

Study ID:

1-6/

CARD 01

IMPROVING CHRONIC ILLNESS CARE EVALUATION



7-8/

Healthcare Organization Survey for Quality Management Director(s)

Statement of Confidentiality

Completion of this survey is voluntary. You may choose to fill out this survey or not. You may skip any question that you do not want to answer. Please understand that your answers are completely private and confidential. Your name will never be attached to the judgments and experiences expressed in this survey. Your responses will be available to researchers on the Improving Chronic Illness Care Evaluation for purposes of aggregate analysis only.

Benefit to You and Your Organization

By completing this survey you will be contributing to your organization's efforts to improve the quality of care for your patients. Aggregate feedback will be provided to you and your colleagues for your use. (No individual will be identified.) Over time, data comparing your results with other participating teams and organizations will be provided for your use in benchmarking and as a tool for helping you improve performance.

If you have any questions or want to know more about this study, please call Will Nicholas at 1-888-838-3075. **PLEASE RETURN THIS SURVEY DIRECTLY TO RAND IN THE ENCLOSED SELF-ADDRESSED ENVELOPE. THANK YOU VERY MUCH FOR YOUR TIME AND PARTICIPATION.**

A. THE ORGANIZATION AS A WHOLE

Instructions: These questions relate to the type of organization that your institution is most like. Each of these items contains four descriptions of healthcare organizations. Please distribute 100 points among the four descriptions depending on how similar the description is to your organization. None of these descriptions is any better than the others; they are just different. For each question, please use all 100 points.

For example: In question 1, if Organization A seems very similar to mine, B seems somewhat similar, and C and D do not seem similar at all, I might give 70 points to A and the remaining 30 points to B.

Please note that these questions pertain to the overall organization of which you are a part, not to your individual team or unit.

Organization Character (Please distribute 100 points)

- | | | | |
|----|-------|---|--------|
| 1. | _____ | Organization A is a very <i>personal</i> place. It is a lot like an extended family. People seem to share a lot of themselves. | 9-11/ |
| 2. | _____ | Organization B is a very <i>dynamic and entrepreneurial</i> place. People are willing to stick their necks out and take risks. | 12-14/ |
| 3. | _____ | Organization C is a very formalized and structured place. Bureaucratic procedures generally govern what people do. | 15-17/ |
| 4. | _____ | Organization D is very <i>production oriented</i> . A major concern is with getting the job done. People aren't very personally involved. | 18-20/ |

Total = 100 points

Organization's Managers (Please distribute 100 points)

- | | | | |
|----|-------|--|--------|
| 5. | _____ | Managers in Organization A are <i>warm and caring</i> . They seek to develop employees' full potential and act as their mentors or guides. | 21-23/ |
| 6. | _____ | Managers in Organization B are <i>risk-takers</i> . They encourage employees to take risks and be innovative. | 24-26/ |
| 7. | _____ | Managers in Organization C are <i>rule-enforcers</i> . They expect employees to follow established rules, policies, and procedures. | 27-29/ |
| 8. | _____ | Managers in Organization D are <i>coordinators and coaches</i> . They help employees meet the organization's goals and objectives. | 30-32/ |

Total = 100 points

Organization Cohesion (Please distribute 100 points)

9. _____ The glue that holds Organization A together is *loyalty and tradition*. Commitment to this organization runs high. 33-35/
10. _____ The glue that holds Organization B together is *commitment to innovation and development*. There is an emphasis on being first. 36-38/
11. _____ The glue that holds Organization C together is *formal rules and policies*. Maintaining a smooth running operation is important here. 39-41/
12. _____ The glue that holds Organization D together is the emphasis on *tasks and goal accomplishment*. A production orientation is commonly shared. 42-44/
-
-

Total = 100 points

Organization Emphases (Please distribute 100 points)

13. _____ Organization A emphasizes *human resources*. High cohesion and morale in the organization are important. 45-47/
14. _____ Organization B emphasizes *growth and acquiring new resources*. Readiness to meet new challenges is important. 48-50/
15. _____ Organization C emphasizes *permanence and stability*. Efficient, smooth operations are important. 51-53/
16. _____ Organization D emphasizes *competitive actions and achievement*. Measurable goals are important. 54-56/
-
-

