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Hospital governance

in European hospitals

Questionnaire for the Chair of the Board of Trustees

(PTA1) The Board of Trustees is considered to be the top-level governing body that oversees the overall function of the hospital. In general, a Board of Trustees has to approve the hospital's annual budget and has the authority to hire/fire the CEO of the hospital. (Being a member of the Board of Trustees is usually a part-time obligation with a frequency of 4-8 meetings a year).

Content:

- Personal characteristics of the Chair of the Board of Trustees
- Organisational Culture of the hospital
- Quality orientation in the hospital
- Patient empowerment
- Tasks of your Board of Trustees

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Personal characteristics of the Chair of the Board of Trustees

(PTA2) The term “**Board of Trustees**” refers to the top-level governing body that oversees the overall function of the hospital.

A01 What is your gender?

- Male
- Female

A02 What is your age?

— —

A03 How many years have you been involved in the activities of the Board of Trustees of this hospital?

— — years

A04 Do you have a professional background in healthcare?

- No
- Yes

Deepening our Understanding of Quality Improvement in Europe

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Personal characteristics of the Chair of the Board of Trustees (continue)

(PTA3) The term “**Board of Trustees**” refers to the top-level governing body that oversees the overall function of the hospital.

A05 How many Board members are formally on your Board of Trustees?

__ __ Board members

A06 How many Board members have expertise in one or more of the following areas?

0 = None

1 = 1 member

2 = 2 members

3 = 3 or more members

| | 0 | 1 | 2 | 3 |
|--|--------------------------|--------------------------|--------------------------|--------------------------|
| A0601 Accounting / Finance | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| A0602 Law | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| A0603 Marketing | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| A0604 Medicine | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| A0605 Nursing | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| A0606 Politics / Public policy | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| A0607 Quality of care | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| A0608 Real estate | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| A0609 Clinical research | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| A0610 Human Resource Management | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

A07 How many times did the full Board of Trustees meet formally last year?

__ __ times

A08 How many hospitals does your Board of Trustees officially oversee?

__ __ hospitals

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Organisational Culture of the hospital

(PTA4) 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.

(PTA5) **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 |

A09 HOSPITAL characteristics

Points

| | |
|-------|---|
| A0901 | HOSPITAL A is a very personal place: <i>it's like an extended family.</i> |
| A0902 | HOSPITAL B is a very dynamic and entrepreneurial place: <i>people are willing to take risks.</i> |
| A0903 | HOSPITAL C is a very formalised and structured place: <i>bureaucratic procedures influence how things are done here.</i> |
| A0904 | HOSPITAL D is very task oriented: <i>the main concern is getting the job done and people aren't very personally involved.</i> |
| = 100 | |

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Organisational Culture of the hospital (continue)

(PTA6) 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.

(PTA7) **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 |

A10 HOSPITAL leadership

Points

| | |
|--------------|---|
| A1001 | The leaders in HOSPITAL A are warm and caring: <i>they seek to develop their staff members' full potential.</i> |
| A1002 | The leaders in HOSPITAL B are risk takers: <i>they encourage risk taking and innovation from their staff.</i> |
| A1003 | The leaders in HOSPITAL C are rule enforcers: <i>they expect staff to follow rules, policies and procedures.</i> |
| A1004 | The leaders in HOSPITAL D are coordinators and facilitators: <i>they encourage staff to meet the hospital's objectives.</i> |
| = 100 | |

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Organisational Culture of the hospital (continue)

(PTA8) 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.

(PTA9) **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 |

A11 HOSPITAL cohesion

Points

| | |
|--------------|--|
| A1101 | The glue that holds <i>HOSPITAL A</i> together is loyalty and tradition: <i>staff commitment to the hospital is high.</i> |
| A1102 | The glue that holds <i>HOSPITAL B</i> together is commitment to innovation and development: <i>staff likes to lead the way.</i> |
| A1103 | The glue that holds <i>HOSPITAL C</i> together is formal rules and policies: <i>maintaining a smooth running operation is important.</i> |
| A1104 | 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 |

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Organisational Culture of the hospital (continue)

(PTA10) 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.

(PTA11) **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 |

A12 HOSPITAL emphasis

Points

| | |
|--------------|---|
| A1201 | HOSPITAL A puts a strong emphasis on <i>cohesion and staff morale</i> . |
| A1202 | HOSPITAL B puts a strong emphasis on <i>growth and readiness to meet new challenges</i> |
| A1203 | HOSPITAL C puts a strong emphasis on <i>permanence and stability</i> . |
| A1204 | HOSPITAL D puts a strong emphasis on <i>competitiveness and achievement</i> . |
| = 100 | |

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Organisational Culture of the hospital (continue)

(PTA12) 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.

(PTA13) **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 |

A13 HOSPITAL 'rewards' (= financially or by means of feedback, praise esteem, etc.)

