

Deepening our Understanding of Quality Improvement in Europe

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Quality Improvement Systems in European hospitals

Questionnaire for the Manager of care pathways (Head of department)

(PTF1). The manager of the care pathway for one of the four medical conditions under investigation (AMI, stroke, hip fracture or delivery) is the person that coordinates the patients' path through different departments in the hospital. If there is no defined care pathway for one of these conditions in the hospital, this questionnaire is for the person who is the formal or informal quality coordinator or the leader of the department in which patients stay the longest during their presence in the hospital.

(PTF2) The term '**Care professionals**' refers to physicians and nurses.

(PTF3) Instruction:

We would like to ask you to answer all questions in this questionnaire with regard to your specific care pathway or department. It is allowed to ask other people if you are not sure about the right answer. If an answer is not applicable, please leave the answer categories blank.

(PTF4) It is not necessary to have all activities mentioned in this questionnaire. We also expect that care pathways/departments are in different phases of implementation for different activities. In general, there is a lot of variation between pathways/departments. Therefore, we ask for a large variety of possible activities.

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- Personal characteristics of the manager
- Care pathway / department profile
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- Effects
- Structure at care pathway / department level

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Personal characteristics of the Manager

F01 What is your gender?

- Male
- Female

F02 What is your age?

— —

F03 How many years have you been affiliated with the hospital?

— — years

F04 How many years have you been in your current position?

— — years

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Care pathway / department profile

F05 The care pathway / department focuses on:

- Acute Myocardial Infarct patients (Please continue with question # 0501)
- Stroke patients (Please continue with question # 0505)
- Hip fracture patients (Please continue with question # 06)
- Deliveries (Please continue with question # 06)

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Care pathway / department profile (continued)

F0501 Hospital information - Telemedicine:

Telemedicine is here the process of using information and communication through audio and video to convey or exchange notes about a patient (diagnosis, treatment and prevention of disease and injuries) from one medical professional to another in a situation where the patient is transported by ambulance. Please specify the availability of the following for AMI patients transported to your hospital.

- Information and communication through audio technology is available (Data transfer 24 hours and 7 days a week)
- Information and communication through visual technology is available (Data imaging transferred or video processed 24 hours and 7 days a week)
- ECG is performed during transportation of the patient
- Unknown

F0502 Hospital information - Availability of Telemedicine:

If audio AND visual technology AND ECG are available during the transfer of the patient, please specify the availability for the AMI patients, please specify the availability to the AMI patients.

- Telemedicine is available for all patients
- Telemedicine is available for most patients, meaning estimated more than 75 % of all patients
- Telemedicine is available for a small number of patients e.g. in a pilot project. OR from a restricted area of uptake OR equivalent, meaning estimated less than 25% of all patients
- Telemedicine is not available
- Not specified

F0503 Hospital information - Percutaneous Coronary Interventions:

Is Percutaneous Coronary Interventions (PCI) treatment available seven days a week, 24 hours a day?

- PCI is available for all patients
- PCI is available for most patients, meaning estimated more than 75 % of all patients
- PCI is available for a small number of patients e.g. in a pilot project. OR from a restricted area of uptake OR equivalent, meaning estimated less than 25% of all patients
- PCI is not available
- Not specified

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F0504 Hospital information - Fibrinolytic treatment: Is fibrinolytic treatment available?

- Fibrinolytic treatment is available for all patients
- Fibrinolytic treatment is available for most patients, meaning estimated more than 75 % of all patients
- Fibrinolytic treatment is available for a small number of patients e.g. in a pilot project. OR from a restricted area of uptake OR equivalent, meaning estimated less than 25% of all patients
- Fibrinolytic treatment is not available
- Not specified

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Care pathway / department profile (continued)

F0505 Hospital information - Telemedicine:

Telemedicine is here the process of using information and communication through audio and video to convey or exchange notes about a patient (diagnosis, treatment and prevention of disease and injuries) from one medical professional to another in a situation where the patient is transported by ambulance. Please specify the availability of the following for Stroke patients transported to your hospital.

- Information and communication through audio technology is available (Data transfer 24 hours and 7 days a week)
- Information and communication through visual technology is available (Data imaging transferred or video processed 24 hours and 7 days a week)
- Unknown

F0506 Hospital information - Availability of Telemedicine:

If audio AND visual technology are available during the transfer of the patient, please specify the availability for the STROKE patients.

- Telemedicine is available for all patients
- Telemedicine is available for most patients, meaning estimated more than 75 % of all patients
- Telemedicine is available for a small number of patients e.g. in a pilot project. OR from a restricted area of uptake OR equivalent, meaning estimated less than 25% of all patients
- Telemedicine is not available
- Not specified

F0507 Hospital information - Trombolysis:

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Is thrombolytic treatment available?

