

PRESIDENTIAL MESSAGE**Managing Healthcare with Leadership Wisdom through Academic Excellence, Managerial Excellence, and Emotional Intelligence***Dharmaratne G.S.K.*<https://doi.org/10.4038/slajma.v26i1.5549>

Fellow Members,

It is a profound honour and a great privilege to address you as the 32nd President of the College of Medical Administrators of Sri Lanka at a time we need to manage healthcare with leadership wisdom. In today's complex healthcare landscape, leadership wisdom requires more than knowledge and authority. It demands the integration of three vital dimensions as echoed in the theme of this year.

A Legacy of Health Excellence

Sri Lanka's healthcare system stands as a remarkable model among developing nations. Despite our relatively modest health expenditure, our health indicators surpass many of our regional peers. With a life expectancy of 76.6 years at birth, and maternal and infant mortality rates significantly lower than regional averages, we are testament to what can be achieved through excellent healthcare initiatives and committed health professionals.

However, while we celebrate these achievements, we are acutely aware of the evolving challenges that face our healthcare system. As we strive towards the Sustainable Development Goals (SDGs) by 2030, we must lead with vision, wisdom, and resilience. This year, we embrace the theme: "Managing Healthcare with Leadership Wisdom through Academic Excellence, Managerial Excellence, and Emotional Intelligence."

Academic Excellence

A well-informed healthcare leader is empowered to make evidence-based decisions, influence policy, and drive innovation. Our country currently benefits from the expertise of more than 350 MSc-qualified and 75 board-certified consultants in medical administration. We also anticipate the return of 18 overseas trainees this year, who will further enrich our healthcare system.

The Postgraduate Institute of Medicine (PGIM) plays a central role in cultivating academic excellence. Its MSc and MD programs in Medical Administration offer a rigorous curriculum that blends theory with real-world practice, equipping future leaders with skills in strategic management, policy development, and health systems improvement.

Equally important is the contribution of allied health professionals, whose education and skill development—facilitated by our universities and training institutions—bolster the overall quality and efficiency of service delivery. Fostering academic partnerships, innovation, and continuous learning are critical as we face emerging global health demands.

Managerial Excellence

Managerial excellence is the engine that drives healthcare systems forward. It is not enough to do things right, we must also do the right things, at the right time, with precision and foresight.

Efficiency, effectiveness, and a relentless pursuit of excellence are the hallmarks of great managers. Whether through strategic planning, resource

optimization, or fostering a culture of quality and accountability, healthcare administrators must rise to meet the unique challenges of working in resource-constrained environments.

From infection control to workforce safety, from adopting health technologies to risk mitigation, the role of a leader is not only to manage but to protect and inspire. As we promote both patient and staff safety, let us remember: the leader is the guardian—of systems, people, and trust.

Emotional Intelligence (EI)

As leaders, our greatest strength often lies not in our intellect, but in our capacity to understand, connect, and inspire. Emotional Intelligence is at the heart of effective leadership. A Greek philosopher Aristotle once said: “To be angry with the right person, to the right degree, at the right time, for the right purpose, and in the right way—that is not easy.”

Lord Buddha echoes this timeless wisdom: “Hatred cannot be overcome by hatred; only by love, kindness, and compassion can it be conquered.”

Daniel Goleman’s five components of EI—Self-Awareness, Self-Regulation, Motivation, Empathy, and Social Skills—are essential tools in navigating the emotional and interpersonal complexities of modern healthcare.

I believe Emotional Intelligence should not only be practiced but also taught. EI can be considered both a tool and a competency that enhances leadership effectiveness—especially in healthcare management. We must integrate this tool into the academic curricula of the PGIM, universities, and allied health training programs. Emotionally intelligent leadership is the foundation of compassionate, ethical, and high-performing healthcare environments.

In this transformative era, the convergence of academic insight, operational mastery, and emotional wisdom will define the future of healthcare leadership in Sri Lanka. Let us rise to

this moment with clarity of vision, strength of purpose, and unity of spirit. I encourage all of you to engage in lifelong learning, exhibiting managerial excellence, cultivating emotional intelligence, shaping the future of healthcare in our country.

This year, I am proud to introduce Volume 26, Issue 01 of the CMASL Journal. This journal is a testament to the dedication and commitment of our members to advancing healthcare management in Sri Lanka. The articles in this issue reflect the wealth of knowledge, experience, and forward-thinking ideas from our members. Together, let us build a health system that is intelligent, resilient, and humane guided by Leadership Wisdom.