Total = 100 points

Organization Rewards (Please distribute 100 points)

17. _____ Organization A distributes its rewards *fairly equally* among its members. It's important that everyone from top to bottom be treated as equally as possible. 57-59/
18. _____ Organization B distributes its rewards based on *individual initiative*. Those with innovative ideas and actions are most rewarded. 60-62/
19. _____ Organization C distributes its rewards based on *rank*. The higher you are, the more you get. 63-65/
20. _____ Organization D distributes its rewards based on the *achievement of objectives*. Individuals who provide leadership and contribute to attaining the organization's goals are rewarded. 66-68/
-
-

Total = 100 points

B. QUALITY IMPROVEMENT IN THE ORGANIZATION*

INSTRUCTIONS

In this section you are asked to assess your organization's efforts to improve the quality of care and services it provides. Please read each statement carefully. Indicate the extent to which you agree or disagree that the statement characterizes your organization by circling the appropriate response (1 = Strongly Disagree, 5 = Strongly Agree). In answering the questions, you should think about what the organization is actually like now, not how you think it might be in the future or how you might wish it to be.

RESPONSE CATEGORIES

In circling a response, please keep in mind the following general guidelines regarding the choices of response categories:

- Circle **Strongly Agree** when the statement represents a completely accurate description of your ORGANIZATION.
- Circle **Strongly Disagree** when the description is completely inaccurate.
- Circle **Neither Agree Nor Disagree** when you believe the statement is neither a particularly accurate nor a particularly inaccurate description of your ORGANIZATION. This situation may arise because there is wide variation in the activities the statement describes. For example, you might circle neither agree nor disagree when the statement is true of some departments but not of others.
- Circle **Don't Know** if you do not have enough information to answer a question.
-

GLOSSARY/SPECIAL INSTRUCTIONS

Organization:	In responding to questions that ask you to make a global judgment about the "organization," please respond based upon your knowledge and experience of the department or area in which you are currently employed, the other departments or areas you come in contact within the course of doing your job, and the information you have on the organization as a whole.
Quality of Care and Services:	Throughout the survey you are asked to make judgments about the "quality of care and services provided." In these questions, "quality of care and services" refers to how well the organization performs the many activities and functions involved in patient care. The term "quality of care and services" is not limited to the technical quality of care provided to patients; "quality of care and services" is a broader, more general category that includes not only the technical quality of care, but also includes how well patient service needs are met.
Senior Executives:	In general, the senior executives have the overall responsibility for the operation and administration of the organization. President (CEO, administrator), senior or other vice presidents, chair or vice chairs of nursing, and medical director are some of the titles held by people who occupy senior executive positions. In some organizations, these employees have the title of associate administrator.
Middle Managers:	Middle managers include department heads and first line supervisors who are not part of the senior executive staff.

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	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Don't Know		
LEADERSHIP								
1.	The senior executives clearly articulate the organization's values relevant to quality of care and continuous quality improvement.	1	2	3	4	5	9	69/
2.	The behavior of the senior executives is consistent with values relevant to quality of care and continuous quality improvement.	1	2	3	4	5	9	70/
3.	The senior executives have demonstrated an ability to manage the changes (e.g., organizational, technological) needed to improve the quality of care and services.	1	2	3	4	5	9	71/
4.	The senior executives act on suggestions to improve the quality of care and services.	1	2	3	4	5	9	72/
5.	The senior executives generate confidence that efforts to improve quality will succeed.	1	2	3	4	5	9	73/
INFORMATION AND ANALYSIS								
6.	The organization uses a wide range of data and information about the quality of care and services to make improvements.	1	2	3	4	5	9	74/
7.	The organization continually tries to improve how it uses data and information on the quality of care and services.	1	2	3	4	5	9	75/
8.	The organization continually tries to improve the accuracy and relevance of its data on the quality of care and services provided.	1	2	3	4	5	9	76/
9.	The organization continually tries to improve the timeliness of its data on the quality of care and services provided.	1	2	3	4	5	9	77/

