

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"/>

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"/>

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"/>

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 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 (SKIP to Question 29).	<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"/>