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Hospital governance in European hospitals

Questionnaire for the Chief Executive Officer

(PTB1) The following questionnaire is addressed to the Chief Executive Officer (CEO). The CEO is considered to be the boss of the hospital, and is often the chair of the Hospital (management) Board. The Hospital (management) Board has the daily management responsibility of the hospital.

Content:

- Personal characteristics of the CEO
- Capital investment of your hospital
- Organisational Culture of the hospital
- Quality orientation in the hospital
- External influencing factors
- Tasks of your Hospital (management) Board

Deepening our Understanding of Quality Improvement in Europe

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Personal characteristics of the CEO

B01 What is your gender?

- Male
- Female

B02 What is your age?

— —

B03 How many years have you been Chief Executive Officer (CEO) of this hospital?

— — years

B04 Do you have a professional background in healthcare?

- No
- Yes

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Personal characteristics of the CEO (continue)

(PTB2) The “**Hospital (management) Board**” has the daily management responsibility of the hospital.

B05 How many Board members are formally on your Hospital (management) Board?

__ __ Board members

B06 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
B0601 Accounting / Finance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B0602 Law	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B0603 Marketing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B0604 Medicine	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B0605 Nursing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B0606 Politics / Public policy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B0607 Quality of care	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B0608 Real estate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B0609 Clinical research	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B0610 Human Resource Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

B07 How many times did the full Hospital (management) Board meet formally last year?

__ __ times

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Capital investment of your hospital

B08 Which party has final decision making authority on major capital investments involving **total or partial replacement / renewal of facilities?** (*“Major investment” is taken to mean investments amounting to 25% or more of the total investment costs for the facility, at current pricing levels. Please tick one box only.*)

- National government (either directly or through some sort of governing body)
- Regional or local government/municipality (either directly or through some sort of governing body)
- The Board of Trustees of your hospital (*top-level governing body that oversees the overall function of the hospital*)
- The Chief Executive Officer of your hospital

B09 Which party has final decision making authority on major capital investment involving **upgrading and / or major maintenance investments?** (*“Major investment” is taken to mean investments amounting to 25% or more of the total investment costs for the facility, at current pricing levels. Please tick one box only.*)

- National government (either directly or through some sort of governing body)
- Regional or local government/municipality (either directly or through some sort of governing body)
- The Board of Trustees of your hospital (*top-level governing body that oversees the overall function of the hospital*)
- The Chief Executive Officer of your hospital

B10 How would you describe the overall condition of the facility? (*Please tick one box only. If you find it impossible to provide one overall judgment, please focus on those parts of the facility housing patient-related facilities such as operating theatres, ICU and inpatient wards.*)

- Poor
- Unsatisfactory
- Fair
- Good
- Excellent

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Capital investment of your hospital (continue)

B11 **What mechanism is used to decide the capacity of new investment?** *(Please indicate on what basis decisions are made whether and where decisions are made on allocation of funds for new capacity and/or redistribution of capacity. Please tick one box only.)*

- Opportunistic: planning dependent on current government policies
- Hospitals-to-population ratio
- Beds-to-population ratio
- Based on an extrapolation of current demand
- Based on demand-prognosis, through form of services to capital modelling
- Free or partly free market access

B12 **Where would most of the money for a new building come from?** Please indicate first and second by marking "1" and "2"

- B1201** ___ National government
- B1202** ___ Local government
- B1203** ___ Foundation / charity
- B1204** ___ Banks
- B1205** ___ Industry
- B1206** ___ Mixture of abovementioned

B13 **Where would most of the money for major equipment come from?** Please indicate first and second by marking "1" and "2"

- B1301** ___ National government
- B1302** ___ Local government
- B1303** ___ Foundation / charity
- B1304** ___ Banks
- B1305** ___ Industry
- B1306** ___ Mixture of abovementioned

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Organisational Culture of the hospital

(PTB3) 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.

(PTB4) **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
=	=		

B14 HOSPITAL characteristics

Points

B1401	HOSPITAL A is a very personal place: <i>it's like an extended family.</i>
B1402	HOSPITAL B is a very dynamic and entrepreneurial place: <i>people are willing to take risks.</i>
B1403	HOSPITAL C is a very formalised and structured place: <i>bureaucratic procedures influence how things are done here.</i>
B1404	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)

(PTB5) 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.

