



## SOUTH WEST PENINSULA DISTRICT HEALTH SERVICES

2016 (November) – Day 2, Q2 (Compulsory)

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

The SW Peninsula DHS has been in existence for 15 years. It covers a relatively small geographic area in which there are 4 general hospitals (A, B, C and D). Each hospital has between 200 and 325 beds. All offer a variety of primary and secondary level general medical, general surgical, O&G, paediatric and A&E services. One hospital (Hospital A) does some tertiary level medical and surgical services and is the longest established hospital in the DHS (75 years). The others have been established for between 5 and 35 years. Because it has been established longer, all of Hospital A's senior staff believe they are the 'senior' staff in the DHS even though they have approximately the same experience as staff in the other three hospitals.

Each hospital tends to function independently, although there is excellent collaboration between the adult medical services. Unfortunately, there is little consistency between the remainder of the clinical services and the clinical indicators vary widely. Hospital A, except for adult medicine, has the poorest clinical indicators, especially in surgery. Their staff tend also tend to be the most vocal on medico-political issues.

You are the Group Director of Medical Services for the SW Peninsula DHS. You have been in the job for over a year. The DHS has appointed a new CEO who wants all of the main clinical services to be merged into single units so there can be consistency and equity of service delivery throughout the DHS. The CEO has asked you to lead and coordinate the merger of all of the clinical services so there are integrated services in all of the main clinical disciplines i.e. one districtwide surgical service, one O&G service, one allied health service etc. This task is to be complete within one year.

### Questions:

1. What would be the key elements in your plan and what would be the critical factors for success?
2. Describe the likely obstructions you will face with the merger of the clinical units and how you will manage them?



## CENSOR NOTES

This is essentially a question to test the candidate's ability to effectively plan and manage the merger of a number of clinical services and in particular, demonstrate that they appreciate the major general organisational, interpersonal and cultural issues that could arise.

This question also indicates that the 'perceived senior hospital' whose staff believe they are the senior staff in the DHS are generally not the best performing and that this is an issue that may impede merger activities and will need to be addressed.

Specifically, the following should be covered in the answers to the two questions.

### *Question 1:*

**To obtain a pass**, candidate should be able to demonstrate that they have a methodology for planning a major clinical service change activity and that there will some critical factors for success such as addressing the major organisational, interpersonal and cultural issues that are likely to come into play anytime a merger of one or more entities (services) occurs, and ii) they appreciate at least some of the activities that can be undertaken to prevent and manage these issues should they arise.

**Better performing candidates** should be able to explain in more detail the major organisational issues that will occur and how they may impact on the broader catchment population. The critical success factors should be explained clearly. They should also understand that external expertise may be of benefit as well e.g. the use of organisational psychologists.

### *Question 2:*

**To obtain a pass**, the candidate should be able to demonstrate that they understand there will be a number of obstructions including clinical staff who will not want to change administratively what they have been doing for years and the cultural issues around the 'history' of the longer established hospital staff believing they should be in charge. Managing the differences in clinical standards will also be a major issue.

**Better performing candidates** should be able to describe how they will attempt to address the major obstructions, especially the differences in clinical standards.

The attached marking matrix indicates what would be required for a pass mark and the points that better performing candidates would mention.

**Score:**

		<b>Knowledge</b> Knows what to do	<b>Skills</b> Knows how to do	<b>Attitude/Behaviour</b> Shows s/he knows the consequences, leadership responsibility
Poor	1	Candidate does not have i) a basic logical method / approach to manage the planning of a major clinical service change activity; & ii) does not understand there could be core organisational, interpersonal and cultural issues that mergers usually create.	Even if the candidate can articulate some basic planning approach, the candidate does not understand the basic skills that are required.	Does not demonstrate an understanding of the significance of the task that is being requested and how it will impact on the clinical staff and the DHS as a whole.
Limited	2	Only correctly provides some of the basic requirements to both questions with, or without, prompting.	Does not indicate with, or without, prompting that they have the skills to manage more than one or two basic issues involved with this task.	Demonstrates some very basic understanding of the significance of the task that is being requested and how it will impact on the clinical staff and the DHS as a whole.
Borderline	2.5	In the answers to both questions, provides most of the basic knowledge elements that are required but even with, or without, prompting still misses one or two issues that would impede a successful completion of the task.	Provides some reasonable evidence that they have, or know of, the skills to manage some of the more significant tasks but miss one or two elements that would be needed to successfully undertake the tasks in a real life situation.	Demonstrates with, or without, prompting more than a basic understanding of the significance of most issue but fails to understand one or two significant issues that will cause the task to be unsuccessful or create unnecessary problems for the DHS.
Meets standard	3	Provides sufficient information that they have:- i) a reasonable methodology to plan a course of action for such an event even if one or two non-significant elements may have been omitted; and ii) a reasonable knowledge of the issues that merging / integration of services can cause. Must state at least one reasonable critical success factor.	Provides sufficient information that they have the basic skills to effectively put into place the planning and management of a clinical service change activity, and have the skills plan and implement basic preventive and interventional activities that may be required.	Indicates that they understand the basic organisational, interpersonal, industrial and cultural issues that may come into play and the significance they may have on the clinical services and the DHS as a whole, if not correctly addressed.



Good	4	In addition to providing the basic answers to both questions from a theoretical perspective, the candidate mentions some of the following:- i) the potential community and political issues that may arise, ii) the medico-political issues, iii) the impact upon related issues such as research & teaching iv) the issues associated with the different quality of service and equity issues that are involved, v) how the situation may impact upon the candidate him/herself, and vi) indicates a number of critical success factors.	As well as demonstrating they have the skills and/or understand the skills that are required to manage the basic elements of this task, the candidate can demonstrate additional attributes needed to implement a wider range of preventive and interventional activities that would contribute to a successful outcome.	Demonstration of several additional issues that can come into play when planning a change management activity and the cultural issues associated with merging of clinical services e.g. understanding the impact upon professional, community and patient support groups.
Outstanding	5	Candidate demonstrates an understanding of all of the issues listed in 4 above and has knowledge of additional literature or research on these topics.	Demonstrates that they have, or understand, all of the skills that are required to effectively implement a major clinical service change activity.	A complete understanding of the issues that will effect clinical staff, clinical service delivery, the community and the DHS as a whole.