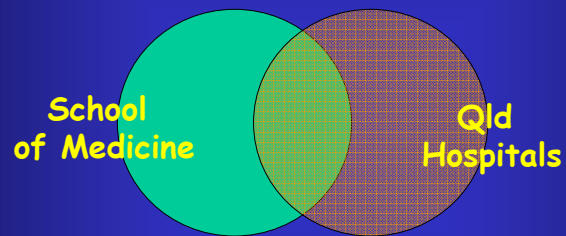


Managing the common ground



In an ideal world ...
Constraints and concerns
Building a better system

M.Ward Central Clinical Division UQ School of Medicine

A warning - the "Tragedy of the Commons"

- "Ruin is the destination toward which all men rush, each pursuing his own best interest in a society that believes in the freedom of the commons. Freedom in a commons brings ruin to all."

"The Tragedy of the Commons," Garrett Hardin,
Science, 162(1968):1243-1248.

A more mundane explanation

"The essence of dramatic tragedy is not unhappiness. It resides in the solemnity of the remorseless working of things."

William Forster Lloyd (1794-1852).

In an ideal world...

- **Clinical**
 - All patients effectively, efficiently, and safely treated and satisfied with their care
- **Teaching**
 - All undergraduate and postgraduate students effectively and efficiently educated, and satisfied with their learning experience
- **Research**
 - High volumes of competitive grant supported, peer reviewed, original, research published in high impact journals
- **Staff**
 - All staff with high morale and job satisfaction
- **Financial**
 - All functions on budget, on time

Constraints in the working of things Primary Roles / Perceptions

	School of Medicine	Hospital
Clinical care	Peripheral	Central
Teaching	UG Central PG Peripheral	PG Central UG off centre
Research	Central	Peripheral

Constraints in the working of things Revenues and Costs

	School of Medicine	Hospital
Clinical care	Cost generating	Indirect revenue generating
Teaching	Revenue generating	Cost generating
Research	Revenue generating	Cost generating

How do we know what's things are happening in the commons ?

Current approaches to evaluation

	School of Medicine	Hospital
Focus	Mostly individual	Mostly service unit level
Clinical care	Nil	Largely anecdotal Volume > quality
Teaching	Global & individual Volume > quality	Limited Largely anecdotal
Research	Global & Individual Volume & quality	Limited Volume > quality

Current UQ / QH Evaluation Other Limitations

- Not based on clearly defined / agreed expectations
- Does not clearly separate personal development needs from service unit needs
- Does not address " role drift " due to:
 - Personal preference
 - Employer expectations
- Does not assess workplace climate

Workplace Climate

51% of medical specialists in UK, NZ and Australia reported that their enthusiasm for their work had declined in the last 3 years

Perkins et al 1997

Evidence based management Work place climate analysis

- Survey of 80,000 managers, 1,000,000 employees over 25 yrs commercial / government and academic organisations
- Q : What do the most talented staff need and the most effective managers provide, in order to guarantee :
 - Quality of customer / client / student service
 - Retention of satisfied / skilled staff
 - Profitability / efficiency / productivity
- **Multivariate Analysis**

Buckingham and Coffman 1999

Key employee needs

- significant on multivariate analysis

- Do I know what is expected of me ?
- Do I have the materials & equipment I need ?
- Do I have the opportunity to practice what I do best every day ?
- Are my contributions recognised and rewarded ?
- Does the mission of my company make me feel my work is important ?
- Do my opinions seem to count ?
- Do I have opportunities to learn and grow ?

Buckingham and Coffman 1999

Other concerns

- why joint appraisal matters

- The consequences of inadequate performance appraisal:
 - ↑ mortality (West et al 2002)
 - ↑ mortality and morbidity (Young et al 1997)
 - Undetected unethical / illegal practice (Alder Hey Report)

West et al.: Management of employees and patient mortality

Table 1 The relationships between patient mortality and hospital HRM practices

Predictor variable	β
Size	-0.155
HA needs	0.003
Doctors per 100 beds	-0.317
HR practices	-0.577**
R ²	0.580
ΔR^2 due to HR practices	0.324**

Notes

Figures shown in central portion of table are standardized regression (beta) weights from a regression with mortality as the dependent variable.

* 0.01 < p < 0.05; ** 0.001 < p < 0.01; *** p < 0.001.

61 acute hospitals in UK: 2000-7,500 employees
HA needs = local area standardised mortality

Report to an Address of the Honourable the House of Commons
dated January 30 2007 for

**The Royal
Liverpool**

Children's
Inquiry

Summary &
Recommendations

ordered by The House of Commons to be printed January 30 2007



<http://www.rlcinquiry.org.uk/>

Alder Hey (Royal Liverpool Children's Hospital) Enquiry : Findings

42. Alder Hey and the University, knowing of the risks inherent in the appointment of Professor van Velzen to the Chair of Fetal and Infant Pathology, failed to supervise and performance manage the new unit.
48. Alder Hey and the University failed to monitor and follow up complaints about delay in providing post mortem and histology reports.
49. Alder Hey and the University permitted Professor van Velzen to abdicate his clinical duties and responsibilities.
56. Alder Hey and the University failed to prevent Professor van Velzen's excesses, thereby imperilling patient care.

Alder Hey (Royal Liverpool Children's Hospital) Enquiry : Recommendations

A single job description for clinical academics shall be drawn up jointly to represent a fair and realistic expectation of the work envisaged by both parties.

There shall be formal annual appraisal of an individual by both parties. They shall share their information in line with the duty of utmost good faith in order to draw up a joint statement of aims in the following 12 months against which the next appraisal is to be judged.

Current pilot UQ-QH joint appraisal pilot program

- Phase 1
 - Draft joint individual staff appraisal protocol agreed between School of Medicine and 4 metropolitan teaching hospitals
 - Research, Teaching and Clinical activities
 - Original Expectations vs Current Reality
 - Workplace climate sentinel markers
 - Career development needs
 - Pilot commenced September 04
- Phase 2
 - roll up into unit level balanced score card

Summary

- Hospitals and Schools of Medicine share the common land of clinical service, teaching and research
- Joint appointees who graze this common ground require :
 - Clear definition of realistic expectations
 - Effective joint appraisal including workplace climate
- The absence of such systems carries substantial risks of suboptimal academic and clinical outcomes
- A more academic approach to management might perhaps help the management of academics
- A local pilot is in progress to assess
 - A joint individual staff appraisal / IDP
 - An integrated academic/clinical unit balanced score card