

**MANAGEMENT AND ORGANIZATIONAL PRACTICES SURVEY-HOSPITALS**

**SECTION A  
TENURE**

**1** What year did you start working at this hospital? .....

|                      |
|----------------------|
| Year                 |
| <input type="text"/> |
| <input type="text"/> |
| <input type="text"/> |
| <input type="text"/> |

**2** What year did you start working *as a manager* at this hospital? .....

|                      |
|----------------------|
| Year                 |
| <input type="text"/> |
| <input type="text"/> |
| <input type="text"/> |
| <input type="text"/> |

**SECTION B  
ORGANIZATIONAL CHARACTERISTICS**

**3** In 2020, how many licensed beds did this hospital have? .....

|                      |
|----------------------|
| Number               |
| <input type="text"/> |

**SECTION C  
MANAGEMENT PRACTICES**

**4** In 2019 and 2020, how frequently were the clinical key performance indicators reviewed by **CLINICAL MANAGERS** at this hospital?

**A CLINICAL MANAGER** is someone who has employees directly reporting to them, with whom they meet on a regular basis, and whose pay and promotion they may be involved with. A clinical manager is involved in patient care decision-making.

**A CLINICAL KEY PERFORMANCE INDICATOR** is a quantifiable metric used to evaluate the success of any clinical activity or function. For Questions 4, 5, and 6, consider key performance indicators that are used in any clinical activities at this hospital.

**Select all that apply**

|                                 | 2020                     | 2019                     |
|---------------------------------|--------------------------|--------------------------|
| Yearly .....                    | <input type="checkbox"/> | <input type="checkbox"/> |
| Quarterly .....                 | <input type="checkbox"/> | <input type="checkbox"/> |
| Monthly .....                   | <input type="checkbox"/> | <input type="checkbox"/> |
| Weekly .....                    | <input type="checkbox"/> | <input type="checkbox"/> |
| Daily .....                     | <input type="checkbox"/> | <input type="checkbox"/> |
| Hourly or more frequently ..... | <input type="checkbox"/> | <input type="checkbox"/> |
| Never .....                     | <input type="checkbox"/> | <input type="checkbox"/> |

**5 In 2019 and 2020, how frequently were the clinical key performance indicators given to PROVIDERS at this hospital?**

**PROVIDERS** include physicians, physicians’ assistants, advanced practice nurses, and others who are responsible for evaluating, diagnosing, and treating patients. Typically, providers do NOT have employees directly reporting to them.

| Select all that apply           | 2020                     | 2019                     |
|---------------------------------|--------------------------|--------------------------|
| Yearly .....                    | <input type="checkbox"/> | <input type="checkbox"/> |
| Quarterly .....                 | <input type="checkbox"/> | <input type="checkbox"/> |
| Monthly .....                   | <input type="checkbox"/> | <input type="checkbox"/> |
| Weekly .....                    | <input type="checkbox"/> | <input type="checkbox"/> |
| Daily .....                     | <input type="checkbox"/> | <input type="checkbox"/> |
| Hourly or more frequently ..... | <input type="checkbox"/> | <input type="checkbox"/> |
| Never .....                     | <input type="checkbox"/> | <input type="checkbox"/> |

**6 In 2019 and 2020, how frequently were the clinical key performance indicators given to FRONTLINE CLINICAL WORKERS at this hospital?**

**FRONTLINE CLINICAL WORKERS** include all clinical staff with direct patient care responsibilities (such as nurses, nurses’ aides, physical/occupational/speech/respiratory therapists, radiology and laboratory technicians), who do NOT have employees directly reporting to them. Do NOT include non-clinical frontline staff such as food services, housekeeping, or maintenance staff.

| Select all that apply           | 2020                     | 2019                     |
|---------------------------------|--------------------------|--------------------------|
| Yearly .....                    | <input type="checkbox"/> | <input type="checkbox"/> |
| Quarterly .....                 | <input type="checkbox"/> | <input type="checkbox"/> |
| Monthly .....                   | <input type="checkbox"/> | <input type="checkbox"/> |
| Weekly .....                    | <input type="checkbox"/> | <input type="checkbox"/> |
| Daily .....                     | <input type="checkbox"/> | <input type="checkbox"/> |
| Hourly or more frequently ..... | <input type="checkbox"/> | <input type="checkbox"/> |
| Never .....                     | <input type="checkbox"/> | <input type="checkbox"/> |

