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## **Hospital governance in European hospitals**

Questionnaire for the Chief Medical Officer

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PTC1. The CMO is considered to be the person who is the highest ranking physician in the hospital and has regular contact/meetings with the CEO of the hospital. He/she is not the hospital's Chief Executive Officer (CEO)

Content:

- Personal characteristics of the Chief Medical Officer
- Organisational Culture of the hospital
- Quality orientation in the hospital
- Professional engagement in governance

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**Personal characteristics of the Chief Medical Officer**

**C01 What is your gender?**

- Male
- Female

**C02 What is your age?**

\_\_ \_\_

**C03 How long have you been Chief Medical Officer of this hospital?**

\_\_ \_\_ years

## Deepening our Understanding of Quality Improvement in Europe

### Content:

- Personal characteristics of the Chief Medical Officer
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### Organisational Culture of the hospital

(PTC2) The following is based on the validated culture rating instrument (Competing Values Framework questionnaire). There are **5 situations** following. Each situation is about a different aspect of your *HOSPITAL*; for example, its leadership or its reward system. For each situation, please distribute **100 points** among the four descriptions depending on how similar the description is to your *HOSPITAL*. For each situation please use **all 100 points**. Please answer according to what you think, not to what others in your hospital think and don't think too hard – we want your gut reactions.

(PTC3) **For example**, in situation 1 if *HOSPITAL A* seems very similar to yours, *B* seems somewhat similar and *C* and *D* do not seem similar at all, you might give 70 points to *A*, 30 to *B* and none to *C* and *D*. Situation 1 and other examples might look as follows:

Situation 1	Situation 2	Situation 3	Situation 4
A 70	A 25	A 80	A 0
B 30	B 25	B 10	B 0
C 0	C 25	C 0	C 100
D 0	D 25	D 10	D 0
Total = 100	Total 100 =	Total = 100	Total = 100

### C04 HOSPITAL characteristics

Points

C0401	HOSPITAL A is a very personal place: <i>it's like an extended family.</i>
C0402	HOSPITAL B is a very dynamic and entrepreneurial place: <i>people are willing to take risks.</i>
C0403	HOSPITAL C is a very formalised and structured place: <i>bureaucratic procedures influence how things are done here.</i>
C0404	HOSPITAL D is very task oriented: <i>the main concern is getting the job done and people aren't very personally involved.</i>
= 100	

## Deepening our Understanding of Quality Improvement in Europe

### Content:

- Personal characteristics of the Chief Medical Officer
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### Organisational Culture of the hospital (continue)

(PTC4) The following is based on the validated culture rating instrument (Competing Values Framework questionnaire). Each situation is about a different aspect of your *HOSPITAL*; for example, its leadership or its reward system. For each situation, please distribute **100 points** among the four descriptions depending on how similar the description is to your *HOSPITAL*. For each situation please use **all 100 points**. Please answer according to what you think, not to what others in your hospital think and don't think too hard – we want your gut reactions.

(PTC5) **For example**, in situation 1 if *HOSPITAL A* seems very similar to yours, *B* seems somewhat similar and *C* and *D* do not seem similar at all, you might give 70 points to *A*, 30 to *B* and none to *C* and *D*. Situation 1 and other examples might look as follows:

Situation 1	Situation 2	Situation 3	Situation 4
A 70	A 25	A 80	A 0
B 30	B 25	B 10	B 0
C 0	C 25	C 0	C 100
D 0	D 25	D 10	D 0
Total = 100	Total 100 =	Total = 100	Total = 100

### C05 HOSPITAL leadership

Points

C0501	The leaders in HOSPITAL A are warm and caring: <i>they seek to develop their staff members' full potential.</i>
C0502	The leaders in HOSPITAL B are risk takers: <i>they encourage risk taking and innovation from their staff.</i>
C0503	The leaders in HOSPITAL C are rule enforcers: <i>they expect staff to follow rules, policies and procedures.</i>
C0504	The leaders in HOSPITAL D are coordinators and facilitators: <i>they encourage staff to meet the hospital's objectives.</i>
= 100	

## Deepening our Understanding of Quality Improvement in Europe

### Content:

- Personal characteristics of the Chief Medical Officer
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### Organisational Culture of the hospital (continue)

(PTC6) The following is based on the validated culture rating instrument (Competing Values Framework questionnaire). Each situation is about a different aspect of your *HOSPITAL*; for example, its leadership or its reward system. For each situation, please distribute **100 points** among the four descriptions depending on how similar the description is to your *HOSPITAL*. For each situation please use **all 100 points**. Please answer according to what you think, not to what others in your hospital think and don't think too hard – we want your gut reactions.

