



Analysis of the Case Scenario and Management Issues

The **PASS** candidate should demonstrate an understanding of:

1. A comprehensive approach to critical incident management including:
 - Immediate action including notifications to HCE, CCE, etc.
 - Dealing with patient's family including bereavement counselling.
 - Debriefing of staff involved in the management of the patient.
 - Review of procedures and management of the patient and follow-up.
 - Consideration of medico-legal issues and issues associated with the death of an involuntary inpatient, the Coroner's Act, etc
2. Knowledge of the issues regarding the principle of least restrictive care in mental health services.
3. Knowledge of policy issues applicable in this case:
 - Aggression management.
 - Suicide assessment & management.
 - Policies and procedures for nursing observation and supervision of at risk patients.
 - Requirement to review policies and procedures and training programs.
 - Systemic approach to minimisation of aggression including reviewing physical environment, staff skills, work practices, policies and procedures, education and training, duress alarm systems, etc.
4. Strategy to manage potential media interest, inclusive of confidentiality issues should they arise
5. Managing industrial relations and engaging proactively with nursing and other staff.

The **OUTSTANDING** candidate should demonstrate an understanding of:

1. All the above issues at a more sophisticated level.
2. Distinction between voluntary or involuntary patients.
3. Current political and public concerns about mental health services.
4. Possible concerns regarding leadership of the service and how this might be managed.
5. Capital issues including minimum standards for mental health facilities and capital developments for mental health facilities, management of the project, issues in project management, etc.
6. Development of management and communication strategies with HCE.



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The **PASS** candidate should demonstrate an understanding of:

1. Human resource practices, including:
 - Rights of employees to raise complaints and to disclose information to third parties.
 - Rights of employees under investigation.
 - Protection against reprisal.
 - Employee assistance programs and advocates.
 - Personal integrity.
2. The ethical conduct of research including:
 - Regulatory approval or hospital approval including involvement of appropriate committees.
 - Research oversight and peer review processes.
 - Quality control and ongoing monitoring and evaluation of research.
3. Gathering the evidence of misconduct, including:
 - Focus on the facts, rather than on the individual.
 - Analysis and interpretation of information, knowledge and statistics.
 - Principle of 'presumed innocence'.
 - The conflict between maintaining confidentiality and transparency in the investigative process.
 - Investigative procedures, including use of panels.
 - Specific evidence related to the facts (eg. regulations concerning laboratory, manufacturing, and clinical practices, informed consent and protection of human subjects in clinical trials, etc.).
4. Obtaining legal advice on:
 - Local legal position for the protection of whistleblowers.
 - Implications of scientific misconduct on the hospital.
 - Redress for the whistleblower employee.
 - Management of human resource issues such as 'standing down' staff under investigation of misconduct.
5. Notification to Board, funding authority, university and other stakeholders.

The **OUTSTANDING** candidate should demonstrate an understanding of:

6. Human resource issues in greater detail.
7. Statutes and protections for whistleblowers.
8. Strategy to manage potential media interest, inclusive of confidentiality issues
9. The issues of governance, including:
 - Performance management of clinicians and researchers.
 - Establishing performance management and research review systems.



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The **PASS** candidate should demonstrate an understanding of:

1. The ethical conduct of research including:
 - Regulatory approval and/or hospital approval, including involvement of appropriate committees (e.g. Clinical Ethics Committee).
 - Research oversight and peer review processes.
 - Quality control and ongoing monitoring and evaluation of research.
2. Legal issues including (but not exclusively):
 - Vicarious liability of an organisation for activities performed within it
 - Medical registration boards and the role they play
 - Contracts and agreements between the institute and the hospital
 - Legal and procedural requirements for staff appointments
3. Corporate governance
 - Responsibility and role of directors
 - Conflict management (recognising conflict, recognising the causes, conflict resolution, negotiation and understanding alternative methods of dispute resolution).