**7 In 2019 and 2020, where were the physical display boards showing quality and other clinical key performance indicators located at this hospital?**

| Select one box for each year   | 2020                     | 2019                     |
|--|--------------------------|--------------------------|
| All physical display boards were located in one place .....  | <input type="checkbox"/> | <input type="checkbox"/> |
| Physical display boards were located in multiple places .....  | <input type="checkbox"/> | <input type="checkbox"/> |
| We did not have any physical display boards, but personnel had access to virtual display boards (for example, via email or intranet) ..... | <input type="checkbox"/> | <input type="checkbox"/> |
| We did not have any display boards, physical or virtual .....  | <input type="checkbox"/> | <input type="checkbox"/> |

**8 In 2019 and 2020, what best describes the time frame of hospital-wide goals for PATIENT CARE at this hospital?**

Examples of **hospital-wide goals for patient care**: infection rates, readmission rates, and wait times.

**Select one box for each year**

|   | 2020                     | 2019                     |
|---|--------------------------|--------------------------|
| Main focus was on short-term (one year or less) patient care goals . . . . .  | <input type="checkbox"/> | <input type="checkbox"/> |
| Main focus was on long-term (more than one year) patient care goals . . . . . | <input type="checkbox"/> | <input type="checkbox"/> |
| Combination of short-term and long-term patient care goals. . . . .           | <input type="checkbox"/> | <input type="checkbox"/> |
| No hospital-wide patient care goals ( <b>SKIP to Question 11</b> ) . . . . .  | <input type="checkbox"/> | <input type="checkbox"/> |

**9 In 2019 and 2020, how much effort was required for this hospital to achieve its hospital-wide goals for PATIENT CARE?**

**Select one box for each year**

|  | 2020                     | 2019                     |
|--|--------------------------|--------------------------|
| Possible to achieve without much effort . . . . .            | <input type="checkbox"/> | <input type="checkbox"/> |
| Possible to achieve with less than normal effort . . . . .   | <input type="checkbox"/> | <input type="checkbox"/> |
| Possible to achieve with normal effort . . . . .             | <input type="checkbox"/> | <input type="checkbox"/> |
| Possible to achieve with more than normal effort . . . . .   | <input type="checkbox"/> | <input type="checkbox"/> |
| Only possible to achieve with extraordinary effort . . . . . | <input type="checkbox"/> | <input type="checkbox"/> |

**10 In 2019 and 2020, who was aware of the hospital-wide goals for PATIENT CARE at this hospital?**

**Select all that apply**

|   | 2020                     | 2019                     |
|---|--------------------------|--------------------------|
| Board of Directors and/or President. . . . .  | <input type="checkbox"/> | <input type="checkbox"/> |
| Senior clinical managers, such as Chief Nursing Officer (CNO) or Chief Medical Officer (CMO) . . . . .                                      | <input type="checkbox"/> | <input type="checkbox"/> |
| Senior non-clinical managers, such as Chief Financial Officer (CFO), Chief Executive Officer (CEO), Chief Operating Officer (COO) . . . . . | <input type="checkbox"/> | <input type="checkbox"/> |
| Clinical managers . . . . .   | <input type="checkbox"/> | <input type="checkbox"/> |
| Non-clinical managers (A non-clinical manager has employees reporting to them but is NOT involved in patient care decision-making). . . . . | <input type="checkbox"/> | <input type="checkbox"/> |
| Providers. . . . .  | <input type="checkbox"/> | <input type="checkbox"/> |
| Frontline clinical workers. . . . .   | <input type="checkbox"/> | <input type="checkbox"/> |

