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Hospital governance in European hospitals

Questionnaire for the highest ranking nurse in the hospital

(PTM1) The highest ranking nurse (HRN) in the hospital is considered to be the person who oversees the quality activities of the nursing profession in the profession 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 highest ranking nurse
- Organisational Culture of the hospital
- Quality orientation in the hospital
- Professional engagement in governance

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Personal characteristics of the highest ranking nurse

M01 What is your gender?

- Male
- Female

M02 What is your age?

— —

M03 How long have you been working in this hospital?

— — years

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Organisational Culture of the hospital

(PTM2) 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.

(PTM3) **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

M04 HOSPITAL characteristics

Points

M0401	HOSPITAL A is a very personal place: <i>it's like an extended family.</i>
M0402	HOSPITAL B is a very dynamic and entrepreneurial place: <i>people are willing to take risks.</i>
M0403	HOSPITAL C is a very formalised and structured place: <i>bureaucratic procedures influence how things are done here.</i>
M0404	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)

(PTM4) 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.

(PTM5) **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

M05 HOSPITAL leadership

Points

M0501	The leaders in HOSPITAL A are warm and caring: <i>they seek to develop their staff members' full potential.</i>
M0502	The leaders in HOSPITAL B are risk takers: <i>they encourage risk taking and innovation from their staff.</i>
M0503	The leaders in HOSPITAL C are rule enforcers: <i>they expect staff to follow rules, policies and procedures.</i>
M0504	The leaders in HOSPITAL D are coordinators and facilitators: <i>they encourage staff to meet the hospital's objectives.</i>
	= 100

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Organisational Culture of the hospital (continue)

(PTM6) 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.

(PTM7) **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

M06 HOSPITAL cohesion

Points

M0601	The glue that holds HOSPITAL A together is loyalty and tradition: <i>staff commitment to the hospital is high.</i>
M0602	The glue that holds HOSPITAL B together is commitment to innovation and development: <i>staff likes to lead the way.</i>
M0603	The glue that holds HOSPITAL C together is formal rules and policies: <i>maintaining a smooth running operation is important.</i>
M0604	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)

(PTM8) 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.

(PTBM9) **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" style="border-top: 1px solid black;">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" style="border-top: 1px solid black;">Total = 100</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" style="border-top: 1px solid black;">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" style="border-top: 1px solid black;">Total = 100</td></tr> </table>	A	0	B	0	C	100	D	0	Total = 100	
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M07 HOSPITAL emphasis

Points

M0701		HOSPITAL A puts a strong emphasis on <i>cohesion and staff morale</i> .
M0702		HOSPITAL B puts a strong emphasis on <i>growth and readiness to meet new challenges</i>
M0703		HOSPITAL C puts a strong emphasis on <i>permanence and stability</i> .
M0704		HOSPITAL D puts a strong emphasis on <i>competitiveness and achievement</i> .
	= 100	

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Organisational Culture of the hospital (continue)

(PTM10) 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.

(PTM11) **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

M08 HOSPITAL 'rewards' (= financially or by means of feedback, praise esteem, etc.)

Points

M0801	HOSPITAL A distributes its rewards fairly among staff members: <i>everyone is treated equally.</i>
M0802	HOSPITAL B distributes its rewards based on productivity: <i>those who are most productive are most rewarded.</i>
M0803	HOSPITAL C distributes its rewards based on rank: <i>the higher you are the more you get.</i>
M0804	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

(PTM12) 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.

M09 Which two have the first and second most influence over quality in your hospital? Please indicate your selections by marking "1" and "2".

M0901 ___ Chief Executive Officer and/or rest of Hospital (management) Board (*the person who is considered to be the boss of the hospital*)

M0902 ___ Chair of the Board of Trustees or other Board members (*the top-level governing body that oversees the overall function of the hospital*)

M0903 ___ Hospital Quality Committee, if there is one (*a committee that primarily focuses on quality of care*)

M0904 ___ Chief Medical Officer or another key medical leader (*the highest ranking physician in the hospital*)

M0905 ___ Quality Manager or equivalent (*or the person who is responsible for the quality of care*)

M0906 ___ Nursing leader (*a nurse leading any number of employees*)

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Quality orientation in the hospital (continue)

(PTM13) The “**Nursing Staff**” refers to all nurses in your hospital.

M10 Do you have a quality “dashboard” or “scoreboard” (= information systems) that is reviewed regularly jointly by you and your Nursing Staff?

- No (Please, continue with question # 13)
- Yes

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Quality orientation in the hospital (continue)

M11 During the last year, how often did your Nursing 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)?

M1101 Reporting performance on **financial** indicators: __ times

M1102 Reporting performance on **quality** indicators: __ times

M12 During the past year, how often were the following items reviewed by your Nursing Staff?

1 = Less than annually

2 = At least annually

3 = Quarterly or more frequent

	1	2	3
M1201 Performance on financial indicators	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
M1202 Performance on quality indicators	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
M1203 Surveys on patient views	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
M1204 Adverse events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Professional engagement in governance

M13 How would you rate the level of interaction between members of the Nursing 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: __ __

M14 Does your hospital have a formal body that represents all nurses?

- No (please, continue with question # 17)
- Yes

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Professional engagement in governance (continue)

M15 How do members join this formal body for all nurses in your hospital?

- All hospital nurses are automatically a member
- Elected or appointed by their peers
- Assigned by a governing body of the hospital

M16 Does this formal body have any decision-making power on behalf of all nurses in your hospital?

- No
- Yes

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Professional engagement in governance (continue)

M17 If your hospital has a formal body that represents all nurses, 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 nurses, how would you describe the participation of members of the Nursing 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
M1701 Organisation of medical training.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
M1702 Organisation of nursing training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
M1703 The content of protocols for medical treatment and diagnosis.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
M1704 The content of protocols for nursing care and diagnosis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
M1705 A new multidisciplinary consult.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
M1706 Recruitment and selection of medical specialists.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
M1707 Recruitment and selection of nurses.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
M1708 Dismissal of medical specialists.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
M1709 Dismissal of nurses.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
M1710 Dealing with poor performance of colleagues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
M1711 Collaboration with primary care nurses, social workers, midwives, dieticians, etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
M1712 Managing budget of inpatient unit.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
M1713 Managing hospital admissions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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M1714	Allocation of hospital beds to departments.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
M1715	Allocation of hospital budget.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
M1716	Allocation of operating theatre time to specialties.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
M1717	Long-term strategic planning.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
M1718	The reorganisation of the hospital.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
M1719	The decoration of waiting rooms.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
M1720	Setting price and/or volume of physician services.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
M1721	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.