With gratitude and commitment,

Dr. Sudath Dharmaratne

President

The College of Medical Administrators of Sri Lanka

EDITORIAL

Continuous Professional Development Towards Academic Excellence*Samarakoon M.A.S.C.¹*¹Ministry of Health (samiddhisamarakoon@yahoo.com)<https://doi.org/10.4038/sljma.v26i1.5546>

In the dynamic landscape of healthcare, the role of medical administrators is continuously evolving. The increasing complexity of healthcare systems, advancements in medical science, and shifting policy landscapes demand that medical professionals remain responsive, knowledgeable, and skilled. In this context, Continuous Professional Development (CPD) emerges as a cornerstone for academic excellence, ensuring that medical administrators remain at the forefront of leadership, innovation, and evidence-based decision-making.

CPD is not merely a regulatory requirement; it is a commitment to lifelong learning and self-improvement. It nurtures a culture of critical thinking, encourages interdisciplinary collaboration, and enhances problem-solving abilities. For medical administrators, CPD is instrumental in refining leadership skills, strengthening healthcare governance, and improving service delivery. It bridges the gap between theory and practice, allowing professionals to translate emerging research into effective healthcare policies and management strategies.

The Importance of CPD in Medical Administration

Academic excellence in medical administration is closely linked to CPD initiatives that are structured, relevant, and impactful. A well-designed CPD framework

should encompass a mix of knowledge acquisition, practical training, peer discussions, and self-reflection. Workshops, seminars, online courses, research publications, and leadership training are essential components that contribute to a holistic CPD approach. Additionally, mentorship and peer networking play a crucial role in advancing an environment of shared learning and professional growth.

CPD also plays a significant role in enhancing decision-making abilities. Medical administrators are responsible for overseeing complex healthcare operations, allocating resources effectively, and ensuring patient safety and quality care. With continuous learning, professionals stay updated with the latest healthcare regulations, financial models, and technological advancements that impact hospital administration and public health policies.

The growing demand for evidence-based decision-making in medical administration necessitates a proactive approach to CPD. The integration of management theories with real-world applications helps administrators craft strategies that enhance hospital efficiency, workforce productivity, and patient-centered care. Furthermore, CPD allows medical administrators to remain competitive, ensuring their skills align with industry standards and best international practices.

CPD as a Driver of Leadership and Innovation

Leadership in healthcare administration is more than just managing teams; it requires vision, strategic thinking, and the ability to adapt to changes. CPD enables medical administrators to refine their leadership styles, enhance emotional intelligence, and build strong, motivated teams. Leadership courses, executive training programs, and mentorship opportunities are crucial in developing skills necessary for driving institutional excellence.

Moreover, CPD raises innovation by exposing medical administrators to emerging trends in healthcare management. Topics such as digital health, artificial intelligence in healthcare, and data-driven decision-making are increasingly relevant. By staying engaged in professional development, administrators can integrate new technologies into hospital systems, streamline processes, and enhance patient experiences.

Healthcare innovation is not limited to technological advancements. CPD also encourages process optimization, policy formulation, and operational efficiency in healthcare settings. Exposure to global best practices allows administrators to adopt innovative management techniques that improve hospital workflows, reduce waiting times, and optimize resource allocation.

CPD and Evidence-Based Practice

Evidence-based practice is at the core of medical administration. Decision-making grounded in research and best practices leads to better healthcare policies and improved patient outcomes. CPD encourages administrators to engage in research,

contribute to academic publications, and participate in knowledge-sharing platforms. Attending medical conferences, publishing in peer-reviewed journals, and collaborating with academic institutions are all avenues for advancing academic excellence through CPD.

Additionally, CPD raises an analytical mindset, equipping professionals with the skills needed to interpret data, assess healthcare trends, and make informed decisions. This is particularly crucial in areas such as hospital accreditation, patient safety initiatives, and health policy formulation, where evidence-based strategies can lead to systemic improvements.

The role of CPD in research cannot be overstated. Administrators who engage in continuous learning contribute to the development of innovative healthcare models, policy frameworks, and strategic management solutions. Research-driven CPD promotes critical analysis, enhances problem-solving skills, and improves the overall quality of healthcare governance.

The Role of Institutions in Promoting CPD

Institutions and governing bodies must recognize the significance of CPD and facilitate opportunities for medical administrators to engage in continuous learning. This includes integrating CPD into career progression pathways, providing financial and logistical support, and encouraging participation in national and international academic platforms. Furthermore, technological advancements such as e-learning modules, virtual conferences, and artificial intelligence-driven

analytics can enhance the accessibility and effectiveness of CPD programs.