**11 In 2019 and 2020, what best describes the time frame of FINANCIAL goals at this hospital?**

**Select one box for each year**

|   | 2020                     | 2019                     |
|---|--------------------------|--------------------------|
| Main focus was on short-term (one year or less) financial goals . . . . .                     | <input type="checkbox"/> | <input type="checkbox"/> |
| Main focus was on long-term (more than one year) financial goals. . . . .                     | <input type="checkbox"/> | <input type="checkbox"/> |
| Combination of short-term and long-term financial goals . . . . .                             | <input type="checkbox"/> | <input type="checkbox"/> |
| No financial goals ( <b>SKIP to Question 14</b> ) . . . . .                                   | <input type="checkbox"/> | <input type="checkbox"/> |
| I am unfamiliar with financial goals at this hospital ( <b>SKIP to Question 14</b> ). . . . . | <input type="checkbox"/> | <input type="checkbox"/> |

**12 In 2019 and 2020, how much effort was required for this hospital to achieve its FINANCIAL goals?**

**Select one box for each year**

|  | 2020                     | 2019                     |
|--|--------------------------|--------------------------|
| Possible to achieve without much effort . . . . .            | <input type="checkbox"/> | <input type="checkbox"/> |
| Possible to achieve with less than normal effort . . . . .   | <input type="checkbox"/> | <input type="checkbox"/> |
| Possible to achieve with normal effort. . . . .              | <input type="checkbox"/> | <input type="checkbox"/> |
| Possible to achieve with more than normal effort . . . . .   | <input type="checkbox"/> | <input type="checkbox"/> |
| Only possible to achieve with extraordinary effort . . . . . | <input type="checkbox"/> | <input type="checkbox"/> |

**13 In 2019 and 2020, who was aware of the FINANCIAL goals at this hospital?**

**Select all that apply**

|   | 2020                     | 2019                     |
|---|--------------------------|--------------------------|
| Board of Directors and/or President. . . . .          | <input type="checkbox"/> | <input type="checkbox"/> |
| Senior clinical managers (CNO, CMO) . . . . .         | <input type="checkbox"/> | <input type="checkbox"/> |
| Senior non-clinical managers (CFO, CEO, COO). . . . . | <input type="checkbox"/> | <input type="checkbox"/> |
| Clinical managers . . . . .                           | <input type="checkbox"/> | <input type="checkbox"/> |
| Non-clinical managers. . . . .                        | <input type="checkbox"/> | <input type="checkbox"/> |
| Providers. . . . .                                    | <input type="checkbox"/> | <input type="checkbox"/> |
| Frontline clinical workers. . . . .                   | <input type="checkbox"/> | <input type="checkbox"/> |

**14 In 2019 and 2020, what was the primary way CLINICAL MANAGERS were promoted at this hospital?**

Select one box for each year

|   | 2020                     | 2019                     |
|---|--------------------------|--------------------------|
| Promotions were based SOLELY on performance, ability, and managerial potential..                                  | <input type="checkbox"/> | <input type="checkbox"/> |
| Promotions were based PARTLY on performance, ability, and managerial potential, and partly on other factors ..... | <input type="checkbox"/> | <input type="checkbox"/> |
| Promotions were based mainly on factors OTHER THAN performance, ability, and managerial potential. ....           | <input type="checkbox"/> | <input type="checkbox"/> |
| Clinical managers were typically not promoted .....   | <input type="checkbox"/> | <input type="checkbox"/> |

**15 In 2019 and 2020, what was the typical way PROVIDERS were promoted to managerial roles at this hospital?**

Select one box for each year

|   | 2020                     | 2019                     |
|---|--------------------------|--------------------------|
| Promotions were based SOLELY on performance, ability, and managerial potential. .                                 | <input type="checkbox"/> | <input type="checkbox"/> |
| Promotions were based PARTLY on performance, ability, and managerial potential, and partly on other factors ..... | <input type="checkbox"/> | <input type="checkbox"/> |
| Promotions were based mainly on factors OTHER THAN performance, ability, and managerial potential. ....           | <input type="checkbox"/> | <input type="checkbox"/> |
| Providers were typically not promoted .....   | <input type="checkbox"/> | <input type="checkbox"/> |

**16 In 2019 and 2020, what was the typical way FRONTLINE CLINICAL WORKERS were promoted to managerial roles at this hospital?**

