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Tuesday 14 January 2020 – Morning**Level 3 Cambridge Technical in Business****05837/05878** Unit 15: Change management**RESOURCE BOOKLET**

Time allowed: 1 hour 30 minutes

C428/2001

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INSTRUCTIONS

- Use black ink.
- You should refer to this resource booklet when answering the exam questions which are contained in a separate booklet.
- Do **not** send this resource booklet for marking. Keep it in the centre or recycle it.

INFORMATION

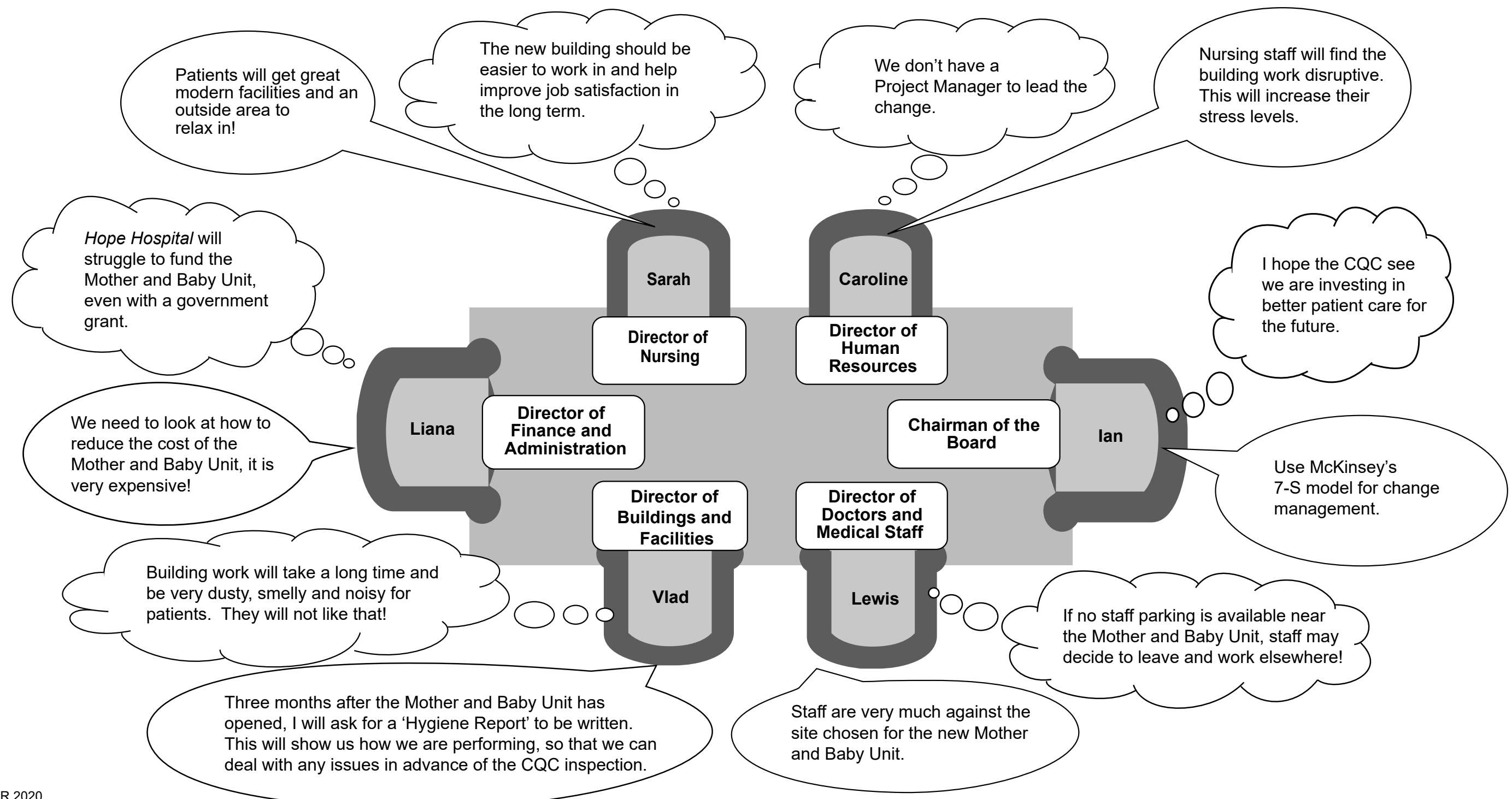
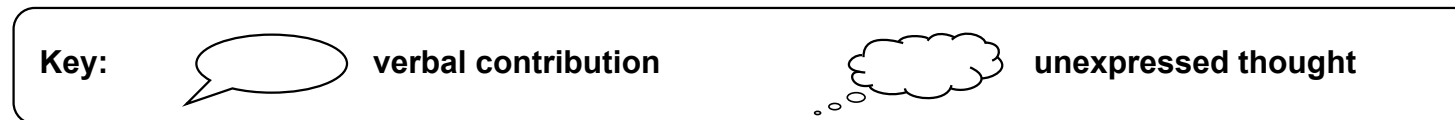
- The business described in this resource booklet is fictitious.
- This document has **5** pages.

