

## IMPROVING CHRONIC ILLNESS CARE EVALUATION



### Healthcare Organization Survey for Breakthrough Series Team (BTS) Members Chronic Collaborative 2 – Wave 2

#### 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 Team

You have been identified as a member of your organization's Breakthrough Series (BTS) team. By completing this survey you will be contributing to your team'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 David Kurth 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.**

**Acknowledgement:** The teamwork section of this survey have been adapted from an instrument developed by Professor G. Ross Baker, Department of Health Administration, University of Toronto, Toronto, Canada. Questions from the original survey are used with permission.

## A. 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

<b>Organization:</b>	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.
<b>Quality of Care and Services:</b>	<p>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.</p> <p>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.</p>
<b>Senior Executives:</b>	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.
<b>Middle Managers:</b>	Middle managers include department heads and first line supervisors who are not part of the senior executive staff.

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	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither Agree Nor Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Don't Know</b>
<b>LEADERSHIP</b>						
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
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
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
4. The senior executives act on suggestions to improve the quality of care and services.	1	2	3	4	5	9
5. The senior executives generate confidence that efforts to improve quality will succeed.	1	2	3	4	5	9
<b>EMPLOYEE INVOLVEMENT IN QUALITY PLANNING</b>						
6. Staff are involved in developing plans for improving quality.	1	2	3	4	5	9
7. Non-managerial staff are playing a key role in setting priorities for quality improvement.	1	2	3	4	5	9
8. Staff have the authority to correct problems in their area when quality standards are not being met.	1	2	3	4	5	9
9. Staff are supported when they take necessary risks to improve quality.	1	2	3	4	5	9
10. The organization has an effective system for employees to make suggestions to management on how to improve quality.	1	2	3	4	5	9

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither Agree Nor Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Don't Know</b>
<b>HUMAN RESOURCE UTILIZATION</b>						
11. Staff are given education and training in how to identify and act on quality improvement opportunities.	1	2	3	4	5	9
12. Staff are given education and training in statistical and other quantitative methods that support quality improvement.	1	2	3	4	5	9
13. Staff are given the needed education and training to improve job skills and performance.	1	2	3	4	5	9
14. Staff are rewarded and recognized (e.g., financially and/or otherwise) for improving quality.	1	2	3	4	5	9
<b>CUSTOMER SATISFACTION</b>						
15. The organization does a good job of assessing current patient needs and expectations.	1	2	3	4	5	9
16. Staff promptly resolve patient complaints.	1	2	3	4	5	9
17. Patients' complaints are studied to identify patterns and prevent the same problems from recurring.	1	2	3	4	5	9
18. The organization uses data from patients to improve services.	1	2	3	4	5	9
19. The organization uses data on customer expectations and/or satisfaction when designing new services.	1	2	3	4	5	9

## B. PERCEPTIONS OF THE CHRONIC CARE COLLABORATIVE

The following statements deal with aspects of the Chronic Care Collaborative. For the following items, indicate the degree to which you **agree** or **disagree** with each statement using the scale below.

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

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

**HOW IMPORTANT ARE THE FOLLOWING TO YOU?**

	<b>Not Important</b>	<b>Somewhat Important</b>	<b>Moderately Important</b>	<b>Very Important</b>	<b>Extremely Important</b>
16. Improving quality of care for patients with chronic illness	1	2	3	4	5
17. Improving patient satisfaction with their care.	1	2	3	4	5
18. Improving productivity/efficiency.	1	2	3	4	5
19. Improving patient clinical outcomes.	1	2	3	4	5
20. Involving patients with their own care.	1	2	3	4	5
21. Improving continuity of care.	1	2	3	4	5
22. Having opportunities to use your skills and abilities better.	1	2	3	4	5
23. Getting recognition (i.e., praise, promotion, etc.) from your superiors.	1	2	3	4	5

	Not Important	Somewhat Important	Moderately Important	Very Important	Extremely Important
24. Feeling that you have accomplished something worthwhile.	1	2	3	4	5
25. <i>Making changes</i> that improve the processes of care.	1	2	3	4	5
26. Spreading process changes to other parts of the organization.	1	2	3	4	5
27. Gaining support for process changes.	1	2	3	4	5
28. Adapting the Chronic Care Model to your organization's needs.	1	2	3	4	5

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.