Select one box for each year

|   | 2020                     | 2019                     |
|---|--------------------------|--------------------------|
| Promotions were based SOLELY on performance, ability, and managerial potential..                                  | <input type="checkbox"/> | <input type="checkbox"/> |
| Promotions were based PARTLY on performance, ability, and managerial potential, and partly on other factors ..... | <input type="checkbox"/> | <input type="checkbox"/> |
| Promotions were based mainly on factors OTHER THAN performance, ability, and managerial potential. ....           | <input type="checkbox"/> | <input type="checkbox"/> |
| Frontline clinical workers were typically not promoted .....  | <input type="checkbox"/> | <input type="checkbox"/> |

**17 In 2019 and 2020, how long did the reassignment or dismissal process typically take after first noting a CLINICAL MANAGER'S underperformance? Include time spent on remediation.**

Select one box for each year

|  | 2020                     | 2019                     |
|--|--------------------------|--------------------------|
| Within 6 months of identifying a clinical manager's underperformance. . . . .      | <input type="checkbox"/> | <input type="checkbox"/> |
| After 6 months of identifying a clinical manager's underperformance . . . . .      | <input type="checkbox"/> | <input type="checkbox"/> |
| Underperforming clinical managers were rarely or never reassigned or dismissed . . | <input type="checkbox"/> | <input type="checkbox"/> |

**18 In 2019 and 2020, how long did the reassignment or dismissal process typically take after first noting a PROVIDER'S underperformance? Include time spent on remediation.**

Select one box for each year

|  | 2020                     | 2019                     |
|--|--------------------------|--------------------------|
| Within 6 months of identifying a provider's underperformance . . . . .           | <input type="checkbox"/> | <input type="checkbox"/> |
| After 6 months of identifying a provider's underperformance . . . . .            | <input type="checkbox"/> | <input type="checkbox"/> |
| Underperforming providers were rarely or never reassigned or dismissed . . . . . | <input type="checkbox"/> | <input type="checkbox"/> |

**19 In 2019 and 2020, how long did the reassignment or dismissal process typically take after first noting a FRONTLINE CLINICAL WORKER's underperformance? Include time spent on remediation.**

Select one box for each year

|   | 2020                     | 2019                     |
|---|--------------------------|--------------------------|
| Within 6 months of identifying a frontline clinical worker's underperformance . . . . .           | <input type="checkbox"/> | <input type="checkbox"/> |
| After 6 months of identifying a frontline clinical worker's underperformance . . . . .            | <input type="checkbox"/> | <input type="checkbox"/> |
| Underperforming frontline clinical workers were rarely or never reassigned or dismissed . . . . . | <input type="checkbox"/> | <input type="checkbox"/> |

**20 In 2019 and 2020, how did this hospital typically address problems with patient care delivered by PROVIDERS?**

Please respond for clinical problems that were NOT serious reportable events.

Select one box for each year

|  | 2020                     | 2019                     |
|--|--------------------------|--------------------------|
| We fixed it but did not take further action . . . . .  | <input type="checkbox"/> | <input type="checkbox"/> |
| We fixed it and took action to make sure that it did not happen again. . . . .   | <input type="checkbox"/> | <input type="checkbox"/> |
| We fixed it and took action to make sure that it did not happen again and had a continuous improvement process to anticipate problems like these in advance. . . . . | <input type="checkbox"/> | <input type="checkbox"/> |
| We tried to fix it, but did not remediate problem . . . . .  | <input type="checkbox"/> | <input type="checkbox"/> |
| No action was taken . . . . .  | <input type="checkbox"/> | <input type="checkbox"/> |

**21 In 2019 and 2020, how did this hospital typically address problems with patient care delivered by FRONTLINE CLINICAL WORKERS?**

**Please respond for clinical problems that were NOT serious reportable events.**

**Select one box for each year**

|  | 2020                     | 2019                     |
|--|--------------------------|--------------------------|
| We fixed it but did not take further action . . . . .  | <input type="checkbox"/> | <input type="checkbox"/> |
| We fixed it and took action to make sure that it did not happen again . . . . .  | <input type="checkbox"/> | <input type="checkbox"/> |
| We fixed it and took action to make sure that it did not happen again and had a continuous improvement process to anticipate problems like these in advance. . . . . | <input type="checkbox"/> | <input type="checkbox"/> |
| We tried to fix it, but did not remediate problem. . . . .   | <input type="checkbox"/> | <input type="checkbox"/> |
| No action was taken . . . . .  | <input type="checkbox"/> | <input type="checkbox"/> |