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Don't Know	
EMPLOYEE INVOLVEMENT IN QUALITY PLANNING							
10. Staff are involved in developing plans for improving quality.	1	2	3	4	5	9	9/
11. Non-managerial staff are playing a key role in setting priorities for quality improvement.	1	2	3	4	5	9	10/
12. Staff have the authority to correct problems in their area when quality standards are not being met.	1	2	3	4	5	9	11/
13. Staff are supported when they take necessary risks to improve quality.	1	2	3	4	5	9	12/
14. The organization has an effective system for employees to make suggestions to management on how to improve quality.	1	2	3	4	5	9	13/
HUMAN RESOURCE UTILIZATION							
15. Staff are given education and training in how to identify and act on quality improvement opportunities.	1	2	3	4	5	9	14/
16. Staff are given education and training in statistical and other quantitative methods that support quality improvement.	1	2	3	4	5	9	15/
17. Staff are given the needed education and training to improve job skills and performance.	1	2	3	4	5	9	16/
18. Staff are rewarded and recognized (e.g., financially and/or otherwise) for improving quality.	1	2	3	4	5	9	17/

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Don't Know	
QUALITY MANAGEMENT							
19. The quality assurance staff effectively coordinate their efforts with others to improve the quality of care and services the organization provides.	1	2	3	4	5	9	18/
20. The organization has effective policies to support improving the quality of care and services.	1	2	3	4	5	9	19/
21. The organization works closely with suppliers to improve the quality of their products and services.	1	2	3	4	5	9	20/
22. The organization tries to design quality into new services as they are being developed.	1	2	3	4	5	9	21/
23. The organization views quality assurance as a continuing search for ways to improve.	1	2	3	4	5	9	22/
QUALITY RESULTS							
24. The organization has done a good job of simplifying how care and services are provided.	1	2	3	4	5	9	23/
25. Over the past few years, the organization has shown steady, measurable improvements in the quality of care provided to medical, surgical, and obstetric patients.	1	2	3	4	5	9	24/
26. Over the past few years, the organization has shown steady, measurable improvements in the quality of care provided by clinical support departments such as laboratory, pharmacy, and radiology.	1	2	3	4	5	9	25/
27. Over the past few years, the organization has shown steady, measurable cost reduction while maintaining or improving quality.	1	2	3	4	5	9	26/

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Don't Know	
CUSTOMER SATISFACTION							
28. The organization does a good job of assessing current patient needs and expectations.	1	2	3	4	5	9	27/
29. Staff promptly resolve patient complaints.	1	2	3	4	5	9	28/
30. Patients' complaints are studied to identify patterns and prevent the same problems from recurring.	1	2	3	4	5	9	29/
31. The organization uses data from patients to improve services.	1	2	3	4	5	9	30/
32. The organization uses data on customer expectations and/or satisfaction when designing new services.	1	2	3	4	5	9	31/

C. GENERAL INFORMATION ABOUT THE ORGANIZATION

Please indicate the extent to which each of the following apply to your organization's quality improvement efforts.

	Not At All	A Little	A Moderate Extent	A Great Extent	A Very Great Extent	Don't Know		
1. A review of delinquent medical records.	1	2	3	4	5	9	32/	
2. Use of <u>structured</u> problem-solving processes incorporating statistical methods and measurement to diagnose problems and monitor progress.	1	2	3	4	5	9	33/	
3. Reliance on physician peer review of selected cases.	1	2	3	4	5	9	34/	
4. A philosophy of continuous improvement of quality through improvement of organizational processes.	1	2	3	4	5	9	35/	
5. Disciplinary action taken against physicians failing to comply with recommended standards of practice.	1	2	3	4	5	9	36/	
6. Empowering employees to identify quality problems and improvement opportunities and to take action on these problems and opportunities.	1	2	3	4	5	9	37/	
7. Morbidity and mortality conferences.	1	2	3	4	5	9	38/	
8. An explicit focus on "customers" – both external and internal.	1	2	3	4	5	9	39/	
9. Use of medical staff quality review committees.	1	2	3	4	5	9	40/	
10. Use of quality improvement teams including employees from multiple departments and from different organizational levels as the major mechanism for introducing improvements in organizational processes.	1	2	3	4	5	9	41/	
11. Do you consider your organization to be formally involved in Continuous Quality Improvement/Total Quality Management (CQI/TQM) efforts?								
	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No			42/	
12. IF YES , when did your organization first become involved in CQI/TQM? By involved , we mean the first training of members and/or employees in CQI/TQM principles and methods and/or substantive investment of top management's time in organizing CQI/TQM implementation. Your best estimate is fine.								
	Month: _____ / Year: _____						43-44/	
							45-46/	
13. Is there a single integrated data base that contains all your organization's quality assurance/improvement data elements ?								
	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No			47/	