- \_\_\_\_\_ 29. Helping others implement elements of the Chronic Care Model.
- \_\_\_\_\_ 30. Failing to follow new Chronic Care Model policies and procedures.
- \_\_\_\_\_ 31. Suggesting new ways in which to implement elements of the Chronic Care Model.
- \_\_\_\_\_ 32. Failing to make efforts toward Chronic Care Model implementation.

## C. TEAMWORK SURVEY

### Part 1

The following questions deal with your team, its work, and relationships with the rest of your organization. Please circle the number that best represents your opinion of the extent to which these statements are true for your organization, using the following scale:

	Strongly Disagree			Neither Agree nor Disagree			Strongly Agree	Don't Know DK
	1	2	3	4	5	6	7	DK
1. This organization makes sure people have the skills and knowledge to work in teams.	1	2	3	4	5	6	7	DK
2. A team that does a good job in this organization does not get any special rewards or recognition.	1	2	3	4	5	6	7	DK
3. Senior management in the organization strongly supports our work.	1	2	3	4	5	6	7	DK
4. Senior management regularly reviews our progress in making change.	1	2	3	4	5	6	7	DK
5. Senior managers in my organization see success in this project as a high priority for the organization.	1	2	3	4	5	6	7	DK
6. Our team has been able to use measurement very effectively to design and test changes.	1	2	3	4	5	6	7	DK
7. After we have completed a change, team members are excellent in reflecting and learning from the results.	1	2	3	4	5	6	7	DK
8. Our team got all the information we needed to plan our work.	1	2	3	4	5	6	7	DK
9. Our team had the authority to manage its work pretty much the way members wanted to.	1	2	3	4	5	6	7	DK
10. Members of our team were very successful in using information from our change cycles to design new tests of change.	1	2	3	4	5	6	7	DK
11. There was a great deal of room for initiative and judgment in the work that we did.	1	2	3	4	5	6	7	DK

	<b>Strongly Disagree</b>			<b>Neither Agree nor Disagree</b>			<b>Strongly Agree</b>	<b>Don't Know DK</b>
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>DK</b>
12. The participants on our team are “process owners” for this work, that is, they have substantial influence in managing care and influencing others to make improvements in care.	1	2	3	4	5	6	7	DK
13. When our team did not know something it needed to know to do its work, there were people available to teach or help.	1	2	3	4	5	6	7	DK
14. In making changes, our team was able to easily adapt change ideas to match the needs of our organization.	1	2	3	4	5	6	7	DK
15. Project team members agreed on the project’s overall goals.	1	2	3	4	5	6	7	DK
16. Most members of my team got a chance to participate in decision-making.	1	2	3	4	5	6	7	DK
17. Certain individuals in this group had special skills and knowledge that the rest of us count on.	1	2	3	4	5	6	7	DK
18. The contribution of every group member was listened to and considered.	1	2	3	4	5	6	7	DK
19. Almost all of our change cycles have avoided “low leverage” changes such as education alone.	1	2	3	4	5	6	7	DK
20. Our team applied enough knowledge and skill to the work to get the work done well.	1	2	3	4	5	6	7	DK
21. The project’s goals were understood by all the project team members.	1	2	3	4	5	6	7	DK
22. There were one or more well respected member of staff that supported our project with their time, and verbal encouragement.	1	2	3	4	5	6	7	DK
23. Our team was able to identify measures that were tracked on a regular basis to assess our progress.	1	2	3	4	5	6	7	DK

## Part 2

The following statements relate to your assessment of your team's effectiveness in making progress toward the goal(s) you set. Please place an X next to the statement closest to your views.

24. To what extent did the team's overall performance meet the expectations of team members?
- \_\_\_\_\_ a. Far below expectations  
 \_\_\_\_\_ b. Somewhat below expectations  
 \_\_\_\_\_ c. Met expectations  
 \_\_\_\_\_ d. Somewhat exceeded expectations  
 \_\_\_\_\_ e. Greatly exceeded expectations
25. To what extent did the team's overall performance meet the expectations of senior people in your organization who reviewed or received this work?
- \_\_\_\_\_ a. Far below expectations  
 \_\_\_\_\_ b. Somewhat below expectations  
 \_\_\_\_\_ c. Met expectations  
 \_\_\_\_\_ d. Somewhat exceeded expectations  
 \_\_\_\_\_ e. Greatly exceeded expectations

## Part 3

The following statements relate to you and your team's experiences with the Breakthrough Series Collaborative on Improving Chronic Illness Care.