**SECTION D  
MANAGEMENT TRAINING**

**22 Which of the following types of management training courses have you participated in?**

**Select all that apply**

|  |                          |
|--|--------------------------|
| Master of Business Administration (MBA) or executive MBA lasting at least one year or more full time. . . . .                  | <input type="checkbox"/> |
| Other graduate-level degree programs lasting at least one year or more full time that included management coursework . . . . . | <input type="checkbox"/> |
| Selected management courses shorter than one year but longer than one week . . . . .   | <input type="checkbox"/> |
| Selected management courses lasting one week or less. . . . .  | <input type="checkbox"/> |
| I have not participated in any management training courses . . . . .   | <input type="checkbox"/> |

**SECTION E  
MANAGEMENT OF TEAM INTERACTIONS**

**23 In 2019 and 2020, who participated in meetings dedicated to the discussion of clinical outcomes?**

**Select all that apply**

|   | 2020                     | 2019                     |
|---|--------------------------|--------------------------|
| Board of Directors and/or President. . . . .  | <input type="checkbox"/> | <input type="checkbox"/> |
| Senior clinical managers (CNO, CMO) . . . . .   | <input type="checkbox"/> | <input type="checkbox"/> |
| Clinical managers . . . . .   | <input type="checkbox"/> | <input type="checkbox"/> |
| Non-clinical managers. . . . .  | <input type="checkbox"/> | <input type="checkbox"/> |
| Providers. . . . .  | <input type="checkbox"/> | <input type="checkbox"/> |
| Frontline clinical workers. . . . .   | <input type="checkbox"/> | <input type="checkbox"/> |
| We did not hold meetings dedicated to the discussion of clinical outcomes ( <b>SKIP to Question 29</b> ). . . . . | <input type="checkbox"/> | <input type="checkbox"/> |

**24 In 2019 and 2020, how often did CLINICAL MANAGERS hold meetings that were dedicated to the discussion of clinical outcomes at this hospital?**

Select all that apply

|  | 2020                     | 2019                     |
|--|--------------------------|--------------------------|
| Yearly .....                               | <input type="checkbox"/> | <input type="checkbox"/> |
| Quarterly .....                            | <input type="checkbox"/> | <input type="checkbox"/> |
| Monthly .....                              | <input type="checkbox"/> | <input type="checkbox"/> |
| Weekly .....                               | <input type="checkbox"/> | <input type="checkbox"/> |
| Daily or multiple times within a day ..... | <input type="checkbox"/> | <input type="checkbox"/> |

**25 In 2019 and 2020, what best describes the intent of the meetings that were dedicated to the discussion of clinical outcomes at this hospital?**

Select one box for each year

|  | 2020                     | 2019                     |
|--|--------------------------|--------------------------|
| The meetings were used exclusively to report past performance. ....                                    | <input type="checkbox"/> | <input type="checkbox"/> |
| The meetings were used exclusively to discuss ways to improve future performance                       | <input type="checkbox"/> | <input type="checkbox"/> |
| The meetings were used to report past performance, as well as ways to improve future performance ..... | <input type="checkbox"/> | <input type="checkbox"/> |

**26 In 2019 and 2020, what best describes who could view data during meetings dedicated to the discussion of clinical outcomes?**

Select all that apply

|   | 2020                     | 2019                     |
|---|--------------------------|--------------------------|
| Board of Directors and/or President. ....               | <input type="checkbox"/> | <input type="checkbox"/> |
| Senior clinical managers (CNO, CMO) .....               | <input type="checkbox"/> | <input type="checkbox"/> |
| Clinical managers .....                                 | <input type="checkbox"/> | <input type="checkbox"/> |
| Non-clinical managers .....                             | <input type="checkbox"/> | <input type="checkbox"/> |
| Providers .....   | <input type="checkbox"/> | <input type="checkbox"/> |
| Frontline clinical workers .....                        | <input type="checkbox"/> | <input type="checkbox"/> |
| The meetings did not usually involve viewing data ..... | <input type="checkbox"/> | <input type="checkbox"/> |