D. SATISFACTION WITH QUALITY IMPROVEMENT RESULTS

	Not At All Satisfied		Somewhat Satisfied			Very Satisfied		
	1	2	3	4	5	6	7	
1. To date, how satisfied are you with the results of your organization's efforts to improve quality?	1	2	3	4	5	6	7	48/
2. How satisfied are you with each of the following aspects of your organization's efforts to improve quality:								
a) Clinical quality of acute inpatient patient care?	1	2	3	4	5	6	7	49/
b) Quality of clinical support services (lab, radiology, pharmacy, etc.)?	1	2	3	4	5	6	7	50/
c) Quality of nursing services?	1	2	3	4	5	6	7	51/
d) Quality of administrative support services?	1	2	3	4	5	6	7	52/
e) Board understanding of quality?	1	2	3	4	5	6	7	53/
f) Degree of Board commitment to continuous improvement of quality?	1	2	3	4	5	6	7	54/
g) Quality of primary care and outpatient services?	1	2	3	4	5	6	7	55/
h) Service quality in regard to patient access, comfort, and convenience?	1	2	3	4	5	6	7	56/
i) Your ability to communicate the quality of your care to community and public groups?	1	2	3	4	5	6	7	57/

E. PERCEPTIONS OF THE CHRONIC CARE COLLABORATIVE

	DEGREE OF KNOWLEDGE							
	None	Very Little	Little	Moderate	Great	Very Great	Full	
1. What is your degree of knowledge of the Chronic Care Model?	1	2	3	4	5	6	7	58/

*If you answered 1 (None) SKIP to question 12. If you answered 2-7, indicate the degree to which you **agree** or **disagree** with each of the following statements.*

	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree Nor Disagree	Slightly Agree	Agree	Strongly Agree	
Exerting effort (e.g., time and resources) will:								
2. help you implement elements of the Chronic Care Model in your organization.	1	2	3	4	5	6	7	59/
Success in implementing elements of the Chronic Care Model will:								
3. help you improve quality of care for patients with chronic illness.	1	2	3	4	5	6	7	60/
4. help you improve patient satisfaction with their care.	1	2	3	4	5	6	7	61/
5. help you improve productivity/efficiency.	1	2	3	4	5	6	7	62/
6. help improve patient clinical outcomes.	1	2	3	4	5	6	7	63/
7. help you involve patients with their own care.	1	2	3	4	5	6	7	64/
8. help improve continuity of care.	1	2	3	4	5	6	7	65/
9. allow you opportunities to use your skills and abilities better.	1	2	3	4	5	6	7	66/
10. help you get recognition (i.e., praise, promotion, etc.) from your superiors.	1	2	3	4	5	6	7	67/
11. help you feel that you have accomplished something worthwhile.	1	2	3	4	5	6	7	68/

DEGREE OF KNOWLEDGE

	None	Very Little	Little	Moderate	Great	Very Great	Full	
12. What is your degree of knowledge of the PDSA improvement process?	1	2	3	4	5	6	7	69/

*If you answered 1 (None) SKIP to question 18. If you answered 2-7, indicate the degree to which you **agree** or **disagree** with each of the following statements.*

	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree Nor Disagree	Slightly Agree	Agree	Strongly Agree	
Exerting effort (e.g., time and resources) will:								
13. help you adopt the PDSA improvement process.	1	2	3	4	5	6	7	70/
Success in adopting the PDSA improvement process will:								
14. enable your organization to make changes that improve the processes of care.	1	2	3	4	5	6	7	71/
15. enable process changes to be spread to other parts of the organization.	1	2	3	4	5	6	7	72/
Success in adopting the PDSA improvement process will:								
16. enable the Breakthrough Series team to gain support for process changes.	1	2	3	4	5	6	7	73/
17. enable your organization to adapt the Chronic Care Model to their needs.	1	2	3	4	5	6	7	74/

HOW IMPORTANT ARE THE FOLLOWING TO YOU?

