



PERFECTION

2016 (November) – Day 1, Q5 (Choice)

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

You are the Medical Administrator at a 290 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. Many patients often complain to the local media who are happy to report 'bad news' stories.

The Minister for Health has just appointed four new Board of Management members to your Hospital and Health District/Service. You attend the Board meeting each month. At the first meeting that the new Board members attend, one new member indicates that she would like to be briefed about the way the hospital manages complaints made by patients. She asks three specific questions (see below). The Chairman says that they are excellent questions and it would be a golden opportunity for the whole Board and especially its new members to hear your answers. He asks if you could provide a 10 minute presentation at next month's Board meeting.

In this scenario, please imagine that the 10 minute presentation you will give to the Censors is what you would give at the next Hospital / District Health Service Board meeting.

Questions:

1. "Can you describe for me what would an exemplar hospital, the size of ours, be doing to manage patient complaints?"
2. "What reports should the Board be seeking from you (the Medical Administrator) each month to reassure the Board that this hospital is effectively managing and responding to patient complaints – especially the serious ones where we have caused harm to a patient?"
3. "Because we provide services to a large population of immigrants and indigenous patients, should we be doing extra special things to ensure their complaints are managed appropriately?"

CENSOR NOTES

Competencies include: Expert, communicator, manager, professional.

Censors please note: - in this scenario the candidate should be presenting to you as they would in a Board meeting. The candidate should be presenting the facts in a manner that conveys the facts, is impactful and reassuring, yet easily understood by lay board members.

This scenario simply seeks to understand does the candidate understand what constitutes good contemporary patient complaint management especially complaints that relate originate from members of the indigenous and multicultural communities.

Question 1: ...what would an exemplar hospital be doing..?

To obtain a pass, the candidate should be able to describe the main elements of effective patient complaint management including:

- they may arise in many ways –in person, email/mail, social media, Ministerials etc.
- They may vary in urgency to address
- The need for interpreters or indigenous liaison officers to be involved
- They may need to be addressed in person
- There must be formal processes to acknowledge, investigate and reply in a timely manner (in some cases there will be jurisdictional mandated requirements)
- May involve legal issues- that could require legal advice, if a serious event has occurred may need to involve open disclosure
- Should be reported in a summated format to the Board

Better candidates should know about benchmarking activities to monitor patient complaints and satisfaction. Should also know that many hospitals are monitoring social media initiated complaints to allow earlier intervention to minimise the fallout from an issue.

Could also mention that hospitals should also be monitoring staff satisfaction survey results to see if there are issues in a particular area that may be leading to poor patient experiences and thus potential complaints

Question 2: ...what reports should the Board be getting..?

A pass candidate should be able to explain a contemporary way of reporting complaints to the Board.

Should indicate that reports are generally a summary of events rather than a list of each individual complaint. (The exception may be a complaint that has significant medico-legal implications).

The report should be highlighting trends and where appropriate, indicating strategies to reduce complaints.

Better candidates should know that exemplar hospitals are either regularly or periodically inviting patients and carers to present to Boards or subcommittees, to maintain a focus of valuing complaints and the benefits that can accrue from the Board supporting quality and safety improvement.



Question 3: ... what extra things should we be doing for the immigrant and indigenous patients...?

A pass candidate should indicate that hospitals should have staff and procedures that can appropriately handle complaints from different cultural groups including provision of interpreters and/or having liaison officers available to support complainants. Where there are known specific problem issues, special mechanisms should be in place.

Better candidates should know that exemplar hospitals are inviting patients and carers from indigenous and immigrant communities to participate on hospital committees to help shape better hospital services to hopefully reduce complaints.



		Knowledge Knows what to do	Skills Knows how to do	Attitude/Behaviour Shows s/he knows the consequences, leadership responsibility
Poor	1	Theoretical knowledge below basic specialist level and only 1 or 2 elements of complaint management mentioned.	Does not communicate in a fluent and clear manner and/or has not understood the intent of the question – especially the need for cultural sensitivity and response.	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.
Limited	2	Only talks about what they do in their own situation without knowing all of the essential elements of effective complaint management.	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 of many of the reasons why responding to complaints and their investigation is important 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.
Borderline	2.5	Even with prompting, only provides the most basics of elements of complaint management 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 complaint management would occur.
Meets standard	3	Indicates that they know the main elements of effective patient complaint management including: -they may come in many ways -They may vary in urgency to address -The need for interpreters or indigenous liaison officers to be involved -They may need to be addressed in person -There may be formal	Able to explain simply and effectively the key elements of complaint management <ul style="list-style-type: none"> • Able to answer questions in a meeting situation • Able to understand and explain the role a medical administrator has to play in complaint handling • Appreciates that others –such as the treating clinical staff should be involved in 	Should be able to provide the three answers in a logical and coherent manner that would be understood by a layperson board member <ul style="list-style-type: none"> • Demonstrates capacity to translate what they know in theory into a practical explanation. • Have a clear understanding of their own role as a medical administrator • Able to explain that complaints can also



		<p>processes to acknowledge in a timely manner</p> <ul style="list-style-type: none"> -May involve legal issues- if serious my need to have open disclosure -May need to be reported in a summated format to the Board <p>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 statistics and actions that are taken for serious complaints including future prevention activities".</p>	<p>some complaint management situations</p> <ul style="list-style-type: none"> • Should know that statistics compilation about complaints helps to understand what is happening in parts of the hospital • Demonstrates that s/he can prioritise the reporting of complaints and the ones that should be highlighted for Board concern • In some jurisdictions need to acknowledge and then respond to complaints in set time limits • Describes ways that feedback can be given to local indigenous and ethnic groups 	<p>seriously damage the reputation of the hospital and its staff</p> <ul style="list-style-type: none"> • Understands that early intervention can minimise risk to patients and hospital reputation • Appreciates that if a staff member is at fault, there is a need for natural justice to occur when investigating the complaint
Good	4	<p>As well as the above, should know the methods how hospitals benchmark their performance in managing complaints</p>	<p>In addition to the above, should be able to indicate which complaints need urgent and personal intervention.</p> <p>Stresses the need to investigate and to get all the facts and to get back to the person in a timely manner.</p>	<p>Should be able to manage a situation if a staff member does not take complaints seriously or doesn't appreciate the cultural significance</p> <p>Should appreciate that complainants often want a clear plan of what will be done to prevent similar events occurring again</p> <p>Appreciates that whole of hospital action may be needed if systemic lack of cultural awareness</p>
Outstanding	5	<p>As well as the above, should also know the contemporary ways that complaints can be monitored through social media</p>	<p>Demonstrates a clear plan of what can be done if a complaint uncovers a systemic problem within the hospital e.g. a need for cultural awareness training</p>	<p>Appreciates that some complaints may result in the need for disciplinary action</p>