Higher Specialist Diploma

Leadership and Management

Examination 2018

Paper 3

Discipline-specific questions

120 minutes

Attempt 3 out of 6 questions

Instructions to candidates

1. Record your candidate number, qualification title and where appropriate the discipline and examination paper number on the front sheet of the answer booklet
2. Record your candidate number and the page number in the spaces provided on the answer sheets
3. Begin each new answer on a new page
4. Write on one side of the answer sheet only
5. Each question is worth 100 marks
1. ‘Human resource management is a key management skill’: Critically evaluate this statement.

2. Discuss why organisations are increasingly developing staff resilience programmes and if these are effective in reducing absences.

3. Explain how you would ensure your organisation sees pathology as value-adding as opposed to a cost burden.

4. Discuss your perception of the impact of ISO 15189:2012 on diagnostic laboratories and evaluate approaches to address any adverse impacts.

5. ‘Apprenticeships: an enlightened approach to training and development or reinventing the wheel?’: Review the main aspects of apprenticeship schemes and critically evaluate these schemes from an employer perspective.

6. Are staff with a laboratory background the optimal choice as managers or should Pathology services recruit professional managers? Compare and contrast the two ideas and state your final viewpoint.
Higher Specialist Diploma

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Paper 4

Case studies

120 minutes

Attempt all case studies

Instructions to candidates

1. Record your candidate number, qualification title and where appropriate the discipline and examination paper number on the front sheet of the answer booklet
2. Record your candidate number and the page number in the spaces provided on the answer sheets
3. Begin each new answer on a new page
4. Write on one side of the answer sheet only
5. Each case study is worth 100 marks
**Seen Case Study**

1. A letter of complaint is received from the relative of a young child with regard to waiting times for phlebotomy and sample collection in the patient area adjacent to Pathology, which you manage. They note that there are no baby changing facilities close by and as a result of needing to find these they missed their place in the queue (patients take a number and wait to be called). They spent over 2 hours waiting and incurred car park charges which they wish to be reimbursed.

   a. How could you begin to investigate this situation? (25 marks)

   You discover that on the day of the complaint, there was a staff shortage due to a number of staff needing to attend mandatory training as this had been put off over the year but staff would breach requirements if they had not attended.

   b. How would you act over this effect? (15 marks)

   The car park ticket entry / exit times and the time of the samples taken match - You also discover that there is a waiting time ticket number significantly out of sequence which appears to match with the relative’s statement.

   c. What would you do with regard to the request for reimbursement? (15 marks)

   d. What action would you do for the relative in response to their letter? (15 marks)

   e. Having reviewed the event, what would be your actions to conclude the investigations and what preventive and improvement actions could you put in place and take to your organisation for discussion? (30 marks)
Unseen Case Studies

2. A Band 2 staff member who is a long term, good, reliable worker and very popular in their department sees another job advertised in a related area in your Trust at Band 3 and applies. Their reputation and well-presented application mean that they are short listed and they ask you for a reference. You provide a reference stating how much of a loss to your department they will be.

You are aware that the other department is highly pressurised, managed in a different way and is remote from where your staff member’s old friends are. You have an informal chat to make sure they are aware of the differences but they are sure that this is the right direction for them and are upbeat about the new challenge.

The staff member is successful at the interview and accepts the role. They resign from your area and work their notice period.

a. What is the AfC notice period for a Band 2 post? (2 marks)

b. What procedures would you follow on receipt of their official letter of resignation? (14 marks)

c. What procedures would you undertake to fill this vacant post? (14 marks)

You have now formally engaged a new member of staff although they have not yet started work. The applications received were of a relatively low standard but you have recruited the person you feel is best. You meet the manager of the department where your Band 2 has moved to and ask how they are doing.

They are apparently doing well and the manager is pleased. They ask you how your recruitment is going and you tell them you have someone: it turns out in conversation that the other manager knows your new staff member and comments negatively about their manner and performance which worries you.

d. Is this ethical? Can you withdraw the offer of employment? Explain your answer. (20 marks)

Two weeks before the new staff member begins work you receive a call from your former staff member in a state of agitation saying they have “left” their new job and desperately want to come back even though the old role is at a lower band. You receive a call from your line manager telling you that the manager of this person has informed them they have walked out and asks if you know why.
e. What would you do next? (20 marks)

The person is adamant: they have resigned, will not go back and will not talk to the other manager. They are reticent to give any explanation apart from saying they are fed up with being told off. The other manager says that there were a few errors but nothing serious. The person is divorced with dependents and needs income.

f. How would you seek to resolve this case? You feel a strong responsibility towards the person and staff want them back. Discuss the issues involved here and the avenues you could follow. (30 marks)

3. Your Trust has undergone a procurement exercise to renew the transport services provider. These services include transport of samples from satellite clinics and health centres, including maternity and sexual health centres. A driver delivers a batch of samples at the end of the day when only minimum staff are working in specimen reception. He is carrying blood samples in a plastic bag and one of them has leaked heavily including onto his hands.

You arrive the following morning to see a handwritten note from a member of reception staff saying that a blood sample has leaked onto a delivery driver. This reception staff member is on leave for the next few days.

a. Describe what actions you will take as a result of reading this note? Explain why in each case. (35 marks)

b. Pathology does not manage the drivers: what sort of information will you be seeking from the Transport provider? What follow up actions will you take? (25 marks)

c. It transpires that the driver had a cut on his hands: what further actions might you take? (15 marks)

d. You are about to have an external assessment by UKAS what will you record with regard to investigating and managing this event? (5 marks)

e. What actions and procedures might you implement as a result? (10 marks)

f. How will you monitor their effectiveness? (10 marks)