	Not Important	Somewhat Important	Moderately Important	Very Important	Extremely Important	
18. Improving quality of care for patients with chronic illness.	1	2	3	4	5	9/
19. Improving patient satisfaction with their care.	1	2	3	4	5	10/
20. Improving productivity/efficiency.	1	2	3	4	5	11/
21. Improving patient clinical outcomes.	1	2	3	4	5	12/
22. Involving patients with their own care.	1	2	3	4	5	13/
23. Improving continuity of care.	1	2	3	4	5	14/
24. Having opportunities to use your skills and abilities better.	1	2	3	4	5	15/
25. Getting recognition (i.e., praise, promotion, etc.) from your superiors.	1	2	3	4	5	16/
26. Feeling that you have accomplished something worthwhile.	1	2	3	4	5	17/
27. <i>Making changes</i> that improve the processes of care.	1	2	3	4	5	18/
28. Spreading process changes to other parts of the organization.	1	2	3	4	5	19/
29. Gaining support for process changes.	1	2	3	4	5	20/
30. Adapting the Chronic Care Model to your organization's needs.	1	2	3	4	5	21/

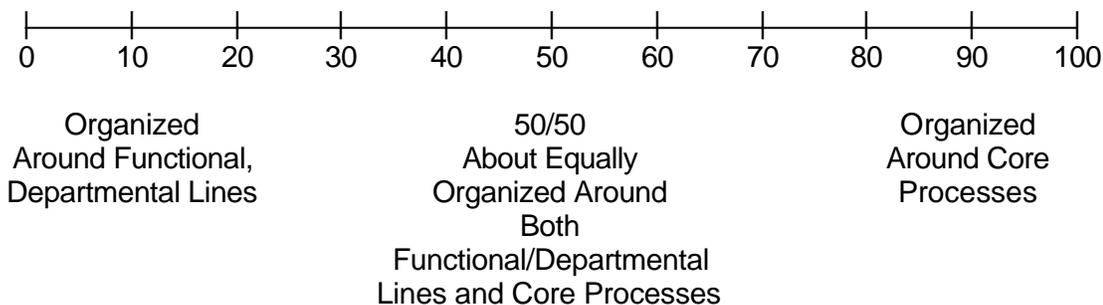
Using the following response choices, please insert the letter indicating the most likely response if you or any staff member did the following actions.

- A** = the action would usually bring reward or approval by a supervisor/superior.
- B** = the action would probably bring neither approval nor disapproval by a supervisor/superior.
- C** = the action would usually bring admonition or disapproval by a supervisor/superior.
- D** = the action would not be noticed by a supervisor/superior.

_____ 31. Helping others implement elements of the Chronic Care Model.	22/
_____ 32. Failing to follow new Chronic Care Model policies and procedures.	23/
_____ 33. Suggesting new ways in which to implement elements of the Chronic Care Model.	24/
_____ 34. Failing to make efforts toward Chronic Care Model implementation.	25/

F. ORGANIZATIONAL CHARACTERISTICS

1. Using the following scale, please indicate whether your organization is organized more along functional, departmental lines such as lab, pharmacy, medicine, or surgery, or more along care processes such as service lines, scheduling systems, information systems, and quality improvement processes. Place X in the spot that best reflects your situation.



26-28/

2. Service Line/Disease/Demand Management

- a. **Service Line Management** is defined as managing care of patients through an organized group of providers who control functional resources such as budget, information, and support services needed for patient treatment. Examples include women’s health, cardiovascular care, and oncology care.