**27 In 2019 and 2020, what best describes what happened after meetings dedicated to the discussion of clinical outcomes?**

Select one box for each year

|   | 2020                     | 2019                     |
|---|--------------------------|--------------------------|
| Follow-up plans were drafted or revised, but adherence was not actively monitored | <input type="checkbox"/> | <input type="checkbox"/> |
| Follow-up plans were drafted or revised, and adherence was actively monitored ... | <input type="checkbox"/> | <input type="checkbox"/> |
| No follow-up plans were drafted or revised ( <b>SKIP to Question 29</b> ) .....   | <input type="checkbox"/> | <input type="checkbox"/> |



**28 In 2019 and 2020, who could view follow-up plans drafted or revised after meetings dedicated to the discussion of clinical outcomes?**

Select all that apply

|   | 2020                     | 2019                     |
|---|--------------------------|--------------------------|
| Board of Directors and/or President . . . . . | <input type="checkbox"/> | <input type="checkbox"/> |
| Senior clinical managers (CNO, CMO) . . . . . | <input type="checkbox"/> | <input type="checkbox"/> |
| Clinical managers . . . . .                   | <input type="checkbox"/> | <input type="checkbox"/> |
| Non-clinical managers . . . . .               | <input type="checkbox"/> | <input type="checkbox"/> |
| Providers . . . . .                           | <input type="checkbox"/> | <input type="checkbox"/> |
| Frontline clinical workers . . . . .          | <input type="checkbox"/> | <input type="checkbox"/> |

**SECTION F  
STAFFING AND ALLOCATION OF HUMAN RESOURCES**

**29 In 2019 and 2020, who decided how work was allocated to clinical staff at this hospital?**

Select all that apply

|  | 2020                     | 2019                     |
|--|--------------------------|--------------------------|
| Senior clinical managers (CNO, CMO) . . . . .          | <input type="checkbox"/> | <input type="checkbox"/> |
| Senior non-clinical managers (CEO, CFO, COO) . . . . . | <input type="checkbox"/> | <input type="checkbox"/> |
| Clinical managers . . . . .                            | <input type="checkbox"/> | <input type="checkbox"/> |
| Non-clinical managers . . . . .                        | <input type="checkbox"/> | <input type="checkbox"/> |
| Providers . . . . .                                    | <input type="checkbox"/> | <input type="checkbox"/> |
| Frontline clinical workers . . . . .                   | <input type="checkbox"/> | <input type="checkbox"/> |

**30 In 2019 and 2020, how were FRONTLINE CLINICAL WORKERS moved to different units within this hospital when needed (for example, in response to understaffing or increased patient care needs)?**

Select one box for each year

|  | 2020                     | 2019                     |
|--|--------------------------|--------------------------|
| Frontline clinical workers were moved to different units within this hospital when needed, and ONE central office coordinated this process. . . . .    | <input type="checkbox"/> | <input type="checkbox"/> |
| Frontline clinical workers were moved to different units within this hospital when needed, but NO one central office coordinated this process. . . . . | <input type="checkbox"/> | <input type="checkbox"/> |
| Frontline clinical workers were not moved to different units within this hospital when needed . . . . .  | <input type="checkbox"/> | <input type="checkbox"/> |

**31 In 2019 and 2020, who determined the typical ratios for nursing staff to patients at this hospital?**

**Select all that apply**

|   | 2020                     | 2019                     |
|---|--------------------------|--------------------------|
| Senior clinical managers (CNO, CMO) . . . . .         | <input type="checkbox"/> | <input type="checkbox"/> |
| Senior non-clinical managers (CEO, CFO, COO). . . . . | <input type="checkbox"/> | <input type="checkbox"/> |
| Clinical managers . . . . .                           | <input type="checkbox"/> | <input type="checkbox"/> |
| Non-clinical managers. . . . .                        | <input type="checkbox"/> | <input type="checkbox"/> |
| Providers. . . . .                                    | <input type="checkbox"/> | <input type="checkbox"/> |
| Frontline clinical workers. . . . .                   | <input type="checkbox"/> | <input type="checkbox"/> |
| State and/or federal regulations. . . . .             | <input type="checkbox"/> | <input type="checkbox"/> |

