



## TURF WARFARE

2016 (November) – Day 1, Supplementary Question

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

You have been recently appointed as clinical director at a large private hospital. One of your responsibilities is spine surgery.

The hospital has been warned by several private insurers that spinal fusion procedures may be excluded from reimbursement in future contract negotiations due to what the insurers argue is a lack of outcome evidence and what they see as a high rate of complications, including revision surgery.

One of the busiest surgeons is a neurosurgeon who has differentiated himself from his colleagues by developing minimally invasive (key hole) spinal fusion. He has his critics amongst his fellow neurosurgeons and, especially, amongst his spinal orthopaedic colleagues, who for the most part prefer open procedures.

The hospital has funding for a major spine surgery audit project. The hospital believes that the data that will be collected will help it defend the insurers' planned cutbacks.

You are dismayed to find, in your first week in the new post, that the minimally invasive neurosurgeon has designed the data entry form for the audit project. None of the other surgeons, who know how the form was designed, will participate. You encounter comments from his colleagues that the surgeon is the CEO's favourite (because of his high volumes) and that the audit is designed to make the neurosurgeon look good as it focuses on hospital metrics such as length of stay and blood transfusion rates.

How are you going to get everyone onto the same page?



## CENSOR NOTES

### Pass Candidates

The major issue in this question relates to the challenges of collaboration. The candidate should highlight the importance of collaboration between colleagues and between craft groups. This scenario will also test the collaborative competency of the candidate.

Pass candidates will identify and discuss funding of private hospitals, relationships between industry and hospitals/practitioners, conflicts of interest and will be able to describe different methods of undertaking clinical audit. Pass candidates will identify reasons for the conflict that arises between overlapping craft groups and will identify possible steps to resolve the conflicts. These candidates will also identify means by which new surgical technology is introduced into private hospital practice.

### Superior Candidates

In addition to the above, superior candidates will identify the opportunities private hospitals have to encourage contribution to the life of the hospital (participation in professional activities) through the reappointment process. These candidates will discuss the responsibilities that visiting specialists bring to their appointment at private hospitals and how these responsibilities can be monitored and managed.

Superior candidates will discuss the nature and differences between hospital metrics (short-term measures such as LOS) and long-term outcome audits of surgical outcome. These candidates will also demonstrate experience with the “surgical personality” and how best to achieve positive change in the face of self-interest.

## Turf Warfare - Assessment Rubric

Score:		Knowledge	Skills	Attitude/Behaviour
		Knows what to do	Knows how to do	Shows s/he knows the consequences, leadership responsibility
Poor	1	A rambling answer that does not indicate that the candidate understands the main issues that need to be considered.	Does not suggest a logical framework as to how they would investigate the issue and attempt to come up with some solutions.	Does not demonstrate an appreciation of the significance of trying to solve this problem and why it causes frustration for all concerned.
Limited	2	Attempts to explain a number of the issues involved but does not do it in a logical manner.	May describe one or two possible solutions or measures but does not convince the censors that they could actually do each activity or they understand the implications.	Only minimal appreciation of the consequences of doing or not doing the required activities to foster positive relationships between doctors and the private hospital.
Marginal	2.5	With, or without prompting, only covers a few of the issues involved and only provides a couple of solutions or observations of what should be attempted.	May understand a number of the issues involved but can't demonstrate more than a couple of solutions that should be tried to improve the situation.	May have described with or without prompting some solutions but does not understand the ramifications for the private hospital or the individuals concerned.
Meets standard	3	Gives a reasonable overview of the main issues involved and how he/she would try to implement solutions.	Demonstrates that they have the skills to try and implement a number of measures to improve the situation – realising that perfection may not be possible. Must be a clear focus on ensuring that basic, safe appropriate service is provided.	Demonstrates that he/she understands the basic significance of the actions that are undertaken / not undertaken, and the broader ramifications for the hospital, its staff and patients.



Good	4	As well as providing the basic overview of all the key issues, the candidate indicates that this is not an uncommon issue and that it will probably require ongoing work.	<p>Not only outlines the basic activities that can be tried but also suggests some other innovative ways that may help alleviate the situation.</p> <p>There will be a sophisticated exposition of conflicts of interest and how they are recognised and managed.</p>	Not only demonstrates an understanding of the significance of trying to address this safe service provision issue, but also demonstrates appropriate empathy for all of the affected parties whilst trying to negotiate / implement solutions.
Outstanding	5	Excellent coverage of all of the issues and an appreciation that it may be very difficult to actually solve this problem to perfection in reality the main issues.	Excellent presentation with a clear and methodical logic as to how they would manage the scenario. A good understanding of the needs to balance safe patient care with the professional working relationships needed in the private sector.	Clearly demonstrates that they know the full implications of the consequences of both successful and unsuccessful actions, including the potential ongoing implications for him/her self, and the needs of the private hospital and its other staff.