(PTB6) **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

B15 HOSPITAL leadership

Points

B1501	The leaders in <i>HOSPITAL A</i> are warm and caring: <i>they seek to develop their staff members' full potential.</i>
B1502	The leaders in <i>HOSPITAL B</i> are risk takers: <i>they encourage risk taking and innovation from their staff.</i>
B1503	The leaders in <i>HOSPITAL C</i> are rule enforcers: <i>they expect staff to follow rules, policies and procedures.</i>
B1504	The leaders in <i>HOSPITAL D</i> 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)

(PTB7) 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.

(PTB8) **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
=	=		

B16 HOSPITAL cohesion

Points

B1601	The glue that holds HOSPITAL A together is loyalty and tradition: <i>staff commitment to the hospital is high.</i>
B1602	The glue that holds HOSPITAL B together is commitment to innovation and development: <i>staff likes to lead the way.</i>
B1603	The glue that holds HOSPITAL C together is formal rules and policies: <i>maintaining a smooth running operation is important.</i>
B1604	The glue that holds HOSPITAL D 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)

(PTB9) 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.

(PTB10) **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

B17 HOSPITAL emphasis

Points

B1701	HOSPITAL A puts a strong emphasis on <i>cohesion and staff morale</i> .
B1702	HOSPITAL B puts a strong emphasis on <i>growth and readiness to meet new challenges</i> .
B1703	HOSPITAL C puts a strong emphasis on <i>permanence and stability</i> .
B1704	HOSPITAL D puts a strong emphasis on <i>competitiveness and achievement</i> .
= 100	

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Organisational Culture of the hospital (continue)

(PTB11) 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.

(PTB12) **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

B18 HOSPITAL 'rewards' (= financially or by means of feedback, praise esteem, etc.)

Points

B1801	HOSPITAL A distributes its rewards fairly among staff members: <i>everyone is treated equally.</i>
B1802	HOSPITAL B distributes its rewards based on productivity: <i>those who are most productive are most rewarded.</i>
B1803	HOSPITAL C distributes its rewards based on rank: <i>the higher you are the more you get.</i>
B1804	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)

(PTB13) The “**Hospital (management) Board**” has the daily management responsibility of the hospital.

B19 When thinking about your Hospital (management) Board, how much do you agree with the following statements?

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

	<i>Within our Hospital (management) Board...</i>	1	2	3	4
B1901	...there is unity and agreement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B1902	...we trust one another.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B1903	...there is a “we feeling” among Board members.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B1904	...the work climate is good.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B1905	...the willingness to help one another great.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B1906	...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

(PTB14) 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.

(PTB15) The “**Medical Staff**” refers to all physicians in your hospital.

B20 Does your hospital have its aims and missions formally approved by hospital managers, members of the Medical Staff, or (representatives of) other hospital personnel?

	No	Yes
B2001 Hospital managers	<input type="checkbox"/>	<input type="checkbox"/>
B2002 Members of the Medical Staff	<input type="checkbox"/>	<input type="checkbox"/>
B2003 Other personnel (or their representatives)	<input type="checkbox"/>	<input type="checkbox"/>

B21 Do the hospital’s stated aims and mission explicitly include quality?

- No
 Yes

B22 To whom does your Hospital (management) Board formally communicate the written resolution or policy on quality?

	No	Yes
B2201 Hospital managers	<input type="checkbox"/>	<input type="checkbox"/>
B2202 Members of the Medical Staff	<input type="checkbox"/>	<input type="checkbox"/>
B2203 Other personnel (or their representatives)	<input type="checkbox"/>	<input type="checkbox"/>

B23 How would you rate the level of interaction between members of the Medical Staff and your Hospital (management) Board in developing a quality strategy? Please indicate between 1 (no interaction) and 10 (very substantial interaction)

Level of interaction: __ __

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Quality orientation in the hospital (continue)

B24 How would you rate your Hospital (management) Board's level of expertise on issues of quality of care? Please indicate between 1 (no expertise) and 10 (very substantial expertise).

Level of expertise: __ __

B25 In your opinion, what priority should be given to train members of the Hospital (management) Board in:

- 1 = Low priority
- 2 = Medium priority
- 3 = High priority

		1	2	3
B2501	Quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B2502	Finance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Quality orientation in the hospital (continue)

B26 Does your HOSPITAL have a committee that focuses primarily on quality of care?

