



Planning for a mammography service

2015 (November) – Day 1, Q6

Medical Leader	
Medical Expert	
Communicator	•
Advocate	•
Scholar	
Professional	
Collaborator	•
Manager	✓

You are the Director of Medical Services of a regional hospital with a good range of surgical and imaging services.

Routine mammography screening is carried out in the local community by Breast Screen a government funded provider which carries out free routine mammography, but not pre-biopsy mammography or hook-wire insertion.

Your hospital does not have a service for patients requiring stereotactic (needle) biopsy of breast calcification. These patients have to have the hook-wire inserted pre-operatively at the imaging service in a neighbouring town. The patient then has to travel in a taxi back to the hospital to have the biopsy in theatre. The patient is then sent in a taxi to the external imaging service for check x-ray to confirm that the surgeon has successfully removed the calcified area. The biopsy sample also has to be transported to a nearby reference laboratory.

Patients have been upset at having to travel in taxis with hook-wires inserted, and are demanding the service at the local hospital. The surgeons are increasingly agitating to have mammography onsite.

There is also concern regarding potential loss of specimens and a request that your laboratory engage in the specialist testing required.

You are requested by your General Manager to prepare a business case for the introduction of on-site mammography to your hospital.

Questions:

1. What issues will you identify for inclusion in this business case?
2. What information will you need?

Guidance for Censors

Issues to identify:

- Service planning
- Clinical governance
- Business case development

Information needed:

Elements to build the business case

1. Problem Statement
 - a. Define problem
 - i. Consumer unhappy with travel
 - ii. Patient safety and risk
 - iii. Adverse media
 - iv. Loss of biopsy samples
 - v. May need to gather more information about current system
 - b. Evidence of problem
 - i. Need population statistics to see if on-site mammography will be sustainable and viable
 - c. Timing – when do we need to do this? Now, or later?
2. Benefits
 - a. What benefits will be delivered?
 - i. Consolidated service
 - ii. Safety and quality
 - iii. Potential increased revenue
 - b. Need to consider benefits to government and stakeholders
 - c. Evidence of benefit delivery
 - i. How do we measure?
 - d. Expected benefits
 - i. Improved revenue
 - ii. Reduction in errors
 - e. Qualitative benefits, intangible benefits
 - i. Improved patient satisfaction
 - f. Socioeconomic considerations
 - i. Can patients afford?
 - ii. Will it be private, or public, or combination?
3. Strategic response
 - a. Method
 - i. Offer mammography on site
 1. Do it ourselves
 2. Partner with Breastscreen
 - ii. Note that there are 2 related other services we need to consider to have full on-site mammography:
 1. Offer stereotactic biopsy at your hospital
 2. Offer laboratory services for specialist testing
 - b. Strategic option analysis for each
 - c. Recommend strategic option
 - i. Partner with Breastscreen to offer mammography service
 - ii. Recruit radiologists who can do hook-wire insertion
 - iii. Recruit pathologists who can offer biopsy analysis
4. Financial analysis
 - a. Cost-benefits analysis, estimate cash flows
5. Solution options
6. Change management strategy
7. Risk management
8. Timelines

9. Consider feasibility study

Assessment Rubric:

		Knowledge	Skills	Attitude/Behaviour
Poor	1	Theoretical knowledge below basic specialist level and only 1 or 2 elements of service planning and business case development discussed.	Does not demonstrate adequate skills in managing this type of situation.	Does not demonstrate an understanding of how a medical administrator should handle him/herself in such a situation and can't describe the implications of why it is necessary to deal with entities outside of the hospital.
Limited	2	<ul style="list-style-type: none"> Only talks about what they do in their own situation without being able to demonstrate that they would be able to do in another setting. Does not mention – even with prompting an understanding of the role a business case has in service planning. Does not understand the significance of reporting up to a general manager and operational priorities. 	<ul style="list-style-type: none"> Only talks about what needs to be done from a theoretical point of view. Does not demonstrate that they have to take a leadership role in such a situation. Does not appreciate that collaboration with executive colleagues, external stakeholders, department of health is required. 	<ul style="list-style-type: none"> Does not demonstrate that in such situations there is a need to communicate widely with many entities that may have an interest in what is going on in the hospital. Does not appreciate that the hospital staff will be affected in many ways e.g. change in models of care, credentialing of staff, funding models.
Borderline	2.5	<ul style="list-style-type: none"> Only provides the most basics of elements of being able to manage such a situation. Even with questioning does not describe or appreciate the key elements required for a pass grade listed below. 	<ul style="list-style-type: none"> Attempts to provide the answers that are required but leaves the censors with the impression that would struggle to manage such a situation. Demonstrates by omission of key skills/actions that they may cause problems if they managed in the way they described. 	<ul style="list-style-type: none"> With or without prompting the candidate only demonstrates a limited understanding of the challenges of managing this type of situation. Does not fully demonstrate that s/he appreciates that their actions / non actions affect others outside of the hospital.
Meets standard	3	<ul style="list-style-type: none"> Able to demonstrate that s/he has a logic to develop a robust business case for service planning. Ascertain does the 	<ul style="list-style-type: none"> Effective manage relationships with interprofessional colleagues to plan new services and develop the business 	<ul style="list-style-type: none"> Understand that staff may be affected and change management is key. Work with external stakeholders to ensure the best outcome for all parties.



	<p>hospital already have a business case development template.</p> <ul style="list-style-type: none"> • Would follow that template if present, if not; be able to demonstrate what actions will be taken to develop a robust business case. • In particular would liaise with the Department of Health to ascertain their views. • Would ensure hospital resources are being used appropriately. • Consider how collaboration can occur with other private and public providers. 	<p>case.</p> <ul style="list-style-type: none"> • Be able to lead a team to gather required information to inform the service planning and business case development. • Be able to gather and utilise data from internal and external sources. • Collaborate with external stakeholders effective, such as public health providers, private organisations, and government entities. 	<ul style="list-style-type: none"> • Be aware that external parties may be impacted by the recommended solution e.g. private providers outside may lose revenue.
Good 4	<ul style="list-style-type: none"> • Provides additional information about effective service planning, clinical governance issues and business case development. • Would ensure that there is a robust evaluation framework established to ensure key benefits are delivered. • Develop a clear risk management framework around the issues. 	<ul style="list-style-type: none"> • The candidate indicates the additional activities that s/he would need to undertake. • Would be prepared to consider public-private-partnerships and understand the issues surround these. • Work with clinicians to ensure appropriate clinical governance and clinical engagement. 	<ul style="list-style-type: none"> • Be aware that s/he may have to manage unrealistic expectations of clinicians and patients in coming up with the final solution. • Be aware that this situation may further demonstrate the lack of resources at the hospital and prepare for adverse publicity. • Would demonstrate leadership by ensuring that s/he is leading the development of the business case at every step.
Outstanding 5	<ul style="list-style-type: none"> • Excellent understanding of all elements of service planning and business case development. • Would ensure that the business case has been developed and presented to the General Manager to meet the needs of the health service's 	<ul style="list-style-type: none"> • Excellent display of all of the above tied together in a logical manner. • Would ensure that the business case is framed to satisfy the needs of the General Manager while maintaining safe and quality care to patients and the 	<ul style="list-style-type: none"> • Shows exceptional skills in understanding the role of a medical administrator in leading the development of a business case. • Would liaise with the General Manager and the Department of Health to ensure that the final business case and service plan benefits the state and the region.



	operational requirements.	community.	
--	---------------------------	------------	--