- Thrombolytic treatment is available for all patients
- Thrombolytic treatment is available for most patients, meaning estimated more than 75 % of all patients
- Thrombolytic treatment is available for a small number of patients e.g. in a pilot project. OR from a restricted area of uptake OR equivalent, meaning estimated less than 25% of all patients
- Thrombolytic treatment is not available
- Not specified

F0508 Hospital information - Availability of specialised stroke treatment:

Specialised stroke treatment includes the necessary staffing, infrastructure, expertise and programmes for appropriate diagnosis and treatment of most stroke patients. Please specify which features are available at your hospital for treating stroke patients.

- Availability of 24-hour CT scanning
- Stroke treatment guidelines and operational procedures, including intra-venous rtPA protocols 24/7, are established
- There is a close co-operation of neurologists, internists and rehabilitation experts and specially trained nursing personnel
- Automated ECG monitoring at bedside is available
- Monitoring of blood pressure, ECG, oxygen saturation, blood glucose, body temperature
- Laboratory examinations (including coagulation parameters) are available
- Neurosonological investigations within 24 hours (extra cranial Doppler sonography)
- Early multidisciplinary stroke unit rehabilitation including speech therapy, occupational therapy and physical therapy is available
- Not specified

F0509 Hospital information - Availability of specialised stroke unit/bed:

Specialised stroke unit/bed includes the necessary staffing, infrastructure, expertise and programmes for appropriate diagnosis and treatment of most stroke patients. If you marked all of the above features of specialised stroke treatment, please specify the availability of these features to the stroke patients.

- Specialised stroke unit is available for all patients
- Specialised stroke unit/bed is available for most patients, meaning estimated more than 90 % of all patients
- Specialised stroke unit/bed is available for a small number of patients e.g. in a pilot project from a restricted area of uptake or equivalent, meaning estimated less than 10% of all patients
- Specialised stroke unit/bed is not available
- Not specified

(Frage F0509 auf der gleichen Seite, wie F0505-F0508)

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Care pathway / department profile (continued)

F06 Please indicate approximately how many patients are treated in your care pathway / department for this specific condition on an annual basis.

_____ patients per year

F07 What is the main organizational principle for the services provided for [AMI, STROKE, HIP FRACTURE, DELIVERIES] patients? *(Please tick one box only. Please select the answer you feel most typifies your hospital)*

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

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Quality policy

(PTF5) 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.

(PTF6) **Care pathways** are care plans that detail the essential steps in the care of patients with a specific clinical problem and describe the expected progress of the patient.

F08 To what extent do the following documents exist in your care pathway / department?

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

	1	2	3	4
F0801 Evidence based protocol/guideline for the care pathway	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F0802 Written description of a formally agreed quality policy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F0803 Quality improvement plan at care pathway / department 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"/>
F0804 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"/>

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Quality policy (continue)

(PTF7) The Hospital (management) Board has the daily management responsibility of the hospital

F09 To what extent do you agree with the statements for your care pathway / department?

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

	<i>The Hospital (management) Board...</i>	1	2	3	4
F0901	...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"/>
F0902	...has established formal roles for quality leadership (visible in organisational chart)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F0903	...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"/>
F0904	...knows and uses performance data for quality improvement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F0905	...monitors the execution of quality improvement plans	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F0906	...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

F10 Does your hospital have appointed resources to quality improvement?		No	Yes
F1001	A specific internal budget is reserved for quality improvement	<input type="checkbox"/>	<input type="checkbox"/>
F1002	One or more steering groups or quality committees have been established	<input type="checkbox"/>	<input type="checkbox"/>
F1003	One or more quality and safety officers / coordinators have been appointed	<input type="checkbox"/>	<input type="checkbox"/>
F1004	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)

(PTF8) The term '**Care professionals**' refers to physicians and nurses.

F11 To what extent do you agree with the statements for your care pathway / department?

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

	<i>Care professionals...</i>	1	2	3	4
F1101	...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"/>
F1102	...can participate in quality improvement activities in working hours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F1103	...receive information back on the results of their treatment of patients	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F1104	...are encouraged to report incidents and adverse events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F1105	...licenses are reviewed by a regulatory body	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Training				
F1106	Care professionals are trained by the organisation to do their job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F1107	Care professionals are trained in teamwork	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F1108	Middle management is trained in quality improvement methods	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F1109	Care professionals are trained in quality improvement methods	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F1110	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)

F12 Are working hours made available for PHYSICIANS for one or more of the following activities?

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

	<i>Working hours during working time are made available for...</i>	1	2	3	4
F1201	...post-graduate and further professional training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F1202	...training in the methods and techniques of quality improvement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F1203	...internal peer review	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F1204	...participation in quality improvement projects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Quality resources (continue)

F13 Are working hours made available for NURSES for one or more of the following activities?

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

<i>Working hours during working time are made available for...</i>		1	2	3	4
F1301	...post-graduate and further professional training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F1302	...training in the methods and techniques of quality improvement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F1303	...internal peer review	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F1304	...participation in quality improvement projects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Quality resources (continue)

F14 Does your hospital support professionals of the care pathway / department with information technology?

