



## COMMUNITY DIABETES

2016 (November) – Day 1, Q3 (Choice)

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

You are a Medical Administrator in your Health Service Network / District. Within your position description is the responsibility for hospital and community health service improvement. Your catchment population has a high proportion of indigenous people and they have extremely high rates of ill-health and low life expectancy, which have not improved relative to the rest of the population, despite previous government-funded programmes.

The Minister for Health in your jurisdiction has established a new major program to improve the health status of indigenous people in two of the worst affected regions – of which yours is one. In consultation with your CEO, the Minister has announced the new program in your region and that you will be the senior staff member responsible for the planning and implementation of the new regional initiative. This has been launched with great fanfare by the Health Minister who also announces a multi-million dollar budget. The Minister has requested that you specifically look at reducing the diabetes rates as your first priority.

### Questions

1. Describe the nature and likely complexities of leading a health initiative like this?
2. In particular, describe how you would manage expectations about outcomes?
3. Outline your first steps in your new role?



## CENSOR NOTES

### Issues

- Turning political imperatives and expectations into attainable, meaningful objectives and plans
- Role of healthcare services in addressing population health issues
- Relationship of health to social issues and services other than healthcare services, e.g. poverty, education, housing
- Setting expectations, establishing relationships and obtaining guidance in a new role

### Domains

- Scholar, Medical Expert, Communicator, Advocate

### Knowledge

- Determinants of health inequalities
- Impacts of culture, ethnicity and socio-economic status on health and health service utilisation
- Measures and determinants of diabetes rates

### Skills

- Strategic analysis, prioritisation and planning
- Communications planning
- Managing up
- Multi-agency and community engagement
- Cultural competence

### Attitudes and behaviour

- Systems-level approach
- Willingness to seek expert advice and community guidance
- Awareness of limitations

Score:		Knowledge Knows what to do	Skills Knows how to do	Attitude/Behaviour Shows s/he knows the consequences, leadership responsibility
Poor	1	Fails to establish any clear understanding of the different determinants of health inequalities in this scenario.	Unable to provide practical approach to tackling this scenario without prompting.	Does not put self into the management of the scenario – relies on theoretical knowledge and does not convince that the candidate could begin to manage scenario.
Limited	2	Shows some knowledge of determinants of health inequalities but unable to contextualise in this scenario. Needs significant prompting.	Describes some of the practical tasks required to address scenario but lacks well-rounded approach.	Demonstrates some strategic analysis, planning and engagement skills with prompting but does not engage personally with scenario.
Marginal	2.5	Focuses on incomplete list of determinants. Shows reasonable understanding but requires some prompting.	Able to discuss most of the tasks required with or without prompting but in the abstract – helicopter view rather than appearing to engage with the scenario.	Requires prompting but lists most of the qualities required to manage scenario. Does not convincingly draw these qualities together and leaves some doubt as to capacity to manage process.
Meets standard	3	Shows understanding of the determinants of health inequalities, impacts of culture, ethnicity and socio-economic status on health and health service utilisation, measures and determinants of diabetes rates	Demonstrates strategic analysis, prioritisation and planning, communications planning, managing up, multi-agency and community engagement, cultural competence	Strategic analysis, prioritisation and planning, communications planning, managing up, multi-agency and community engagement, cultural competence
Good	4	Demonstrates knowledge of the barriers to success with some examples of reasons why many indigenous health interventions are unsuccessful. Outlines roles of health workforce in these interventions	Demonstrate critical need for measurable, achievable goals to be linked to feasible implementations of effective interventions and be able to suggest what those specific goals and interventions might be.	Strategic approach will include ensuring that the CEO and Minister become well-informed themselves about the complexities, challenges and possibilities so that they are engaged as partners in leading the programme.
Outstanding	5	Demonstrates excellent and detailed knowledge of examples of clinical programs to improve diabetes management and how these can be tailored to engage indigenous communities.	Clear, comprehensive and mature approach to the tasks required with a focus on monitoring success in achieving community health goals.	Clear, comprehensive and mature approach with a clear appreciation of the challenges and opportunities in leading this process.