Using this definition, does your organization provide patient care through **Service Line Management**?

Yes []
 No []

29/

If **YES**, please indicate in what areas, and for approximately how long, your organization has been doing this:

<u>Area</u>		<u>Length of Time</u>	
_____	30-49/	_____	50-59/
_____	9-28/	_____	29-38/
_____	39-58/	_____	59-68/
_____	9-28/	_____	29-38/

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- b. **Disease Management** is a systematic, integrated approach to managing the care of patients who have certain diseases or clinical conditions such as asthma, diabetes, hypertension, etc.

Using this definition, does your organization provide patient care through **Disease Management**?

Yes [] 39/
 No []

If **YES**, please indicate in what areas, and for approximately how long, your organization has been doing this:

<u>Area</u>		<u>Length of Time</u>	
_____	40-59/	_____	60-69/
		(CARD 06)	7-8/
_____	9-28/	_____	29-38/
_____	39-58/	_____	59-68/
		(CARD 07)	7-8/
_____	9-28/	_____	29-38/

- c. **Demand Management** is defined as a set of programs to support individual patients in self-care and health promotion efforts.

Using this definition, does your organization provide patient care through **Demand Management**?

Yes [] 39/
 No []

If **YES**, please indicate in what areas, and for approximately how long, your organization has been doing this:

<u>Area</u>		<u>Length of Time</u>	
_____	40-59/	_____	60-69/
		(CARD 08)	7-8/
_____	9-28/	_____	29-38/
_____	39-58/	_____	59-68/
		(CARD 09)	7-8/
_____	9-28/	_____	29-38/

3. Chronic Care Characteristics

a. Are specified people held accountable for efforts to improve chronic illness management?

Yes []
No []

39/

b. Does the organization have measurable goals related to chronic illness that are regularly reviewed?

Yes []
No []

40/

c. Are incentives used to support chronically ill patient care goals?

Yes [] If yes, what incentives: _____
No []

41/

42-61/

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d. Are rules and written policies used to support chronically ill patient care goals?

Yes [] If yes, what rules and policies: _____
No []

9/

10-29/

e. Does the organization specify chronic illness management in its vision statements, business plans, or other *written* statements of mission or support?

Yes []
No []

30/

4. Recent Major Organizational Changes

a. Has your organization undergone a merger or acquisition within the last 5 years?

Yes []
No []

31/

b. If **YES**, what was the effect of this merger on the quality of care at your institution? (please describe)

32-51/

c. If **YES**, what was the effect of this merger on staff? (please describe)

52-71/

G. DEMOGRAPHICS

1. What is your current profession? (please circle one)
- | | | |
|-----------------------------------|------------------------------|--------------|
| a) Physician
(specialty) _____ | e) Medical Assistant | 9/
10-12/ |
| b) Nurse Practitioner | f) Nutritionist | |
| c) Nurse | g) Health Care Administrator | |
| d) Physician Assistant | h) Health Educator | 13-15/ |
| | i) Other _____ | |
2. How long have you worked in your profession? _____(years) 16-17/
3. What is your current job title? _____ 18-37/
4. How long have you worked in your current position? _____(years) 38-39/
5. What is the last year of school you completed?
- | | | |
|-----------------------------------|---------------------|-----|
| a) High school graduate | c) College graduate | 40/ |
| b) Some college or junior college | d) Post-graduate | |
6. What is your gender?
- | | |
|-----------|-----|
| a) Male | 41/ |
| b) Female | |
7. What is your age?
- | | | | |
|----------|----------|----------------|-----|
| a) 18-19 | d) 30-34 | g) 45-49 | 42/ |
| b) 20-24 | e) 35-39 | h) 50-54 | |
| c) 25-29 | f) 40-44 | i) 55 or older | |

THANK YOU FOR COMPLETING THIS SURVEY. PLEASE RETURN THIS SURVEY TO RAND IN THE ENCLOSED SELF-ADDRESSED ENVELOPE.

Please feel free to use the following page to give us your reactions to the survey, tell us about your experience in the Chronic Care Collaborative, or communicate anything else you think is important.