Healthcare organizations should also prioritize CPD by creating learning-friendly environments, offering incentives for professional development, and ensuring that CPD activities align with institutional goals. Medical universities and professional bodies must collaborate to design CPD programs that address the real-world challenges faced by medical administrators.

Collaboration between academia and industry is essential in strengthening CPD frameworks. Universities can partner with hospitals, research centers, and professional organizations to offer tailor-made CPD programs that address sector-specific needs. Such partnerships ensure that CPD remains relevant, practical, and aligned with the latest advancements in healthcare management.

Current CPD Framework in Sri Lanka

In Sri Lanka, the Ministry of Health formally launched the **National Continuous Professional Development (CPD) System for Health Professionals** in February 2024. This initiative marks a significant step toward standardizing and enhancing professional development across all categories of healthcare staff in the government sector. The Education, Training, and Research (ET&R) Unit has been designated as the national coordinating body for CPD. The framework introduces structured roles for **mentees**, **mentors**, and **CPD providers**, each with clearly defined responsibilities and a centralized registration process via the Ministry's website. Accreditation of CPD

programs is now mandatory, and CPD points will be allocated based on verified participation and documented evidence. This structured national approach aims to unify existing CPD efforts by healthcare colleges, associations, UN agencies, and the Ministry itself—reinforcing accountability, quality, and consistency in professional development practices.

Barriers to CPD and Strategies to Overcome Them

Despite its numerous benefits, CPD faces several barriers that hinder its widespread adoption. These barriers include time constraints, financial limitations, lack of institutional support, and resistance to change. Addressing these challenges requires a multi-faceted approach:

1. Time Management:

Medical administrators often have demanding schedules, making it difficult to dedicate time to CPD activities. Institutions can support flexible learning options, such as online courses, modular programs, and self-paced learning.

2. Financial Constraints:

CPD programs can be costly, particularly for professionals in resource-limited settings. Scholarships, grants, employer-sponsored training, and government-funded CPD initiatives can help reduce financial burdens.

3. Institutional Support:

Organizations should embed CPD into their work culture, recognizing it as an integral part of professional growth. Structured CPD policies, mentorship programs, and dedicated learning hours can enhance participation.

4. Resistance to Change:

Some professionals may be reluctant to engage in CPD due to a fixed mindset or perceived irrelevance. Encouraging a growth mindset, demonstrating the tangible benefits of CPD, and linking it to career advancement can help overcome this resistance.

A culture of continuous learning should be cultivated at both institutional and individual levels. This can be achieved through structured incentives such as career progression opportunities, recognition of CPD achievements, and leadership endorsement of lifelong learning initiatives.

CPD and the Future of Medical Administration

As the healthcare industry continues to evolve, CPD will play an even more critical role in shaping the future of medical administration. The increasing integration of artificial intelligence, telemedicine, and big data analytics into healthcare systems demands that administrators possess advanced skills in digital health management. CPD programs must therefore be dynamic, incorporating cutting-edge topics that prepare medical administrators for future challenges.

Furthermore, globalization has led to increased collaboration between healthcare institutions worldwide. International CPD opportunities, cross-border exchange programs, and global health leadership training can broaden perspectives and enhance competencies among medical administrators. These experiences contribute to academic excellence by exposing professionals to diverse healthcare models, best practices, and innovative solutions.

The Ethical Dimension of CPD

Beyond technical expertise, CPD also reinforces ethical considerations in medical administration. Ethical leadership, transparency, and patient-centered care are essential components of a well-functioning healthcare system. CPD programs that focus on medical ethics, patient rights, and healthcare equity ensure that administrators make decisions that prioritize public health and well-being.

Additionally, CPD instills a sense of professional responsibility, encouraging medical administrators to mentor the next generation of leaders. By sharing knowledge, experiences, and insights, seasoned professionals contribute to a continuous cycle of learning and improvement within the medical administration field.

Conclusion

The pursuit of academic excellence through CPD ultimately benefits the broader healthcare system. Administrators who actively engage in continuous learning contribute to policy reforms, optimize resource management, and implement best practices that improve patient care outcomes. Moreover, adopting a culture of lifelong learning within healthcare institutions ensures resilience, adaptability, and sustained progress in medical administration.

As medical administrators, the responsibility to embrace CPD extends beyond individual career growth—it is a professional obligation to enhance the quality and efficiency of healthcare delivery. Academic excellence is not a destination but a journey, and CPD

serves as the compass that guides us towards achieving the highest standards of knowledge, leadership, and service. By committing to ongoing learning, we pave the way for a robust, responsive, and future-ready healthcare system.

Dr. M. A. S. C. Samarakoon

Editor

*The College of Medical Administrators of
Sri Lanka*