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Hospital governance in European hospitals

Questionnaire for the Chief Medical Officer

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

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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	

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- 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
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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	

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- 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																																										
<table style="width: 100%; border-collapse: collapse;"> <tr><td style="width: 30px;">A</td><td style="text-align: right;">70</td></tr> <tr><td>B</td><td style="text-align: right;">30</td></tr> <tr><td>C</td><td style="text-align: right;">0</td></tr> <tr><td>D</td><td style="text-align: right;">0</td></tr> <tr><td colspan="2">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: 30px;">A</td><td style="text-align: right;">25</td></tr> <tr><td>B</td><td style="text-align: right;">25</td></tr> <tr><td>C</td><td style="text-align: right;">25</td></tr> <tr><td>D</td><td style="text-align: right;">25</td></tr> <tr><td colspan="2">Total = 100</td></tr> <tr><td colspan="2" style="text-align: center;">=</td></tr> </table>	A	25	B	25	C	25	D	25	Total = 100		=		<table style="width: 100%; border-collapse: collapse;"> <tr><td style="width: 30px;">A</td><td style="text-align: right;">80</td></tr> <tr><td>B</td><td style="text-align: right;">10</td></tr> <tr><td>C</td><td style="text-align: right;">0</td></tr> <tr><td>D</td><td style="text-align: right;">10</td></tr> <tr><td colspan="2">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: 30px;">A</td><td style="text-align: right;">0</td></tr> <tr><td>B</td><td style="text-align: right;">0</td></tr> <tr><td>C</td><td style="text-align: right;">100</td></tr> <tr><td>D</td><td style="text-align: right;">0</td></tr> <tr><td colspan="2">Total = 100</td></tr> </table>	A	0	B	0	C	100	D	0	Total = 100	
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C06 HOSPITAL cohesion

Points

C0601		The glue that holds HOSPITAL A together is loyalty and tradition: <i>staff commitment to the hospital is high.</i>
C0602		The glue that holds HOSPITAL B together is commitment to innovation and development: <i>staff likes to lead the way.</i>
C0603		The glue that holds HOSPITAL C together is formal rules and policies: <i>maintaining a smooth running operation is important.</i>
C0604		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	

Deepening our Understanding of Quality Improvement in Europe

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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:

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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

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

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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:

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A 70	A 25	A 80	A 0
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C 0	C 25	C 0	C 100
D 0	D 25	D 10	D 0
Total = 100	Total 100 =	Total = 100	Total = 100

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

Points

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

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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

	1	2	3
C1201 Performance on financial indicators	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C1202 Performance on quality indicators	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C1203 Surveys on patient views	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C1204 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
C1401 Inside your hospital	<input type="checkbox"/>	<input type="checkbox"/>
C1402 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
C1501 Salaried by the hospital	<input type="checkbox"/>	<input type="checkbox"/>
C1502 Salaried by external party (e.g., third party payer)	<input type="checkbox"/>	<input type="checkbox"/>
C1503 Fee-for-service	<input type="checkbox"/>	<input type="checkbox"/>
C1504 Per case (lump sum) payments	<input type="checkbox"/>	<input type="checkbox"/>

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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

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Professional engagement in governance (continue)

C20 Do physicians have formal management roles in your hospital?

	No	Yes
C2001 No physicians in a formal managerial role	<input type="checkbox"/>	<input type="checkbox"/>
C2002 Physicians in a formal managerial role at departmental level	<input type="checkbox"/>	<input type="checkbox"/>
C2003 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
C2201 <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"/>
C2202 ...shape the conditions for medical practice at unit level.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C2203 ...manage the performance of physicians.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

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