26. In which of the following activities did you or other members of your team participate?

	<b>No one from our team participated</b>	<b>Other team members participated</b>	<b>I personally participated</b>	<b>Don't know if anyone from our team participated</b>
	<b>1</b>	<b>2</b>	<b>3</b>	<b>DK</b>
a. Learning Sessions	1	2	3	DK
b. Conference calls	1	2	3	DK
c. Listserve discussions	1	2	3	DK
d. Visits from/to other collaborative participants	1	2	3	DK
e. One-on-one visits or phone calls between our site and Collaborative faculty	1	2	3	DK
f. Running "PDSA test cycles" at our organization	1	2	3	DK

27. To what extent did the following supports or activities help your team in its work to improve care for patients with diabetes?

	<b>Not At All 1</b>	<b>Very Little 2</b>	<b>Moderate 3</b>	<b>A Fair Amount 4</b>	<b>A Great Deal 5</b>	<b>Don't Know DK</b>
a. Senior leader reports	1	2	3	4	5	DK
b. Conference calls	1	2	3	4	5	DK
c. Listserve discussions	1	2	3	4	5	DK
d. Visits from/to other collaborative participants	1	2	3	4	5	DK
e. One-on-one visits or phone calls between our site and Collaborative faculty	1	2	3	4	5	DK
f. Resources and ideas presented at the Learning Sessions	1	2	3	4	5	DK
g. Networking with other collaborative participants	1	2	3	4	5	DK
h. Running "PDSA test cycles" at our organization	1	2	3	4	5	DK

	<b>Not At All 1</b>	<b>Very Little 2</b>	<b>Moderate 3</b>	<b>A Fair Amount 4</b>	<b>A Great Deal 5</b>	<b>Don't Know DK</b>
28. To what extent was the Chronic Care Model helpful to you in planning and implementing change?	1	2	3	4	5	DK
29. To what extent were the monthly outcome measures in the Senior Leader Report helpful in planning and implementing change?	1	2	3	4	5	DK
30. To what extent did the changes your team made in the care of patients with diabetes spread to other parts of your organization (that is, to providers or sites not involved in the Breakthrough Series)?	1	2	3	4	5	DK
31. To what extent have the Chronic Care Model and the experiences of your team with diabetes been applied to improve care for other chronic diseases in your organization?	1	2	3	4	5	DK
32. To what extent have other parts of your organization adopted IHI's Model for Improvement to plan, test and implement change?	1	2	3	4	5	DK

**Part 4**

33. In your opinion, what were the three most important obstacles for your team in working on the Breakthrough Series project?

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34. In your opinion, what were the three most important facilitators to your team's work on the Breakthrough Series project.

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**D. DEMOGRAPHICS**

1. What is your current profession? (please circle one)

- a) Physician (specialty) \_\_\_\_\_
- b) Nurse Practitioner
- c) Nurse
- d) Physician Assistant
- e) Medical Assistant
- f) Nutritionist
- g) Health Care Administrator
- h) Health Educator
- i) Other \_\_\_\_\_

2. How long have you worked in your profession? \_\_\_\_\_(years )

3. What is your current job title? \_\_\_\_\_

4. How long have you worked in your current position? \_\_\_\_\_(years )

5. What is the last year of school you completed?

- a) High school graduate
- b) Some college or junior college
- c) College graduate
- d) Post-graduate

6. What is your gender?

- a) Male
- b) Female

7. What is your age?

- a) 18-19
- b) 20-24
- c) 25-29
- d) 30-34
- e) 35-39
- f) 40-44
- g) 45-49
- h) 50-54
- i) 55 or older

8. In addition to the other members of your BTS team, who else in your organization is critical to the team’s success in implementing the PDSA process and the Chronic Care Model?

Name:

Title or Position:

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

**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 you think is important.**