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

		1	2	3	4
F1401	Electronic inpatient medical record	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F1402	Test and imaging results electronically available in inpatient units / consulting rooms	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F1403	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"/>
F1404	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

F15 Do you use data at care pathway / department level to evaluate and adjust care processes?

- 1 = No
 2 = We are planning to do so
 3 = Yes, but we only measure the indicator
 4 = Yes, we evaluate and adjust the care process

	<i>Data used from...</i>	1	2	3	4
F1501	...clinical indicators	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F1502	...data on volumes (e.g. number of patients treated)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F1503	...complication registration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F1504	...incident reporting system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F1505	...interviews / surveys with / among patients	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F1506	...assessment of guideline compliance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F1507	...results of internal audits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Evidence based medicine

F16 Is there a formal process of implementing protocols at care pathway – department level?

- No
- Under development
- It is partially implemented
- It is fully implemented in practice routines

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Evidence based medicine (continue)

F17 To what extent have you implemented the following formal protocols at care pathway / department level?

1 = No, we don't have the protocol

2 = Under development

3 = Protocol is available, implementation is in progress

4 = Fully implemented and evaluation of compliance on a regular basis

	An up-to-date hospital protocol for...	1	2	3	4
F1701	...use of prophylactic antibiotics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F1702	...pre-operative screening	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F1703	...blood transfusion policy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F1704	...medication reconciliation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F1705	...the handover of patient information to another care unit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F1706	...the use of medical aids (e.g. crutches, bandages, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Preventive protocols:				
F1707	Prevention of central line infection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F1708	Prevention of surgical site infection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F1709	Prevention of hospital-acquired infections	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F1710	Prevention of ventilator associated pneumonia	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F1711	Prevention of pressure ulcers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F1712	Prevention of falls	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F1713	Prevention of medication errors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Internal quality methods

F18 To what extent do the following activities take place systematically in your care pathway / department?

- 1 = Not available
 2 = Under development
 3 = Implementation in progress
 4 = Fully implemented

General activities		1	2	3	4
F1801	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"/>
F1802	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					
F1803	Monitoring individual physicians’ performance <i>(doctors undergo systematic and documented performance assessments)</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F1804	Monitoring individual nurses’ performance <i>(nurses undergo systematic and documented performance assessments)</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F1805	Verification of current credentials prior to recruitment of physicians	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F1806	Verification of current credentials prior to recruitment of nurses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Clinical practice

- | | | | | | |
|--------------|---|--------------------------|--------------------------|--------------------------|--------------------------|
| F1807 | Adverse event reporting and analysis
<i>(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)</i> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| F1808 | Systematic patient record review
<i>(systematic reviews of patient records are used to determine adverse events and priorities for quality improvement)</i> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| F1809 | Benchmarking
<i>(Specific results (indicators) are compared to other hospital (best in class) in order to identify possible improvement)</i> | | | | |

Patients

- | | | | | | |
|--------------|---|--------------------------|--------------------------|--------------------------|--------------------------|
| F1810 | Monitoring the opinions of patients
<i>(patients are periodically requested to give their opinions on the care provided; including surveys on patient views)</i> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| F1811 | Complaints analysis
<i>(Periodical evaluation of complaints is used to implement improvements)</i> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

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Patient empowerment

F19 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
F1901	...the development of quality criteria / standards / protocols	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F1902	...the design / organization of processes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F1903	...quality committees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F1904	...quality improvement projects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F1905	...discussion of results of quality improvement projects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Effects

F20 What documented effects (positive or negative) have you achieved in your care pathway / department in the past 2 years due to the implementation of quality improvement methods?

- 1 = No effect
 2 = Some effect
 3 = Moderate effect
 4 = Strong effect

		1	2	3	4
F2001	Patients Increased patient satisfaction and/or patient experience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F2002	Personnel Increased staff satisfaction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F2003	Increased workload	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F2004	More motivation among staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F2005	Organization More reliable and real-time monitoring of quality indicators	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F2006	Improved public relations of the unit / hospital	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F2007	Increased satisfaction of referring professionals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F2008	Quality of care Increased compliance with clinical guidelines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F2009	Costs Quality improvement has lead to cost savings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F2010	Quality improvement has lead to increasing costs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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- Structure at care pathway / department level

Effects (continue)

F21 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 # 22.

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

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

F22 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
F2201 I would feel completely comfortable having a family member treated in my care pathway / department without me being present to monitor the care.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F2202 Our focus on improving patient care quality has resulted in major performance gains in my care pathway / department.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Structure at care pathway / department level

F23 How would you describe the type of organizational structure for your care pathway / department?		1	2	3	4	5
		<i>Hierarchical</i>				<i>Horizontal</i>
F2301	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>
F2302	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>
F2303	At care pathway / department 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>
F2304	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"/>

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