Points

| | |
|--------------|--|
| A1301 | HOSPITAL A distributes its rewards fairly among staff members: <i>everyone is treated equally.</i> |
| A1302 | HOSPITAL B distributes its rewards based on productivity: <i>those who are most productive are most rewarded.</i> |
| A1303 | HOSPITAL C distributes its rewards based on rank: <i>the higher you are the more you get.</i> |
| A1304 | HOSPITAL D distributes its rewards based on the achievement of objectives: <i>those who achieve their objectives are rewarded.</i> |
| = 100 | |

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Organisational Culture of the hospital (continue)

(PTA14) The term “**Board of Trustees**” refers to the top-level governing body that oversees the overall function of the hospital.

A14 When thinking about your Board of Trustees, how much do you agree with the following statements?

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

| <i>Within our Board of Trustees...</i> | | 1 | 2 | 3 | 4 |
|--|---|--------------------------|--------------------------|--------------------------|--------------------------|
| A1401 | ...there is unity and agreement. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| A1402 | ...we trust one another. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| A1403 | ...there is a “we feeling” among Board members. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| A1404 | ...the work climate is good. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| A1405 | ...the willingness to help one another great. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| A1406 | ...we share many common values. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

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Quality orientation in the hospital

(PTA15) 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.

A15 How would you rate your Board of Trustees' level of expertise on issues of quality of care?

Please indicate between 1 (no expertise) and 10 (very substantial expertise).

Level of expertise: __ __

A16 In your opinion, what priority should be given to train members of the Board of Trustees in:

1 = Low priority

2 = Medium priority

3 = High priority

| | | 1 | 2 | 3 |
|--------------|---------|--------------------------|--------------------------|--------------------------|
| A1601 | Quality | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| A1602 | Finance | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

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Quality orientation in the hospital (continue)

A17 Which two have the first and second most influence over quality in your hospital? Please indicate your selections by marking “1” and “2”.

- A1701** Chief Executive Officer and/or rest of Hospital (management) Board (*the person who is considered to be the boss of the hospital*)
- A1702** Chair of the Board of Trustees or other Board members (*the top-level governing body that oversees the overall function of the hospital*)
- A1703** Hospital Quality Committee, if there is one (*a committee that primarily focuses on quality of care*)
- A1704** Chief Medical Officer or another key medical leader (*the highest ranking physician in the hospital*)
- A1705** Quality Manager or equivalent (*or the person who is responsible for the quality of care*)
- A1706** Nursing leader (*a nurse leading any number of employees*)

A18 What are the first and second most important areas for oversight by your Board of Trustees or its committees? Please indicate your selections by marking “1” and “2”.

- A1801** Financial performance
- A1802** Operations (staffing and facility management)
- A1803** Strategic positioning of the hospital
- A1804** Performance on quality of care
- A1805** Surveys on patient views
- A1806** Community benefit
- A1807** Reducing adverse events

A19 In evaluating CEO performance, which are the first and second most important areas? Please indicate your selections by marking “1” and “2”.

- A1901** Financial Performance
- A1902** Operations (Staffing and facility management)
- A1903** Strategic positioning of the hospital
- A1904** Performance on quality of care
- A1905** Surveys on patient views
- A1906** Community Benefit
- A1907** Reducing adverse events

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Quality orientation in the hospital (continue)

A20 During the past year, how often was FINANCIAL PERFORMANCE on the agenda for your Board of Trustees' meetings?

- Never on the agenda for Board meetings (Please, continue with question # 22)
- Few meetings
- Most meetings
- Every meeting

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Quality orientation in the hospital (continue)

A21 Over the course of the past year, what percentage of your Board of Trustees' meeting time was typically spent on issues of FINANCIAL PERFORMANCE?

- 10% or less
- 11% - 20%
- 21% - 30%
- 31% - 40%
- Greater than 40%

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Quality orientation in the hospital (continue)

A22 During the past year, how often was **QUALITY PERFORMANCE** on the agenda for your Board of Trustees' meetings?

- Never on the agenda for Board meetings (Please, continue with question # 24)
- Few meetings
- Most meetings
- Every meeting

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Quality orientation in the hospital (continue)

A23 Over the course of the past year, what percentage of your Board of Trustees' meeting time was typically spent on issues of **QUALITY PERFORMANCE**?

- 10% or less
- 11% - 20%
- 21% - 30%
- 31% - 40%
- Greater than 40%

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Quality orientation in the hospital (continue)

A24 During the past year, how often did your Board of Trustees receive quantified reports on:

A2401 __ times on performance on **financial** indicators

A2402 __ times on performance on **quality** indicators

A25 During the past year, how often were the following items reviewed by your Board of Trustees?

1 = Less than annually

2 = At least annually

3 = Quarterly or more frequent

| | 1 | 2 | 3 |
|---|--------------------------|--------------------------|--------------------------|
| A2501 Performance on financial indicators | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| A2502 Performance on quality indicators | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| A2503 Surveys on patient views | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| A2504 Adverse events | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

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Patient empowerment

A26 Does your hospital have a patient / client council?