- No (Please, continue with question # 28)
- Yes

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Quality orientation in the hospital (continue)

B27 Who are represented in this committee?

		No	Yes
B2701	Members of the Medical Staff	<input type="checkbox"/>	<input type="checkbox"/>
B2702	Hospital (management) Board member with clinical expertise	<input type="checkbox"/>	<input type="checkbox"/>
B2703	Chief Medical Officer (or the highest ranking physician)	<input type="checkbox"/>	<input type="checkbox"/>
B2704	Chief Executive Officer (CEO)	<input type="checkbox"/>	<input type="checkbox"/>
B2705	Nurses	<input type="checkbox"/>	<input type="checkbox"/>
B2706	Quality manager	<input type="checkbox"/>	<input type="checkbox"/>

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Quality orientation in the hospital (continue)

B28 Which two have the first and second most influence over quality in your hospital? Please indicate your selections by marking "1" and "2".

B2801 ___ Chief Executive Officer and/or rest of Hospital (management) Board (*the person who is considered to be the boss of the hospital*)

B2802 ___ Chair of the Board of Trustees or other Board members (*the top-level governing body that oversees the overall function of the hospital*)

B2803 ___ Hospital Quality Committee, if there is one (*a committee that primarily focuses on quality of care*)

B2804 ___ Chief Medical Officer or another key medical leader (*the highest ranking physician in the hospital*)

B2805 ___ Quality Manager or equivalent (*or the person who is responsible for the quality of care*)

B2806 ___ Nursing leader (*a nurse leading any number of employees*)

B29 What are the first and second most important areas for oversight by your Hospital (management) Board or its committees? Please indicate your selections by marking "1" and "2".

B2901 ___ Financial performance

B2902 ___ Operations (staffing and facility management)

B2903 ___ Strategic positioning of the hospital

B2904 ___ Performance on quality of care

B2905 ___ Surveys on patient views

B2906 ___ Community benefit

B2907 ___ Reducing adverse events

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Quality orientation in the hospital (continue)

B30 During the past year, how often was FINANCIAL PERFORMANCE on the agenda for your Hospital (management) Board's meetings?

- Never on the agenda for Board meetings (Please, continue with question # 32)
- Few meetings
- Most meetings
- Every meeting

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Quality orientation in the hospital (continue)

B31 Over the course of the past year, what percentage of your Hospital (management) Board's 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)

B32 During the past year, how often was QUALITY PERFORMANCE on the agenda for your Hospital (management) Board's meetings?

- Never on the agenda for Board meetings (Please, continue with question # 34)
- Few meetings
- Most meetings
- Every meeting

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Quality orientation in the hospital (continue)

B33 Over the course of the past year, what percentage of your Hospital (management) Board's 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)

B34 During the past year, how often did your Hospital (management) Board receive quantified reports on:

B3401 __ __ times on performance on **financial** indicators

B3402 __ __ times on performance on **quality** indicators

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External influencing factors

B35 Which of the control or steering instruments are systematically used by your Hospital (management) Board?

	No	Yes
B3501 Validated set of clinical performance measures	<input type="checkbox"/>	<input type="checkbox"/>
B3502 Validated set of financial performance measures	<input type="checkbox"/>	<input type="checkbox"/>
B3503 Formal reporting on patient surveys	<input type="checkbox"/>	<input type="checkbox"/>
B3504 Formal reporting by ombudsperson or hospital complaint department	<input type="checkbox"/>	<input type="checkbox"/>
B3505 Integrated organisational policy instrument (e.g. Balanced Scorecard, EFQM, Six Sigma)	<input type="checkbox"/>	<input type="checkbox"/>

B36 Over the course of the past year, has your hospital or parts of it been externally assessed by:

	No	Yes
B3601 A patient / consumer organization	<input type="checkbox"/>	<input type="checkbox"/>
B3602 An accreditation institute	<input type="checkbox"/>	<input type="checkbox"/>
B3603 A certification institute	<input type="checkbox"/>	<input type="checkbox"/>
B3604 A government inspection	<input type="checkbox"/>	<input type="checkbox"/>

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External influencing factors (continue)

B37 In your opinion, how much is the hospital's quality system influenced by:

