



Higher Specialist Diploma
Leadership and Management
Examination 2019
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. What is more important: to follow your conscience or to follow policy? Justify your answer.
2. ISO 15189:2012 requires a laboratory to take a preventive approach towards eliminating nonconformities, errors and adverse events as part of a continual improvement programme.

Discuss how you would develop a programme of preventive action, how you would record outcomes and how you would prevent backsliding.

3. Your Human Resources Business Partner advises you that sickness levels in your team are higher than average for the organisation and need to be addressed. Discuss potential factors and what sort of actions you would take.

4. Discuss how you would prepare for the appraisal of a staff member who has specifically requested that you carry out the appraisal as there are issues they would like to raise with management.
Explain your approach to assessing and addressing issues that may be raised.

5. 'The best way to predict your future is to create it'. Abraham Lincoln. Is it possible for you to create your department's future? Justify your decision.

6. On reviewing a trend analysis of incident reports you notice there is a pattern of complaints about delayed results frequently on one day of the week only.

Discuss how you would investigate this formally, what factors may be the cause and make suggestions for ways to prevent further occurrences.



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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 staff member begins to behave erratically: sometimes they arrive late, they make unexpected mistakes and have lapses of concentration. This is fairly slow to develop, over several weeks. Colleagues notice and comment that the person does not seem to be taking care of themselves.

a. What would you do? (25%)

The staff member seems to make some improvement for a time but then punctuality becomes very poor, more mistakes are made, some quite serious. The person seems unkempt and does not look well.

b. What would you do now? (25%)

You learn through a third party that the person, who is a single parent, has a child who has been diagnosed with a very serious condition which will mean a long term stay in a specialist hospital.

c. What would you do now? (20%)

The staff member has spoken to Occupational Health who approach you and say that the person has agreed that you can be made aware of the situation but they wish this to remain private from other colleagues.

d. How could you help out as a manager? (30%)

Unseen Case Studies

2.

A vigilant staff member notices that a piece of equipment has been inadvertently reset to original factory settings following planned preventive maintenance.

It is now not applying rules relevant to neonatal and paediatric sample results so incorrect reports are being issued.

For reasons of economy you have been using a single low level internal quality control only, three times per week.

The external quality assurance scheme issues samples quarterly and the last distribution was two weeks prior to the maintenance visit.

Discuss your approach to each of the elements of the case demonstrating understanding of each point and its implications and stating how you would respond to this event and how you would prevent a recurrence.

3.

You are informed by a colleague that a staff member has been posting photographs of the department on social media along with comments that are detrimental and critical.

Management is spoken of scathingly and there are implications that the state of the equipment and premises may be causing patient harm.

The postings have picked up a number of followers and several Freedom of Information (Fol) requests have recently been received asking questions about equipment and its accuracy.

The Chief Operating Officer has become aware and asked you to meet with them over the impact of the postings on the organisation's reputation.

It is two weeks before a Care Quality Commission inspection.

Discuss your approach to each of the different elements of the case demonstrating understanding of each point and its implications and how you would deal with each one.