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Quality Improvement Systems in European hospitals

Questionnaire for the Quality Manager (Coordinator)

(PTD1) This questionnaire is addressed to the hospital's Quality Manager, who is responsible for the coordination of quality improvement activities. He/she has a good overview of all activities towards quality improvement.

(PTD2) The term '**Care professionals**' refers to physicians and nurses.

(PTD3) **Instruction:**

We would like to ask you to answer all questions in this questionnaire. It is allowed to ask other people in the hospital if you are not sure about the right answer. If an answer is not applicable in your country, please leave the answer categories blank.

(PTD4) It is not necessary for a hospital to have all activities mentioned in this questionnaire. We also expect that hospitals are in different phases of implementation for different activities. In general, there is a lot of variation between hospitals. Therefore, we ask for a large variety of possible activities.

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Personal characteristics of the Quality manager

D01 What is your gender?

- Male
- Female

D02 What is your age?

— —

D03 How many years have you been affiliated with the hospital?

— — years

D04 How many years have you been in your current position?

— — years

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Quality policy

(PTD5) 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. If we ask specifically about **Patient safety**, we are referring to: minimising harm to patients because of the performance or lack of it by a healthcare provider and/or hospital processes.

D05 To what extent do the following documents exist in your hospital?

- 1 = Not available
 2 = Under development
 3 = First time published in 2010
 4 = Published annually over the past years

	1	2	3	4
D0501 Written description of a formally agreed quality policy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D0502 Quality improvement plan at hospital level (translation of the quality objectives into concrete activities and measures designed to realise the quality policy)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D0503 Balanced score card (an overview of key quality measures focusing on clinical outcomes, finances, human resources, patient satisfaction)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D0504 Annual report (a formal report on the implementation and results of the activities which are described in the quality plan)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Quality policy (continue)

(PTD6) The Hospital (management) Board has the daily management responsibility of the hospital

D06 To what extent do you agree with the statements for your hospital?

- 1 = Disagree
 2 = Somewhat disagree
 3 = Somewhat agree
 4 = Agree

	<i>The Hospital (management) Board...</i>				
	1	2	3	4	
D0601 ...makes it clear what is expected from care professionals in regards to quality improvement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
D0602 ...has established formal roles for quality leadership (visible in organisational chart)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
D0603 ...assesses on an annual or bi-annual basis whether care professionals comply with day-to-day patient safety procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
D0604 ...knows and uses performance data for quality improvement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
D0605 ...monitors the execution of quality improvement plans	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
D0606 ...has supported a hospital-wide system for cardiac arrest	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

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Quality resources

D07 Does your hospital have appointed resources to quality improvement?		No	Yes
D0701	A specific internal budget is reserved for quality improvement	<input type="checkbox"/>	<input type="checkbox"/>
D0702	One or more steering groups or quality committees have been established	<input type="checkbox"/>	<input type="checkbox"/>
D0703	One or more quality and safety officers / coordinators have been appointed	<input type="checkbox"/>	<input type="checkbox"/>
D0704	Rewards / incentives for quality improvement (prize for the best team; extra money)	<input type="checkbox"/>	<input type="checkbox"/>

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Quality resources (continue)

(PTD7) The term ‘**Care professionals**’ refers to physicians and nurses.

D08 To what extent do you agree with the statements for your hospital?

- 1 = Disagree
 2 = Somewhat disagree
 3 = Somewhat agree
 4 = Agree

	Care professionals...	1	2	3	4
D0801	...follow at least one training session a year to further develop their professional expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D0802	...receive information back on the results of their treatment of patients	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D0803	...are encouraged to report incidents and adverse events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D0804	...licenses are reviewed by a regulatory body	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Training				
D0805	Care professionals are trained by the organisation to do their job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D0806	Care professionals are trained in teamwork	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D0807	Middle management is trained in quality improvement methods	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D0808	Care professionals are trained in quality improvement methods	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D0809	Care professionals are trained in patient safety procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Quality resources (continue)

D09 Are working hours made available for PHYSICIANS for one or more of the following activities?

- 1 = Not available
- 2 = Partly implemented
- 3 = Fully implemented in at least one inpatient unit
- 4 = Fully implemented in (nearly) all relevant inpatient units

<i>Working hours during working time are made available for...</i>	1	2	3	4
D0901 ...post-graduate and further professional training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D0902 ...training in the methods and techniques of quality improvement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D0903 ...internal peer review	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D0904 ...participation in quality improvement projects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Quality resources (continue)

D10 Are working hours made available for NURSES for one or more of the following activities?

