

# Clinical Process Improvement Survey

## *Instructions*

This survey asks questions about how you see yourself as a team member and how you see your health clinic. It begins on the next page with a short demographic section that is for descriptive purposes only. The *Anonymous Linkage Code* is requested so that information you give now can be “linked” to your responses to similar questions you may be asked later.

**To complete the form, please mark your answers by marking the appropriate circles. If you do not feel comfortable giving an answer to a particular statement, you may skip it and move on to the next statement.**

CDC estimates the average public reporting burden for this collection of information as 10 minutes per response, including the time for reviewing instructions, searching existing data/information sources, gathering and maintaining the data/information needed, and completing and reviewing the collection of information. An agency may not conduct or sponsor, and a person is not required to respond to a collection of information unless it displays a currently valid OMB control number. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden to CDC/ATSDR Information Collection Review Office, 1600 Clifton Road NE, MS D-74, Atlanta, Georgia 30333; ATTN: PRA (0920-XXXX).

# Clinical Process Improvement Survey

The anonymous linkage code below will be used to match data from different evaluation forms without using your name or information that can identify you.

Please complete the following items for your anonymous code:

First letter in mother's first name: |\_\_|

First letter in father's first name: |\_\_|

First digit in your social security number: |\_\_|

Last digit in your social security number: |\_\_|

Today's Date: |\_\_| |\_\_| || |\_\_| |\_\_| || |\_\_| |\_\_|  
MO DAY YR

Are you:  Male  Female

Your Birth Year: 19 |\_\_| |\_\_|

Are you Hispanic or Latino?

No  Yes

Are you: [MARK AS MANY AS APPLY]

- American Indian or Alaska Native
- Asian
- Native Hawaiian or other Pacific Islander

- Black or African American
- White

Highest Degree Status: [MARK ONE]

- No high school diploma or equivalent
- High school diploma or equivalent
- Some college, but no degree
- Associate's degree
- Bachelor's degree
- Master's degree
- Doctoral degree or equivalent
- Other (medical assistant, RN, post-doctorate)

Discipline/Profession: [MARK ALL THAT APPLY]

- Physician
- Physician's Assistant
- Nurse Practitioner
- Nursing (LVN, RN)
- PCT, NA
- Social Work/LCDC
- Other Human Services
- Resident
- Intern
- Student
- Administration
- Manager
- Clerk
- RT, PT, EKG
- Pharmacy
- Interpreter
- Other (specify) \_\_\_\_\_

If Appropriate, List Area of Specialization:

(Ex. Internal Medicine, OB-GYN, etc.) \_\_\_\_\_

How long have you been in your present job?

less than 1 year  1 to 3 years  over 3 years



## CLINICAL PROCESS IMPROVEMENT ASSESSMENT

**INSTRUCTIONS:** Please answer the following questions based on your present situation. Each question allows you to choose from several alternatives. Please select the best response and fill in the corresponding circle.

The Institute for Healthcare Improvement Breakthrough Series offers a systematic approach for healthcare organizations to continually improve clinically related work processes and customer products and services (e.g., reducing patient waits and delays). Below is the definition for *Clinical Process Improvement* that will be used in this survey.

Successful *clinical process improvement* requires that healthcare providers:

1. Gather data regularly
2. Use technology more effectively
3. Participate in cross-functional teams
4. Involve customers in decision-making
5. Change work processes in response to new knowledge

**1. In your opinion, has your hospital done what it can to facilitate clinician involvement in process improvement?**

- No, and it does not intend to within the next six months.
- No, but it intends to within the next six months.
- No, but it intends to within the next 30 days.
- Yes, it has, but for less than six months.
- Yes, it has for more than six months.

**2. Given your role at your hospital, have you done what you can to get involved in clinical process improvement?**

- No, and I do not intend to within the next six months.
- No, but I intend to within the next six months.
- No, but I intend to within the next 30 days.
- Yes, I have, but for less than six months.
- Yes, I have for more than six months.

**3. Have you been asked to get involved in clinical process improvement?**

- No



Yes



## DECISIONAL BALANCE

The following statements represent different opinions about clinical process improvement. Based on your observations, please rate HOW IMPORTANT each of the following would be in your hospital's decision to get involved in process improvement.