Resource 1

Hope Hospital is an NHS hospital. It operates in the public sector. The hospital is located in Hope, a town in the south of England. A rising birth rate and an increasing migrant population have meant that an expansion of *Hope Hospital* is now urgently needed. *Hope Hospital's* board of directors has decided to support the development of a new 30-bed Mother and Baby Unit, even though it knows it will be expensive and difficult to fund. The board hopes to secure part of the funding from a government 'new buildings' grant. Hospital staff appear resistant to the change because of the short-term disruption and the permanent loss of the staff car park to provide space for the Mother and Baby Unit.

The Care Quality Commission (CQC), the government office which measures quality in hospitals, has said it will inspect the new Mother and Baby Unit six months after it has opened. The CQC will report on how *Hope Hospital's* board of directors has used its government grant and whether it is meeting its performance targets.

Below is a summary of the main contributions and thoughts of those who attended the most recent board meeting.



Resource 2

Three months after the Mother and Baby Unit had opened, Vlad asked for a Hygiene Report to be written (see **Resource 2a** for a summary of this report).

Resource 2a: Summary of Hygiene Report

Summary of issues found at the new Mother and Baby Unit:

- Several cracks in the new building's walls are gathering dust and dirt, putting patients at risk.
- Some hygiene signage is already in place, but not in all wash rooms and toilets.
- Cleaning regimes and techniques are not communicated effectively.
- There appears to be a lack of record-keeping on when and how each area is cleaned.
- Hygiene inspections found that 9% of mattress covers were unclean, 14% of temperature probes had not been cleaned after use and 79% of toilets were dirty.
- Good practice in personal hygiene was observed as follows:
 - o Staff 'Washing of Hands' after use of wash rooms and toilets 76%
 - o Patients and visitors 'Washing of Hands' after use of wash rooms and toilets 23%
 - o Staff use of 'Hand Gloves' 97%
 - o Staff change of 'Hand Gloves' after initial use 92%

Just over six months after the opening of the Mother and Baby Unit, the CQC arrived to undertake its inspection (see **Resource 2b** for a summary of its report).

Resource 2b: Summary of CQC Report

CQC's rating for *Hope Hospital's* new Mother and Baby Unit: 'Requires Improvement'.

New Mother and Baby Unit: Key Performance Indicators (KPIs)

	6-month actual	6-month predicted		6-month actual	6-month predicted
Beds available	20	30	Proportion of temporary staff	25%	10%
Cost	£5.6 mill	£6.0 mill	Permanent staff absenteeism	8%	2%
Patient satisfaction	98%	95%	Staff satisfaction	70%	90%

Specific findings of the report:

- The new Mother and Baby Unit opened on the expected date; however, it is still not completely finished.
- The use of temporary staff has made effective team working difficult for managers.
- Motivation levels of permanent staff are low; in contrast, temporary staff enjoy working in the Unit.
- Patients are generally treated with care and this is recognised by patients, their families and visitors.
- Inspection areas of 'Medical Performance' and 'Care' are of a very high standard.
- Lack of funds to complete the new Mother and Baby Unit is a significant concern.



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