**32 In 2019 and 2020, which best describes this hospital’s approach to staffing teams for clinical care, based on the team members’ experience working together?**

**Select one box for each year**

|  | 2020                     | 2019                     |
|--|--------------------------|--------------------------|
| Typically, this hospital attempted to put individuals together with others with whom they HAD worked extensively in the past . . . . .     | <input type="checkbox"/> | <input type="checkbox"/> |
| Typically, this hospital attempted to put individuals together with others with whom they HAD NOT worked extensively in the past . . . . . | <input type="checkbox"/> | <input type="checkbox"/> |
| Typically, this hospital DID NOT ACCOUNT for the familiarity that individuals had working together in the past. . . . .                    | <input type="checkbox"/> | <input type="checkbox"/> |

**SECTION G  
STANDARDIZED CLINICAL PROTOCOLS**

**33 In 2019 and 2020, who of the following USED standardized clinical protocols at this hospital?**

**Select all that apply**

|  | 2020                     | 2019                     |
|--|--------------------------|--------------------------|
| Senior clinical managers (CNO, CMO) . . . . .  | <input type="checkbox"/> | <input type="checkbox"/> |
| Senior non-clinical managers (CEO, CFO, COO). . . . .  | <input type="checkbox"/> | <input type="checkbox"/> |
| Clinical managers . . . . .  | <input type="checkbox"/> | <input type="checkbox"/> |
| Non-clinical managers. . . . .   | <input type="checkbox"/> | <input type="checkbox"/> |
| Providers . . . . .  | <input type="checkbox"/> | <input type="checkbox"/> |
| Frontline clinical workers. . . . .  | <input type="checkbox"/> | <input type="checkbox"/> |
| This hospital did not use standardized clinical protocols ( <b>SKIP to Question 38</b> ) . . . | <input type="checkbox"/> | <input type="checkbox"/> |

**34 In 2019 and 2020, who of the following DEVELOPED new standardized clinical protocols at this hospital?**

Select all that apply

|  | 2020                     | 2019                     |
|--|--------------------------|--------------------------|
| Senior clinical managers (CNO, CMO) . . . . .  | <input type="checkbox"/> | <input type="checkbox"/> |
| Senior non-clinical managers (CEO, CFO, COO). . . . .                                  | <input type="checkbox"/> | <input type="checkbox"/> |
| Clinical managers . . . . .  | <input type="checkbox"/> | <input type="checkbox"/> |
| Non-clinical managers . . . . .  | <input type="checkbox"/> | <input type="checkbox"/> |
| Providers . . . . .  | <input type="checkbox"/> | <input type="checkbox"/> |
| Frontline clinical workers . . . . .   | <input type="checkbox"/> | <input type="checkbox"/> |
| No new standardized clinical protocols were created at this hospital. . . . .          | <input type="checkbox"/> | <input type="checkbox"/> |
| Only state and/or federally-mandated clinical protocols were used at this hospital . . | <input type="checkbox"/> | <input type="checkbox"/> |

**35 In 2019 and 2020, who of the following MODIFIED or UPDATED standardized clinical protocols at this hospital?**

Select all that apply

|  | 2020                     | 2019                     |
|--|--------------------------|--------------------------|
| Senior clinical managers (CNO, CMO) . . . . .  | <input type="checkbox"/> | <input type="checkbox"/> |
| Senior non-clinical managers (CEO, CFO, COO). . . . .  | <input type="checkbox"/> | <input type="checkbox"/> |
| Clinical managers . . . . .  | <input type="checkbox"/> | <input type="checkbox"/> |
| Non-clinical managers . . . . .  | <input type="checkbox"/> | <input type="checkbox"/> |
| Providers . . . . .  | <input type="checkbox"/> | <input type="checkbox"/> |
| Frontline clinical workers . . . . .   | <input type="checkbox"/> | <input type="checkbox"/> |
| Standardized clinical protocols were not usually modified or updated at this hospital ( <b>SKIP to Question 37</b> ) . . . . . | <input type="checkbox"/> | <input type="checkbox"/> |

