



## Perfection

2015 (November) – Day 1, Supplementary

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

In this scenario, please imagine that you are in a Hospital / District Health Service monthly Board Meeting and you have to immediately answer the questions asked below, and that the censors are Board members asking you the questions.

You are the Medical Administrator at a 350 bed outer metropolitan hospital that services a large immigrant (30% of your catchment population) and a large indigenous population (12.5%). The hospital has sufficient clinical staff but often struggles to meet patient demand. Your hospital also often has to deal with complaints from immigrant and indigenous patients.

The Minister for Health has just appointed two new layperson members to your Hospital and Health District/Service Board of Management. You attend the Board meetings each month. At the first meeting when the two new Board members attend, one of the new members directly asks you a number of questions. You need to reply immediately. Please describe how you would answer these questions in the meeting.

### Questions:

1. "Can you describe for me what good clinical governance should look like in a hospital like ours?"
2. "What questions should I be asking you (the Medical Administrator) each month to reassure me that this hospital is offering safe care to our patients?"
3. "Because we provide services to a large population of immigrants and indigenous patients, should we be doing extra special things to ensure they get safe and appropriate care?"

## Guidance for Censors

This scenario simply seeks to understand whether the candidate understands what constitutes good contemporary clinical governance in a hospital and can s/he explain it to a lay board member. To achieve a pass the candidate should be able to list and communicate all of the core elements that should be present. The pass answer must also include some commentary on how measures are put in place to deal with the large indigenous and multicultural community issues that are related.

### Assessment Rubric:

		Knowledge	Skills	Attitude/Behaviour
<b>Poor</b>	<b>1</b>	Theoretical knowledge below basic specialist level and only 1 or 2 elements of clinical governance covered	Does not communicate in a fluent and clear manner and/or has not understood the intent of the question	Does not demonstrate an understanding of how a medical administrator should handle him/herself in such a situation and can't answer simple follow-up questions
<b>Limited</b>	<b>2</b>	Only talks about what they do in their own situation without knowing all of the essential element of clinical governance	Tries to answer the question with some of the key elements but does it in such a way that confuses the board members such as diverting on to topics that are irrelevant or demonstrate they can't summate adequately.	Does not demonstrate an understanding many of the reasons why clinical governance can be difficult to implement and why there may be resistance from clinical staff. Does not understand that there is a clear leadership role for medical administrators in this area.
<b>Borderline</b>	<b>2.5</b>	Only provides the most basics of elements of clinical governance leaving out 1 or 2 elements. Would struggle to manage in a real life situation.	Attempts to provide the answers that are required but leaves the censors with the impression that would struggle to communicate effectively in a real life situation.	With or without prompting candidate only demonstrates a limited understanding of the challenges of ensuring effective clinical governance can be implemented.
<b>Meets standard</b>	<b>3</b>	<ul style="list-style-type: none"> <li>Should know the main elements of good clinical governance including:                             <ul style="list-style-type: none"> <li>-Whole of hospital commitment</li> <li>-Correct appointment &amp; credentialing procedures</li> <li>-Routine observation and collection of data on key indicators e.g. infection control, NEAT, etc.</li> <li>-Effective incident investigation</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Able to explain simply and effectively the key elements of good clinical governance</li> <li>Able to answer questions in a meeting situation</li> <li>If required, being able to describe the processes involved with each clinical governance activity</li> <li>Able to understand and explain the role a medical administrator has to play in clinical</li> </ul>	<ul style="list-style-type: none"> <li>Able to answer questions from lay people who do not have a good understanding of medical issues</li> <li>Have a clear understanding of their own role as a medical administrator</li> <li>Able to explain why some clinical staff may not support good clinical governance and the need for ongoing work</li> <li>Understand that clinical governance activities can at times cause concern amongst clinical staff and</li> </ul>



		<p>procedures</p> <ul style="list-style-type: none"> <li>-Risk management procedures</li> <li>• Should be aware of reports that are required by national and/or local governments</li> <li>• Should be able to describe some hospital benchmarking activities</li> <li>• Able to present a summation of points to answer the Board member's questions e.g. "you should ask me or the hospital to present key data &amp; recommendations from our key patient care committees, our local and national benchmarking studies, major medico-legal actions and results from patient satisfaction studies".</li> </ul>	<p>Governance activities</p> <ul style="list-style-type: none"> <li>• Able to demonstrate understanding of cultural issues and how to manage / engage ethnic and indigenous people in clinical governance situations e.g. quality improvement initiatives and investigation of clinical incidents</li> </ul>	<p>may be of interest to the community and media if there are contentious issues</p>
<b>Good</b>	<b>4</b>	Provides additional information about general clinical governance and the reasons why it interfaces at time with the media, politicians and in this case a multicultural community	As well as demonstrating all of the basic requirements, the candidate indicates the additional activities that are needed when a hospital has to deal with a large multicultural community	Demonstrates good communication skills in being able to answer follow-up questions
<b>Outstanding</b>	<b>5</b>	Excellent understanding of all elements of effective clinical governance and	Excellent display of how each element of clinical governance should be performed in an ideal situation and can relate it in an easily understandable manner	Shows exceptional skills in understanding the role of a medical administrator in leading clinical governance activities