- No (Please, continue with question # 29)
- Yes

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Patient empowerment (continue)

A27 During the past year, have there been regular meetings between the CEO (or the Hospital management Board) and the patient / client council?

- No
- Yes

A28 During the past year, have there been regular meeting between the Board of Trustees and the patient / client council?

- No
- Yes

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Patient empowerment (continue)

A29 Are patients or patient representatives currently involved in your Board of Trustees?

- No (Please, continue with question # 35)
- Yes

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Patient empowerment (continue)

A30 What is their typical profile?

- Previous patient in this hospital
- Previous patient in this hospital with a complaint / patient safety issue
- Patient representative recruited in the community
- Patient representative identified otherwise

A31 How would you describe the general educational level of the patient / patient representative?

- Up to secondary school education
- Higher than secondary school education
- University degree

A32 Do you have specific selection criteria for patients / patient representatives?

- No
- Yes

A33 Do patients / patient representatives receive formal training regarding their roles?

- No
- Yes

A34 How would you assess the contributions patients / patient representatives make in your Board?

- There is little contribution, but this type of representation is required.
- There is some contribution, although it is often unconstructive, unrealistic, or infeasible.
- There are constructive contributions, they allow us to make improvements.
- There are major contributions, the key to realizing patient-centered care.

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Tasks of your Board of Trustees

| A35 Which of the following tasks belong to the main assignment of your Board of Trustees? | | No | Yes |
|---|---|--------------------------|--------------------------|
| A3501 | Adopting and / or amending the bylaws of the hospital | <input type="checkbox"/> | <input type="checkbox"/> |
| A3502 | Defining the hospital's mission | <input type="checkbox"/> | <input type="checkbox"/> |
| A3503 | Establish strategic goal for Quality Improvement | <input type="checkbox"/> | <input type="checkbox"/> |
| A3504 | Strategic planning (<i>analysing and responding to changes in need and demand</i>) | <input type="checkbox"/> | <input type="checkbox"/> |
| A3505 | Operational planning (<i>designing and developing services and structures</i>) | <input type="checkbox"/> | <input type="checkbox"/> |
| A3506 | Operational decision-making (<i>routine decisions, short interval scheduling</i>) | <input type="checkbox"/> | <input type="checkbox"/> |
| A3507 | Fundraising | <input type="checkbox"/> | <input type="checkbox"/> |
| A3508 | Appointment and dismissal of hospital physicians | <input type="checkbox"/> | <input type="checkbox"/> |
| A3509 | Appointment and dismissal of members of a (lower) governing body (= <i>any group entrusted by hospital with decision-making power</i>) | <input type="checkbox"/> | <input type="checkbox"/> |
| A3510 | Appointment and dismissal of executive management | <input type="checkbox"/> | <input type="checkbox"/> |
| A3511 | Appointment and dismissal of other staff | <input type="checkbox"/> | <input type="checkbox"/> |
| A3512 | Setting remuneration of members of a (lower) governing body | <input type="checkbox"/> | <input type="checkbox"/> |
| A3513 | Setting remuneration of executive management | <input type="checkbox"/> | <input type="checkbox"/> |
| A3514 | Setting remuneration and / or fees of hospital physicians | <input type="checkbox"/> | <input type="checkbox"/> |
| A3515 | Setting remuneration for other staff | <input type="checkbox"/> | <input type="checkbox"/> |
| A3516 | Approval of the annual budget / financial plan | <input type="checkbox"/> | <input type="checkbox"/> |
| A3517 | Approval of major purchase, service and / or credit contracts | <input type="checkbox"/> | <input type="checkbox"/> |
| A3518 | Approval of programmes for quality | <input type="checkbox"/> | <input type="checkbox"/> |
| A3519 | Budgetary control | <input type="checkbox"/> | <input type="checkbox"/> |
| A3520 | Evaluating performance of executive management | <input type="checkbox"/> | <input type="checkbox"/> |
| A3521 | Reviewing quality dashboards / scoreboards (= <i>information systems</i>) | <input type="checkbox"/> | <input type="checkbox"/> |
| A3522 | Monitoring accessibility and community benefit of hospital services | <input type="checkbox"/> | <input type="checkbox"/> |
| A3523 | Monitoring financial performance | <input type="checkbox"/> | <input type="checkbox"/> |
| A3524 | Monitoring clinical performance | <input type="checkbox"/> | <input type="checkbox"/> |
| A3525 | Intervention in medical ethics issues | <input type="checkbox"/> | <input type="checkbox"/> |
| A3526 | Giving account to and lobbying with government authorities | <input type="checkbox"/> | <input type="checkbox"/> |
| A3527 | Representation and maintaining public relations | <input type="checkbox"/> | <input type="checkbox"/> |
| A3528 | Arbitration of internal conflicts, serve as a court of appeal | <input type="checkbox"/> | <input type="checkbox"/> |

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