- 1 = Not available
 2 = Partly implemented
 3 = Fully implemented in at least one inpatient unit
 4 = Fully implemented in (nearly) all relevant inpatient units

<i>Working hours during working time are made available for...</i>	1	2	3	4
D1001 ...post-graduate and further professional training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D1002 ...training in the methods and techniques of quality improvement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D1003 ...internal peer review	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D1004 ...participation in quality improvement projects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Quality resources (continue)

D11 Does your hospital support clinical units with information technology?

1 = Not available

2 = Partly implemented

3 = Fully implemented in at least one inpatient unit

4 = Fully implemented in (nearly) all relevant inpatient units

	1	2	3	4
D1101 Electronic inpatient medical record	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D1102 Test and imaging results electronically available in inpatient units / consulting rooms	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D1103 Inpatient CPOE (Computer Provider Order Entry) for medication (<i>Overview per patient of prescribing and controlling medications</i>)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D1104 Decision support systems such as reminders and alerts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Quality management: reporting results

D12 What data are used in your hospital by (general) managers to evaluate and adjust care processes?

- 1 = Not available
 2 = Partly implemented
 3 = Fully implemented in at least one inpatient unit
 4 = Fully implemented in (nearly) all relevant inpatient units

<i>Data used from...</i>	1	2	3	4
D1201 ...clinical indicators	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D1202 ...data on volumes (e.g. number of patients treated)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D1203 ...complication registration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D1204 ...incident reporting system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D1205 ...interviews / surveys with / among patients	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D1206 ...assessment of guideline compliance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D1207 ...results of internal audits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

D13 Does your hospital release formally defined performance data / indicators to the public on an annual basis?

- No
 Yes

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External quality methods

D14 Has your hospital participated in the last couple of years in one or more external assessments?

- 1 = No
 2 = Yes, more than 4 years ago
 3 = Yes, between 2 and 4 years ago
 4 = Yes, less than 2 years ago

	1	2	3	4
D1401 Voluntary accreditation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D1402 Governmental accreditation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D1403 Teaching accreditation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D1404 ISO-certification (hospital level)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D1405 Statutory inspection / renewing license	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D1406 International accreditation: Joint Commission International	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D1407 International accreditation: Accreditation Canada	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D1408 International accreditation: CHKS International Accreditation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Evidence based medicine

D15 Has your hospital implemented the following formal protocols?

- 1 = Not available
 2 = Partly implemented
 3 = Fully implemented in at least one inpatient unit
 4 = Fully implemented in (nearly) all relevant inpatient units

	An up-to-date hospital protocol for...	1	2	3	4
D1501	...use of prophylactic antibiotics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D1502	...pre-operative screening	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D1503	...blood transfusion policy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D1504	...medication reconciliation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D1505	...the handover of patient information to another care unit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D1506	...the use of medical aids (e.g. crutches, bandages, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Preventive protocols:				
D1507	Prevention of central line infection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D1508	Prevention of surgical site infection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D1509	Prevention of hospital-acquired infections	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D1510	Prevention of ventilator associated pneumonia	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D1511	Prevention of pressure ulcers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D1512	Prevention of falls	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D1513	Prevention of medication errors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Internal quality methods

D16 To what extent do the following activities take place systematically in your hospital?

1 = Not available

2 = Partly implemented

3 = Fully implemented in at least one inpatient unit

4 = Fully implemented in (nearly) all relevant inpatient units

		1	2	3	4
	General activities				
D1601	Root-cause analysis of incidents <i>(an incident is an unintended event that have caused or could cause harm to a patient)</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D1602	Risk management <i>(a systematic process of identifying, assessing and taking action to prevent or manage clinical events in the care process)</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D1603	Internal audit <i>(all components of the quality system are periodically assessed with regard to appropriate functioning; i.e. whether all procedures are adhered to and are effective)</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D1604	Hospital (management) Board “walk rounds” to identify quality problems and issues <i>(management visits work units to discuss quality and safety issues)</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Personnel				
D1605	Monitoring individual physicians’ performance <i>(physicians undergo systematic and documented performance assessments)</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D1606	Monitoring individual nurses’ performance <i>(nurses undergo systematic and documented performance</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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assessments)

D1607 Monitoring the opinions of care professionals
(*physicians and nurses are periodically asked about their satisfaction with their work, workload, the terms of employment, etc.*)