(PTC7) **For example**, in situation 1 if *HOSPITAL A* seems very similar to yours, *B* seems somewhat similar and *C* and *D* do not seem similar at all, you might give 70 points to *A*, 30 to *B* and none to *C* and *D*. Situation 1 and other examples might look as follows:

Situation 1	Situation 2	Situation 3	Situation 4
A 70	A 25	A 80	A 0
B 30	B 25	B 10	B 0
C 0	C 25	C 0	C 100
D 0	D 25	D 10	D 0
Total = 100	Total 100 =	Total = 100	Total = 100

### C06 HOSPITAL cohesion

Points

C0601	The glue that holds <i>HOSPITAL A</i> together is loyalty and tradition: <i>staff commitment to the hospital is high.</i>
C0602	The glue that holds <i>HOSPITAL B</i> together is commitment to innovation and development: <i>staff likes to lead the way.</i>
C0603	The glue that holds <i>HOSPITAL C</i> together is formal rules and policies: <i>maintaining a smooth running operation is important.</i>
C0604	The glue that holds <i>HOSPITAL D</i> together is an emphasis on accomplishing tasks and goals: <i>people want to get the job done.</i>
= 100	

## Deepening our Understanding of Quality Improvement in Europe

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- Personal characteristics of the Chief Medical Officer
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### Organisational Culture of the hospital (continue)

(PTC8) The following is based on the validated culture rating instrument (Competing Values Framework questionnaire). Each situation is about a different aspect of your *HOSPITAL*; for example, its leadership or its reward system. For each situation, please distribute **100 points** among the four descriptions depending on how similar the description is to your *HOSPITAL*. For each situation please use **all 100 points**. Please answer according to what you think, not to what others in your hospital think and don't think too hard – we want your gut reactions.

(PTC9) **For example**, in situation 1 if *HOSPITAL A* seems very similar to yours, *B* seems somewhat similar and *C* and *D* do not seem similar at all, you might give 70 points to *A*, 30 to *B* and none to *C* and *D*. Situation 1 and other examples might look as follows:

Situation 1	Situation 2	Situation 3	Situation 4
A 70	A 25	A 80	A 0
B 30	B 25	B 10	B 0
C 0	C 25	C 0	C 100
D 0	D 25	D 10	D 0
Total = 100	Total = 100	Total = 100	Total = 100

### C07 HOSPITAL emphasis

Points

<b>C0701</b>	HOSPITAL A puts a strong emphasis on <i>cohesion and staff morale</i> .
<b>C0702</b>	HOSPITAL B puts a strong emphasis on <i>growth and readiness to meet new challenges</i>
<b>C0703</b>	HOSPITAL C puts a strong emphasis on <i>permanence and stability</i> .
<b>C0704</b>	HOSPITAL D puts a strong emphasis on <i>competitiveness and achievement</i> .
	= 100

## Deepening our Understanding of Quality Improvement in Europe

### Content:

- Personal characteristics of the Chief Medical Officer
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### Organisational Culture of the hospital (continue)

(PTC10) The following is based on the validated culture rating instrument (Competing Values Framework questionnaire). Each situation is about a different aspect of your *HOSPITAL*; for example, its leadership or its reward system. For each situation, please distribute **100 points** among the four descriptions depending on how similar the description is to your *HOSPITAL*. For each situation please use **all 100 points**. Please answer according to what you think, not to what others in your hospital think and don't think too hard – we want your gut reactions.

(PTC11) **For example**, in situation 1 if *HOSPITAL A* seems very similar to yours, *B* seems somewhat similar and *C* and *D* do not seem similar at all, you might give 70 points to *A*, 30 to *B* and none to *C* and *D*. Situation 1 and other examples might look as follows:

Situation 1	Situation 2	Situation 3	Situation 4																																										
<table style="width: 100%; border-collapse: collapse;"> <tr><td style="width: 15%;">A</td><td style="width: 15%;">70</td></tr> <tr><td>B</td><td>30</td></tr> <tr><td>C</td><td>0</td></tr> <tr><td>D</td><td>0</td></tr> <tr><td colspan="2" style="border-top: 1px solid black;">Total = 100</td></tr> </table>	A	70	B	30	C	0	D	0	Total = 100		<table style="width: 100%; border-collapse: collapse;"> <tr><td style="width: 15%;">A</td><td style="width: 15%;">25</td></tr> <tr><td>B</td><td>25</td></tr> <tr><td>C</td><td>25</td></tr> <tr><td>D</td><td>25</td></tr> <tr><td colspan="2" style="border-top: 1px solid black;">Total = 100</td></tr> <tr><td colspan="2" style="border-top: 1px solid black;">=</td></tr> </table>	A	25	B	25	C	25	D	25	Total = 100		=		<table style="width: 100%; border-collapse: collapse;"> <tr><td style="width: 15%;">A</td><td style="width: 15%;">80</td></tr> <tr><td>B</td><td>10</td></tr> <tr><td>C</td><td>0</td></tr> <tr><td>D</td><td>10</td></tr> <tr><td colspan="2" style="border-top: 1px solid black;">Total = 100</td></tr> </table>	A	80	B	10	C	0	D	10	Total = 100		<table style="width: 100%; border-collapse: collapse;"> <tr><td style="width: 15%;">A</td><td style="width: 15%;">0</td></tr> <tr><td>B</td><td>0</td></tr> <tr><td>C</td><td>100</td></tr> <tr><td>D</td><td>0</td></tr> <tr><td colspan="2" style="border-top: 1px solid black;">Total = 100</td></tr> </table>	A	0	B	0	C	100	D	0	Total = 100	
A	70																																												
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Total = 100																																													

### C08 HOSPITAL 'rewards' (= financially or by means of feedback, praise esteem, etc.)

Points

<b>C0801</b>		HOSPITAL A distributes its rewards fairly among staff members: <i>everyone is treated equally.</i>
<b>C0802</b>		HOSPITAL B distributes its rewards based on productivity: <i>those who are most productive are most rewarded.</i>
<b>C0803</b>		HOSPITAL C distributes its rewards based on rank: <i>the higher you are the more you get.</i>
<b>C0804</b>		HOSPITAL D distributes its rewards based on the achievement of objectives: <i>those who achieve their objectives are rewarded.</i>
	= 100	

## Deepening our Understanding of Quality Improvement in Europe

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### Quality orientation in the hospital

(PTC12) In this questionnaire ‘**quality**’ is a multidimensional concept, covering the dimensions: effectiveness, efficiency, patient centeredness, and patient safety. **Quality of care** is the degree to which health services for individuals and populations increase the likelihood of desired health outcomes and are consistent with current professional knowledge.

**C09** Which two have the first and second most influence over quality in your hospital? Please indicate your selections by marking “1” and “2”.

**C0901** \_\_\_ Chief Executive Officer and/or rest of Hospital (management) Board (*the person who is considered to be the boss of the hospital*)

**C0902** \_\_\_ Chair of the Board of Trustees or other Board members (*the top-level governing body that oversees the overall function of the hospital*)

**C0903** \_\_\_ Hospital Quality Committee, if there is one (*a committee that primarily focuses on quality of care*)

**C0904** \_\_\_ Chief Medical Officer or another key medical leader (*the highest ranking physician in the hospital*)

**C0905** \_\_\_ Quality Manager or equivalent (*or the person who is responsible for the quality of care*)

**C0906** \_\_\_ Nursing leader (*a nurse leading any number of employees*)

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### Quality orientation in the hospital (continue)

(PTC13) The “**Medical Staff**” refers to all physicians in your hospital.

**C10 Do you have a quality “dashboard” or “scoreboard” (= information systems) that is reviewed regularly jointly by you and your Medical Staff?**

- No (Please, continue with question # 13)
- Yes

## Deepening our Understanding of Quality Improvement in Europe

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### Quality orientation in the hospital (continue)

**C11** During the last year, how often did your Medical Staff deliver quantified reports to the CEO and/or the Board of Trustees (= top-level governing body that oversees the overall function of the hospital)?

**C1101** \_\_ times reporting performance on **financial** indicators

**C1102** \_\_ times reporting performance on **quality** indicators

**C12** During the past year, how often were the following items reviewed by your Medical Staff?

1 = Less than annually

2 = At least annually

3 = Quarterly or more frequent

	<b>1</b>	<b>2</b>	<b>3</b>
<b>C1201</b> Performance on <b>financial</b> indicators	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>C1202</b> Performance on <b>quality</b> indicators	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>C1203</b> Surveys on patient views	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>C1204</b> Adverse events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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**Professional engagement in governance**

**C13** How would you rate the level of interaction between members of the Medical Staff and the Hospital (management) Board in developing a quality strategy? Please indicate between 1 (no interaction) and 10 (very substantial interaction)