- 1 = No influence
2 = Moderate influence
3 = Major influence

If one is not applicable, leave blank

	1	2	3
<i>Regulatory directives:</i>			
B3701 Governmental policy on quality and safety in health care	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B3702 Legislation for internal quality systems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Commercial and market forces:</i>			
B3703 Performance-based service contracts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B3704 Condition for access to funding e.g. as "preferred provider"	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B3705 Requirements for public liability, malpractice insurance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B3706 Public relations, media pressure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B3707 Market competition advantage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Statistical performance comparisons:</i>			
B3708 Publication disclosure of hospital performance data (e.g. public hospital comparisons, star ratings or league tables)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>External standards-based assessment programmes:</i>			
B3709 Hospital accreditation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B3710 Quality system certification (ISO 9004)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B3711 Statutory inspection to maintain institutional licence, registration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B3712 Public health, sanitary inspection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B3713 Accreditation of clinical training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Other agencies:</i>			
B3714 Technology assessment bodies e.g. HAS, NICE, SIGN	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B3715 Health insurance funds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B3716 Professional chambers/regulators	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B3717 Hospital associations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B3718 Clinical professional associations, colleges, societies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B3719 Ombudsman	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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- External influencing factors
- Tasks of your Hospital (management) Board

Tasks of your Hospital (management) Board

B38 Which of the following tasks belong to the main assignment of your Hospital (management) Board?		No	Yes
B3801	Adopting and / or amending the bylaws of the hospital	<input type="checkbox"/>	<input type="checkbox"/>
B3802	Defining the hospital's mission	<input type="checkbox"/>	<input type="checkbox"/>
B3803	Establish strategic goal for Quality Improvement	<input type="checkbox"/>	<input type="checkbox"/>
B3804	Strategic planning (<i>analysing and responding to changes in need and demand</i>)	<input type="checkbox"/>	<input type="checkbox"/>
B3805	Operational planning (<i>designing and developing services and structures</i>)	<input type="checkbox"/>	<input type="checkbox"/>
B3806	Operational decision-making (<i>routine decisions, short interval scheduling</i>)	<input type="checkbox"/>	<input type="checkbox"/>
B3807	Fundraising	<input type="checkbox"/>	<input type="checkbox"/>
B3808	Appointment and dismissal of hospital physicians	<input type="checkbox"/>	<input type="checkbox"/>
B3809	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"/>
B3810	Appointment and dismissal of executive management	<input type="checkbox"/>	<input type="checkbox"/>
B3811	Appointment and dismissal of other staff	<input type="checkbox"/>	<input type="checkbox"/>
B3812	Setting remuneration of members of a (lower) governing body	<input type="checkbox"/>	<input type="checkbox"/>
B3813	Setting remuneration of executive management	<input type="checkbox"/>	<input type="checkbox"/>
B3814	Setting remuneration and / or fees of hospital physicians	<input type="checkbox"/>	<input type="checkbox"/>
B3815	Setting remuneration for other staff	<input type="checkbox"/>	<input type="checkbox"/>
B3816	Approval of the annual budget / financial plan	<input type="checkbox"/>	<input type="checkbox"/>
B3817	Approval of major purchase, service and / or credit contracts	<input type="checkbox"/>	<input type="checkbox"/>
B3818	Approval of programmes for quality	<input type="checkbox"/>	<input type="checkbox"/>
B3819	Budgetary control	<input type="checkbox"/>	<input type="checkbox"/>
B3820	Evaluating performance of executive management	<input type="checkbox"/>	<input type="checkbox"/>
B3821	Reviewing quality dashboards / scoreboards (= <i>information systems</i>)	<input type="checkbox"/>	<input type="checkbox"/>
B3822	Monitoring accessibility and community benefit of hospital services	<input type="checkbox"/>	<input type="checkbox"/>
B3823	Monitoring financial performance	<input type="checkbox"/>	<input type="checkbox"/>
B3824	Monitoring clinical performance	<input type="checkbox"/>	<input type="checkbox"/>
B3825	Intervention in medical ethics issues	<input type="checkbox"/>	<input type="checkbox"/>
B3826	Giving account to and lobbying with government authorities	<input type="checkbox"/>	<input type="checkbox"/>
B3827	Representation and maintaining public relations	<input type="checkbox"/>	<input type="checkbox"/>
B3828	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.