The **OUTSTANDING** candidate should demonstrate an understanding of:

1. All the above issues at a more sophisticated level.
2. Risk management
3. Leadership skills including (but not exclusively):
 - Communication
 - Decision-making
 - Change management
 - Leadership style



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The **PASS** candidate should demonstrate an understanding of:

1. Financial management, including (but not exclusively):
 - analysis of budget over-run
 - financial issues unique to Aged Care, Oncology and EDs
 - identification of priorities, options, risks and strategies
 - realistic options vs ideal options
 - capital planning and options for funding essential capital projects
2. Benchmarking performance in clinical departments, including (but not exclusively):
 - length of stay
 - discharges rates
3. Emergency Department issues, including (but not exclusively):
 - Managing demand (e.g. reducing demand for Emergency Department/Inpatient care – e.g. Chronic Care Programs)
 - Access block
 - Identifying bottlenecks in the system (e.g. inappropriately delayed discharge)
 - Improving efficiency (e.g. improving throughput, improving consistency of processes, etc).
4. Leadership and management, including (but not exclusively):
 - Managing the process with Divisional leaders and staff.
 - Relevance of hospital structure to method of managing the process.
 - The role of the media and the community
5. Managing the interview with the Department

The **OUTSTANDING** candidate should demonstrate an understanding of:

1. All the above issues at a more sophisticated level.
 2. Quality framework, including (but not exclusively):
 - The development and use of clinical pathways
 - Use of quality methodology for team learning, etc
 3. Policy issues, including (but not exclusively):
 - The relevance of Chronic Care Programs
 - Initiatives in reducing access block and ED diversions in local state context
 4. Political context of the above issues, including (but not exclusively):
 - Political priorities
 - Managing political perceptions
- Managing community/media perceptions



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The **PASS** candidate should demonstrate an understanding of:

1. Equipment procurement processes including (but not exclusively):
 - Request for proposals
 - Tendering
 - Receipt of tender proposals
 - Tender evaluation panels
 - Purpose of the panel
 - Establishment and criteria for tender evaluation panel
 - Membership
 - Reporting lines
 - Tender evaluation process including (but not exclusively):
 - Price
 - Life
 - Service
 - Spare parts
 - Training and available local knowledge
2. Bias and accountability
 - Declaring conflict of interest
 - Dealing with declared bias
 - Perception of bias and commercial impact
 - Remedies for aggrieved parties
3. Conflict management including (but not exclusively):
 - Recognising conflict
 - Recognising the causes
 - Conflict resolution
 - Negotiation and understanding alternative methods of dispute resolution

The **OUTSTANDING** candidate should demonstrate an understanding of:

1. All the above issues at a more sophisticated level.
2. Dealing with the specific issues of managing the head of department, including (but not exclusively):
 - Impact of clinician behaviours on an organisation
 - Options available to manage the head of department's eminent trip
 - Ability to work without the head of department's support
 - Managing the impact on the institution and department of getting him 'off side'
 - Ways to change his single option focus
3. Decision-making including (but not exclusively):
 - Defining the issues
 - Analysis and interpretation of information
 - Knowledge and statistics
 - Understanding time value
 - Risk management
 - Communicating decisions
4. Principles of leadership



Key points for the case study

1. Legal perspective
 - ▶ Criminal offence and the need to involve law enforcement authority?
 - ▶ Personal data (Privacy) Ordinance and copy right infringement?
 - ▶ Issue of evidence obtained through illegal/unauthorized means

2. Human resource perspective
 - ▶ Inappropriate use of access right
 - ▶ Gross misconduct
 - ▶ Lack of trust among colleagues
 - ▶ Disciplinary actions
 - ▶ Staff sentiment

3. Management perspective
 - ▶ Ineffective risk scanning for LIS
 - ▶ Staff education on proper use of IT system
 - ▶ Lack of adequate monitoring
 - ▶ Communication breakdown
 - ▶ Need to report case to CCE, HAHO and hospital governance
 - ▶ Crisis management and remedial measures

4. Public relationship perspective
 - ▶ Hospital reputation and damage containment
 - ▶ Distrust from the public

5. Ethical/moral perspective
 - ▶ Personal integrity and honesty
 - ▶ Fairness
 - ▶ Justice

6. Systems perspective
 - ▶ System utility design
 - ▶ Higher security functions
 - ▶ Regular trail logging and non-compliance reporting