**36 In 2019 and 2020, within what time period did this hospital typically MODIFY or UPDATE its standardized clinical protocols after the need to do so was first identified?**

Select one box for each year

|  | 2020                     | 2019                     |
|--|--------------------------|--------------------------|
| Within one week of identifying the need . . . . .                  | <input type="checkbox"/> | <input type="checkbox"/> |
| Within one month of identifying the need . . . . .                 | <input type="checkbox"/> | <input type="checkbox"/> |
| Within three months of identifying the need . . . . .              | <input type="checkbox"/> | <input type="checkbox"/> |
| Within six months of identifying the need . . . . .                | <input type="checkbox"/> | <input type="checkbox"/> |
| More than six months after the need was first identified . . . . . | <input type="checkbox"/> | <input type="checkbox"/> |

**37 In 2019 and 2020, who of the following MONITORED the appropriate use of standardized clinical protocols at this hospital?**

**Select all that apply**

|   | 2020                     | 2019                     |
|---|--------------------------|--------------------------|
| Senior clinical managers (CNO, CMO) . . . . .   | <input type="checkbox"/> | <input type="checkbox"/> |
| Senior non-clinical managers (CEO, CFO, COO). . . . .   | <input type="checkbox"/> | <input type="checkbox"/> |
| Clinical managers . . . . .   | <input type="checkbox"/> | <input type="checkbox"/> |
| Non-clinical managers. . . . .  | <input type="checkbox"/> | <input type="checkbox"/> |
| Providers. . . . .  | <input type="checkbox"/> | <input type="checkbox"/> |
| Frontline clinical workers. . . . .   | <input type="checkbox"/> | <input type="checkbox"/> |
| The appropriate use of standardized clinical protocols was not monitored at this hospital . . . . . | <input type="checkbox"/> | <input type="checkbox"/> |

**SECTION H  
DOCUMENTATION OF PATIENTS' MEDICAL RECORDS**

**38 In 2019 and 2020, what actions were taken at this hospital in response to PROVIDERS' incomplete documentation of patients' medical records?**

**Select all that apply**

|   | 2020                     | 2019                     |
|---|--------------------------|--------------------------|
| Required provider to meet with hospital senior managers or supervisors . . . . .                    | <input type="checkbox"/> | <input type="checkbox"/> |
| Required provider to meet with compliance office. . . . .   | <input type="checkbox"/> | <input type="checkbox"/> |
| Required provider to undergo peer review . . . . .  | <input type="checkbox"/> | <input type="checkbox"/> |
| Required provider to meet with other staff not listed above . . . . .                               | <input type="checkbox"/> | <input type="checkbox"/> |
| Required provider to receive additional training . . . . .  | <input type="checkbox"/> | <input type="checkbox"/> |
| Provider was reassigned or dismissed. . . . .   | <input type="checkbox"/> | <input type="checkbox"/> |
| Provider was penalized financially. . . . .   | <input type="checkbox"/> | <input type="checkbox"/> |
| No actions were taken for providers' incomplete documentation of patients' medical records. . . . . | <input type="checkbox"/> | <input type="checkbox"/> |
| There was no issue with providers' incomplete documentation of patients' medical records. . . . .   | <input type="checkbox"/> | <input type="checkbox"/> |

**39 In 2019 and 2020, what actions were taken at this hospital to recognize a PROVIDER fully completing their documentation of patients' medical records?**

**Select all that apply**

|   | 2020                     | 2019                     |
|---|--------------------------|--------------------------|
| This hospital used NON-FINANCIAL incentives for complete documentation of patients' medical records. . . . .                  | <input type="checkbox"/> | <input type="checkbox"/> |
| This hospital used FINANCIAL incentives for complete documentation of patients' medical records. . . . .                      | <input type="checkbox"/> | <input type="checkbox"/> |
| This hospital used NO incentives for complete documentation of patients' medical records, financial or non-financial. . . . . | <input type="checkbox"/> | <input type="checkbox"/> |

**REMARKS**

Large empty text area for remarks.

**CONTACT INFORMATION**

Name

Title

Street

City

State

Zip Code

-

Area Code and Phone Number

-

-

Email

**THANK YOU FOR COMPLETING THIS SURVEY**