



## The Sedated Patient

2015 (November) – Day 2, Q6

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

You are the newly appointed Deputy Medical Administrator of a regional hospital. Shortly after your arrival your manager, the Director of Medical Services goes on unexpected sick leave and cannot be contacted.

One morning, you are confronted outside the Executive Offices by an angry 27 year old man demanding to speak to the “most senior manager” available. You take him into your office where he plays you a recording on his smart phone.

The patient had undergone a routine colonoscopy the previous day in your Day Procedure Unit. Because he had been advised that the sedation used could make him forgetful, he activated a recording device on his phone before he was sedated so that he would have a record of any post-procedure instructions. He did not tell the theatre staff he had done so.

When he started listening to the recording he was incensed to find that the anaesthetist providing the sedation had made a number of disparaging comments about the patient. The first comment related to several questions from the patient who had not undergone a colonoscopy before. The anaesthetist commented that the patient was irritating with stupid questions and really should ‘man up’. When a nurse noticed a rash on the man’s arm, the anaesthetist warned her not to touch it in case she contracted syphilis or tuberculosis. One other member of the operating theatre staff also described the patient as ‘stupid’ and there was a conversation speculating on whether or not the patient was gay.

The gastroenterologist performing the procedure also made one comment on the rash to other staff (“Well, unless it is Ebola, you’re probably going to be OK”). He otherwise took no action to stop the comments of the anaesthetist and support staff.

The patient states that he has already taken legal advice and intends to sue the hospital and the staff for defamation.

### Questions:

1. What are the most significant issues in this scenario?
2. What are your priorities for addressing these issues?



## Guidance for Censors

### Issues to identify

- Management of patient complaint
- Investigation and management of grievance and disciplinary issues
- Reputational risk to the hospital and medical workforce
- Adverse media
- Hospital cultural issues
- Patient safety
- Policies for use of an electronic devices and smart phones

### Management of the incident

- Notification of HR, CE, Chair of the board, Communication staff, legal unit
- Media management
- Management of complaint or concern about clinician principles
- Grievance and discipline policy and procedures
- Investigation of patient complaint, confidentiality and privacy issue management
- Management of patient complaint, psychological and social work support for patient and family if necessary
- Staff members – ensure entered on Management of Complaint or Concern about a Clinician review process in hospital,
- Incident reporting e.g. IMMs
- Appropriate disciplinary action
- Notification to regulatory authorities
- Review and/or development of policies on the use of electronic devices and smartphones by staff, visitors and patients
- Restore reputation of hospital and medical staff
- Management of politicians, local community, further complaints that may be made
- Staff training in social media policies
- Team based training in operating theatres to ensure patient safety
- Assessment of hospital culture and management plan put in place to improve culture, staff attitudes and behaviours, zero tolerance policy
- Review recruitment policies and practices
- Manage legal risks

## 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 managing a patient complaint 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.
<b>Limited</b>	<b>2</b>	<ul style="list-style-type: none"> <li>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.</li> <li>Does not demonstrate an understanding of the elements of professionalism required of medical staff</li> <li>Does not demonstrate understanding of grievance and discipline policies and procedures or management of complaint or concern about a clinician policies</li> <li>Does not mention – even with prompting an understanding of the role of regulatory authorities in such an incident and their reporting obligations.</li> <li>Does not understand the significance of reporting up to a general manager.</li> </ul>	<ul style="list-style-type: none"> <li>Only talks about what needs to be done from a theoretical point of view.</li> <li>Does not demonstrate that they have to take a leadership role in such a situation.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>Does not display appropriate concern about the seriousness of the incident.</li> </ul>
<b>Borderline</b>	<b>2.5</b>	<ul style="list-style-type: none"> <li>Only provides the most basics of elements of being able to manage such a situation.</li> </ul>	<ul style="list-style-type: none"> <li>Attempts to provide the answers that are required but leaves the censors with the impression that would</li> </ul>	<ul style="list-style-type: none"> <li>With or without prompting the candidate only demonstrates a limited understanding of the challenges of managing this</li> </ul>



	<ul style="list-style-type: none"> <li>Even with questioning does not describe or appreciate the key elements required for a pass grade listed below.</li> </ul>	<p>struggle to manage such a situation.</p> <ul style="list-style-type: none"> <li>Demonstrates by omission of key skills/actions that they may cause problems if they managed in the way they described.</li> </ul>	<p>type of situation.</p> <ul style="list-style-type: none"> <li>Does not fully demonstrate that s/he appreciates the implications of the scenario on the patient, hospital and staff.</li> </ul>
<b>Meets standard</b>	<p><b>3</b></p> <ul style="list-style-type: none"> <li>Must be able to demonstrate development of an appropriate management plan for the incident.</li> <li>Would need to demonstrate understanding of role of regulatory authorities and reporting obligations</li> <li>Demonstrate understanding of grievance and discipline policies and procedures or management of complaint or concern about a clinician policies</li> <li>Demonstrate an understanding of the elements of professionalism required of medical staff</li> <li>Understands the elements of privacy and confidentiality in talking to the media and managing a patient complaint</li> </ul>	<ul style="list-style-type: none"> <li>Be able to effectively manage patient complaint and provide appropriate support services to patient and family</li> <li>Be able to effectively investigate and manage grievance and disciplinary issues</li> <li>Manage media, reputational risk and external stakeholders such as the community, politicians, Ministry of Health</li> <li>Be able to review and develop policies and procedures on social media management</li> <li>Effectively communicates to staff zero tolerance approach to such incidents</li> <li>Effectively undertakes an assessment of the cultural aspects of the workplace and implements appropriate strategies</li> <li>Be able to develop an awareness and education programme on the elements of professionalism for the medical workforce</li> <li>Complies with reporting obligations to regulatory authorities</li> <li>Demonstrate support for medical staff involved in incident and other medical staff</li> <li>Manages legal risk</li> </ul>	<ul style="list-style-type: none"> <li>Understand the seriousness of the situation and implications for the patient, hospital and staff</li> <li>Demonstrate zero tolerance approach to such behaviour</li> <li>Demonstrates professionalism</li> </ul>