Level of interaction: \_\_ \_\_

**C14** Are physicians of your hospital entitled to have a private practice inside or outside your hospital?

	No	Yes
<b>C1401</b> Inside your hospital	<input type="checkbox"/>	<input type="checkbox"/>
<b>C1402</b> Outside your hospital (e.g. in a private office)	<input type="checkbox"/>	<input type="checkbox"/>

**C15** How are physicians remunerated in your hospital?

	No	Yes
<b>C1501</b> Salaried by the hospital	<input type="checkbox"/>	<input type="checkbox"/>
<b>C1502</b> Salaried by external party (e.g., third party payer)	<input type="checkbox"/>	<input type="checkbox"/>
<b>C1503</b> Fee-for-service	<input type="checkbox"/>	<input type="checkbox"/>
<b>C1504</b> Per case (lump sum) payments	<input type="checkbox"/>	<input type="checkbox"/>

## Deepening our Understanding of Quality Improvement in Europe

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### Professional engagement in governance (continue)

#### **C16 Does your hospital have formal bodies that represent physician specialty groups?**

- No
- Yes

#### **C17 Does your hospital have a formal body that represents all physicians?**

- No (please, continue with question # 20)
- Yes

## Deepening our Understanding of Quality Improvement in Europe

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### Professional engagement in governance (continue)

#### **C18 How do members join this formal body for all physicians in your hospital?**

- All hospital physicians are automatically a member
- Elected or appointed by their peers
- Assigned by a governing body of the hospital

#### **C19 Does this formal body have any decision-making power on behalf of all physicians in your hospital?**

- No
- Yes

## Deepening our Understanding of Quality Improvement in Europe

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### Professional engagement in governance (continue)

#### C20 Do physicians have formal management roles in your hospital?

	No	Yes
<b>C2001</b> No physicians in a formal managerial role	<input type="checkbox"/>	<input type="checkbox"/>
<b>C2002</b> Physicians in a formal managerial role at departmental level	<input type="checkbox"/>	<input type="checkbox"/>
<b>C2003</b> Physicians in a formal managerial role at hospital level	<input type="checkbox"/>	<input type="checkbox"/>

#### C21 Are physician managers (i.e., physicians in a formal management role in your hospital) paid for the time they spend on managerial work?

- No  
 Yes

#### C22 Please indicate how physician managers fulfil their management role:

- 1 = Strongly disagree  
 2 = Somewhat disagree  
 3 = Somewhat agree  
 4 = Strongly agree

	1	2	3	4
<b>C2201</b> <i>Physician managers in your hospital...</i> ...operate as intermediaries between the physicians and the hospital management.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>C2202</b> ...shape the conditions for medical practice at unit level.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>C2203</b> ...manage the performance of physicians.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Deepening our Understanding of Quality Improvement in Europe

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### Professional engagement in governance (continue)

**C23** If your hospital has a formal body that represents all physicians, how would you describe the participation of this formal body within the following decision-making areas:

If your hospital does not have a formal body that represents all physicians, how would you describe the participation of members of the Medical Staff of your hospital (or their representatives) within the following decision-making areas:

- 1 = No engagement
- 2 = Giving an opinion
- 3 = Shared decision-making
- 4 = Final decision-making responsibility

	1	2	3	4
<b>C2301</b> Organisation of medical training.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>C2302</b> Organisation of nursing training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>C2303</b> The content of protocols for medical treatment and diagnosis.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>C2304</b> The content of protocols for nursing care and diagnosis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>C2305</b> A new multidisciplinary consult.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>C2306</b> Recruitment and selection of medical specialists.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>C2307</b> Recruitment and selection of nurses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>C2308</b> Dismissal of medical specialists.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>C2309</b> Dismissal of nurses.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>C2310</b> Dealing with poor performance of colleagues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>C2311</b> Medical collaboration with primary care (general practitioners, dentists, pharmacists, etc).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>C2312</b> Managing budget of inpatient unit.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>C2313</b> Managing hospital admissions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Deepening our Understanding of Quality Improvement in Europe

<b>C2314</b>	Allocation of hospital beds to departments.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>C2315</b>	Allocation of hospital budget.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>C2316</b>	Allocation of operating theatre time to specialties.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>C2317</b>	Long-term strategic planning.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>C2318</b>	The reorganisation of the hospital.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>C2319</b>	The decoration of waiting rooms.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>C2320</b>	Setting price and/or volume of physician services.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>C2321</b>	Human resource management.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Thank you, you have reached the end of the questionnaire.**