insulin resistance in an urban and rural adult population in Sri Lanka*. *Sri Lanka Journal of Diabetes and Endocrinology and Metabolism*, Vol. 4(1);9-16:2014.

## SPECIAL PROJECTS

2010-2014:

- o Co-ordinator for development of maternal and child care services in Western Province
- o Co-ordinator for upgrading maternal care services in hospitals
- o Co-ordinator for dengue special unit in Negombo hospital
- o Co-ordinator for Safe Guarding workers' health "Uththama Shrama Pooja"
- o Co-ordinator for primary care units in general and base hospitals
- o programme to protect working people in the Western Province from NCDs
- o Co-ordinator for National Healthcare Exhibition with private-public partnership, "Medicare 2010" with financial authority
- o Co-ordinator for Creation of exemplary institutions programme in the Western Province
- o Co-ordinator for "Healthy City" programme
- o Co-ordinator - "Nirogi Lanka" Project (control diabetes in pregnant women and adults), Western Province
- o Director for screening and training of political leadership in health care
- o Co-ordinator World Bank Health Sector Development project, Western Province
- o Co-ordinator for "Pavidi Suwa Piyasa" programme to look after health of Religious Leaders

2009:

- o Co-ordinator - Health Sector Development project, Western Province
- o Co-ordinator World Bank Health Sector Development project, Western Province

- o Co-ordinator for “Pavidi Suwa Piyasa” programme to look after health of Religious Leaders
- 2006:
- o Appointed the Secretary to the Private Health Services Regulatory Council with financial authority
- 2005
- o Post Tsunami Coordinator for foreign Medical Teams visiting Sri Lanka raising nearly 51 Million Rupees.
  - o Coordinator National Healthcare Exhibition “Arogya 2006” with financial authority for nearly 15 million Rupees
  - o Coordinator National Healthcare Exhibition “Arogya 2005” with financial authority for nearly 12 million Rupees
- 2003
- o Coordinator *INTRAD* Exhibition 2003 and Investor Forum
- 2001
- o Anti-tobacco programme – WHO SEAAAT Flame International and National awareness campaign LKR 800,000
- 2000
- o Programme to reduce Road Traffic Accidents by introducing to Lane Disciplines by use of a physical model – OPA under WHO funding – LKR 500,000/-
- 1994-1995
- o Coordinator Lady Ridgeway Hospital for Children Development project with Chinese assistance

## **SPECIAL ACHIEVEMENTS**

Grand ward round in Yale Medical School, USA to deliver special speech on “Tsunami experience in Sri Lanka”

First guest speaker at the SEARC International Computer Exhibition and Medical Seminar (Colombo 1995).

Brought lasting solutions for one of the major labour conflicts in the Southern Province (*Teaching Hospital – Galle*). Assuming duties as temporary Director industrial peace has been created to the satisfaction of all concerned parties.

Patient care records computerisation – *a pioneering project* – has been fully implemented in the Lady Ridgeway Hospital.

Current President and former Assistant Secretary of the College of Medical Administrators.

Chairman of the “Private Health Sector” technical work group under the World Bank.

Temporary advisor of World Health Organisation to *Royal College of Surgeons* in Ireland.

Secretary of the “Private Health Services Regulatory Council” of the Ministry of Health

Lanka Chairman of the committee to improve Family Practitioner service in Sri

Development of *public private partnership* for health care.

Development of *new health legislations* especially private medical institutions bill.

Development of a *health sector web site* including private sector.

Development of *training courses* for private health sector staff.

Development of *incentive schemes* for the private health sector and development of centres of excellence for private health sector.

Accreditation of *health facilities* such as private hospitals, medical labs, general practitioners, ambulance services, dental clinics, home care nursing services, medical insurance companies etc.

Health Co-ordinator for foreign volunteers after Tsunami disaster

Development of Private Health Sector Regulations and registration of Private Medical Institutions.

Development of Public Nuisance Ordinance for the Western Province enabling the appointment of authorised officers and implementation of spots fine.

Member of the Provincial Management Committee for 05 years.

## SPORTS

Past *Chairman* Sri Lanka Cycle Federation

Past *national cycling champion* of Sri Lanka.

Past *pavilion secretary* Health Department Sports Club.

Past Trail-master *Colombo Hash House Harriers* (weekly running event).

*Dr Amal Harsha De Silva*

*February 2021*