D1608 Verification of current credentials prior to recruitment of **physicians**

D1609 Verification of current credentials prior to recruitment of **nurses**

Clinical practice

D1610 Medical / clinical audit
(*Various disciplines work together to assess and improve the results of care delivery*)

D1611 Adverse event reporting and analysis
(*clinical staff is required to report and analyze all unexpected and preventable harm to patients caused by medical error or flaws in the healthcare system*)

D1612 Systematic patient record review
(*systematic reviews of patient records are used to determine adverse events and priorities for quality improvement*)

D1613 Development of care pathways / process redesign
(*all tests and treatments for a specific patient group is efficiently organized to deliver evidence based care*)

D1614 Benchmarking
(*Specific results (indicators) are compared to other hospital (best in class) in order to identify possible improvement*)

Patients

D1615 Monitoring the opinions of patients
(*patients are periodically requested to give their opinions on the care provided; including surveys on patient views*)

D1616 Complaints analysis
(*Periodical evaluation of complaints is used to implement improvements*)

D1617 Client council
(*Periodic discussions with patient representatives take place and their concerns are implemented to improve the quality of care*)

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Patient empowerment

D17 To what extent are patients involved in the following activities?

- 1 = Never
- 2 = Sometimes
- 3 = Usually
- 4 = Always

<i>Patients are involved in...</i>	1	2	3	4
D1701 ...the development of quality criteria / standards / protocols	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D1702 ...the design / organization of processes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D1703 ...quality committees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D1704 ...quality improvement projects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D1705 ...discussion of results of quality improvement projects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Effects (positive or negative)

D18 What a documented effect has the hospital achieved in the past 2 years due to the implementation of quality improvement methods?

- 1 = No effect
 2 = Some effect
 3 = Strong effect in at least one inpatient unit
 4 = Strong effect in (nearly) all relevant inpatient units

	1	2	3	4
Patients				
D1801 Increase patient satisfaction and/or patient experience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Personnel				
D1802 Increased staff satisfaction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D1803 Increased workload	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D1804 More motivation among staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Organization				
D1805 More reliable and real-time monitoring of quality indicators	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D1806 Improved public relations of the unit / hospital	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D1807 Increased satisfaction of referring professionals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of care				
D1808 Increased compliance with clinical guidelines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Costs				
D1809 Quality improvement has lead to cost savings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D1810 Quality improvement has lead to increasing costs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Effects (continue)

D19 If you were working in this hospital at least 3 years ago, please answer the following question. If not, please leave blank and continue with question # 20.

How would you rate patient care at your hospital today, compared to 3 years ago?

- Much worse
- Worse
- About the same
- Better
- Much better

D20 Taking all things into consideration, to what extent do you agree with each of the following statements?

- 1 = Disagree
- 2 = Somewhat disagree
- 3 = Somewhat agree
- 4 = Agree

		1	2	3	4
D2001	I would feel completely comfortable having a family member treated without me being present to monitor the care.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D2002	Our focus on improving patient care quality has resulted in major performance gains.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Structure at hospital level

D21 How would you describe the type of organizational structure for your hospital?

	1	2	3	4	5
				<i>Hierarchical</i>	<i>Horizontal</i>
D2101	The organizational structure is hierarchical or horizontal				
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
				<i>Centralised</i>	<i>Decentralised</i>
D2102	The decision-making is centralised or decentralised				
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
				<i>Many</i>	<i>Few</i>
D2103	At hospital level many activities or few activities are regulated by protocols				
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
				<i>Not valued</i>	<i>Highly valued</i>
D2104	Innovation of care processes is not valued or highly valued				
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Hospital profile

D22 Please indicate approximately how many people are employed in your hospital.

_ _ _ _ people

D23 Does your hospital have an upper limit of working hours for residents?

- No
- Yes, the limit of hours a week is _ _ _

D24 Your hospital could be best described as:

- General hospital
- University hospital

D25 Your hospital is a:

- Public hospital
- Private for-profit hospital
- Private not-for-profit hospital
- Mixed ownership
- Project Finance Initiatives (in Portugal)

D26 What is the main organizational principle for the use of the facility? (Please tick one box only. Please select the answer you feel most typifies your hospital)

- The hospital is organised in a traditional clinical department / ward system
- The hospital is organised in flow models, e.g. based on care pathways

D27 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.)

Does your hospital have a governing body such as a Board of Trustees?

- No
- Yes

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