How important are the following in your hospital's decision to get involved in clinical process improvement?	Extremely important	Very important	Moderately important	Somewhat important	Not at all important
	5	4	3	2	1
1. Help my hospital adapt to rapid changes in health care.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Take time away from patient care.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Improve work processes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Increase paperwork.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Help my hospital be more competitive.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Improve our ability to respond to change.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Get us going in too many directions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Be a waste of time, like other management fads.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Help ensure continued funding.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. Increase stress at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. Improve the quality of services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. Create further demands for documented performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. Help my hospital adopt state of the art techniques.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. Strain working relationships.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. Help my hospital focus more on critical services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. Create conflict across departments.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



## Organizational Processes of Change

Organizations engage in a variety of activities that can help clinicians get involved in clinical process improvement. Please indicate whether or not you observed your hospital engage in each of the following activities in the LAST THREE MONTHS. For each activity you did observe, rate how effective you think it was in getting clinicians involved in process improvement.

			Extremely effective 5					
			Very effective 4					
			Moderately effective 3					
			Somewhat effective 2					
			Not at all effective 1					
Observed?								
	Yes	No	My hospital...					
1.	<input type="radio"/>	<input type="radio"/>	Provides clinicians with adequate hands-on training.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.	<input type="radio"/>	<input type="radio"/>	Provides time for meetings related to clinical process improvement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.	<input type="radio"/>	<input type="radio"/>	Instills fear of what will happen if my hospital does not change.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.	<input type="radio"/>	<input type="radio"/>	Helps clinicians feel excited about how changes in processes can improve my hospital.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5.	<input type="radio"/>	<input type="radio"/>	Monitors how new rules related to clinical process improvement are followed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6.	<input type="radio"/>	<input type="radio"/>	Rewards clinicians when important milestones related to process improvement are reached.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7.	<input type="radio"/>	<input type="radio"/>	Has leadership that publicly states a commitment to process improvement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8.	<input type="radio"/>	<input type="radio"/>	Provides skills training related to clinical process improvement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9.	<input type="radio"/>	<input type="radio"/>	Gives clinicians the time off from other duties to get involved in process improvement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10.	<input type="radio"/>	<input type="radio"/>	Generates anxiety about what can happen if clinicians do not get involved in process improvement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11.	<input type="radio"/>	<input type="radio"/>	Encourages clinicians to understand how their behavior contributes to the overall success of the process improvement initiative.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12.	<input type="radio"/>	<input type="radio"/>	Discards old policies that might interfere with process improvement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13.	<input type="radio"/>	<input type="radio"/>	Acknowledges clinicians' process improvement activities with public recognition.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14.	<input type="radio"/>	<input type="radio"/>	Has leadership that "walks the talk."	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15.	<input type="radio"/>	<input type="radio"/>	Provides training to encourage a shift from the old way of doing things.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



## Organizational Processes of Change (Continued)

**Organizations engage in a variety of activities that can help clinicians get involved in clinical process improvement. Please indicate whether or not you observed your hospital engage in each of the following activities in the LAST THREE MONTHS. For each activity you did observe, rate how effective you think it was in getting clinicians involved in process improvement.**

Observed?			<i>My hospital...</i>	Extremely effective 5				
				Very effective 4				3
Yes	No			Somewhat effective				
				Not at all effective				
16.	<input type="radio"/>	<input type="radio"/>	Frees up time for clinicians to participate in process improvement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17.	<input type="radio"/>	<input type="radio"/>	Creates a sense of urgency about the change initiative.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18.	<input type="radio"/>	<input type="radio"/>	Helps clinicians think about how process improvement is consistent with their own goals and values.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19.	<input type="radio"/>	<input type="radio"/>	Establishes policies that are consistent with clinical process improvement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20.	<input type="radio"/>	<input type="radio"/>	Rewards individuals who contribute to the success of the process improvement initiative.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
21.	<input type="radio"/>	<input type="radio"/>	Has leadership that is clearly committed to seeing the process improvement initiative succeed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
22.	<input type="radio"/>	<input type="radio"/>	Provides ongoing training for clinicians who are developing new skills.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23.	<input type="radio"/>	<input type="radio"/>	Relieves clinicians of their usual responsibilities so they can contribute to process improvement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
24.	<input type="radio"/>	<input type="radio"/>	Stresses that clinical process improvement is necessary for our survival.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
25.	<input type="radio"/>	<input type="radio"/>	Encourages clinicians to think about how participating in process improvement will benefit them personally.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26.	<input type="radio"/>	<input type="radio"/>	Links my hospital policies to the goals of process improvement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
27.	<input type="radio"/>	<input type="radio"/>	Praises people who make an effort to get involved in clinical process improvement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
28.	<input type="radio"/>	<input type="radio"/>	Has leadership that is actively involved in making the process improvement initiative succeed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
29.	<input type="radio"/>	<input type="radio"/>	Provides time to participate in cross-functional teams related to process improvement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
30.	<input type="radio"/>	<input type="radio"/>	Creates alarm about our hospital's ability to compete if clinicians fail to participate in process improvement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Thank you for your time and thoughtful responses. We value your input.**

