

## Appendix 1: Questionnaire

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#### What is the purpose of this study?

We want to learn more about the use of performance data in Ontario hospitals. The focus is on better understanding the role of performance data in evidence-based decision-making among middle-level managers, by exploring why, what and how performance data gets collected, reported and used.

A similar survey had been conducted in Spring 2019 amongst middle-level hospital managers from 24 European countries. We hope to use the findings to design future learning opportunities for OHA members and be able to compare the results from Europe with those from Ontario.

#### What do we mean by performance data?

Performance measurement systems allow healthcare organizations to collect and report a range of meaningful indicators to assess current performance and monitor the impact of efforts to improve care. Performance data are essential for guiding improvement.<sup>1</sup> In order to drive improvement, it is important for healthcare organizations not only measure their performance, but to compare and benchmark this against their peers and set ambitious but achievable targets for improvement.<sup>2</sup> The challenge of transforming data into actionable information – trusted by patients, providers, and funders alike – is as pressing as deciding on the best performance indicators. How can measurement information be tied to quality improvement on the frontlines, to close the gap between what we learn from the data and what changes we make?<sup>3</sup>

#### How long will the questionnaire take?

Completing the questionnaire should not take more than 15 minutes of your time.

#### Who is conducting this survey?

For this survey, the Ontario Hospital Association (OHA) partnered with the Institute of Health Policy, Management and Evaluation (IHPME) and the North American Observatory on Health Systems and Policies (NAO) at the University of Toronto (UofT).

The survey is also supported by the Canadian Institute for Health Information (CIHI). European partners are researchers from the University of Amsterdam's University Medical Centra (Amsterdam UMC) working within the scope of European Union (EU) funded [HealthPros](#) project.

#### How is the questionnaire structured?

The questionnaire consists of the following sections:

A) Your background as a manager

- Organisation, management position, role and experience

B) Using performance data in the organization

- Performance measurement, reporting and use
- Motivation, data sources, tools and benchmarking

C) Using performance data in your routine work

- Performance measurement, reporting and use
- Motivation and examples from your work

D) Enablers and barriers to the use of performance data

- Experiences and opinions on the usefulness of and capacity for using performance data

E) Your contact information (optional)

- Receiving a report with the results of the study
- Being informed about upcoming training opportunities organized by the OHA

#### Two short but important notices

1. A **red asterisk / star (\*) symbol**, next to a question, means that this question is mandatory. Most questions in this questionnaire are. You will be asked to answer before proceeding to the next page of the questionnaire. Thank you.
2. If you work for multiple organizations, please answer only for the organization that you spend most of your time with.

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Thank you for taking time to complete this survey. It should take less than 15 minutes.

By completing this survey, you are consenting to participate. You can discontinue completion of the survey at any time with no repercussions by simply exiting the link and closing your web browser. Responses are only saved when you press the 'next' button at the bottom of each page. If you do not fully complete the survey, all your responses are automatically deleted. Your responses to the survey will be combined with the responses of others. Anonymized data from all the surveys will be analyzed together by members of our research team.

If you have any questions, please feel free to contact:  
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Collection and analysis of data via this e-survey has been approved by the Ethics Review Office at the University of Toronto.

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**Question group A:** Your background as a manager

In this section we want to get to know a little bit more about you – where you work and what your managerial roles and responsibilities are. Let's start with where you work.

**\*What is the name of the organization that you work for?**

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The following questions ask about your managerial roles, responsibilities and competencies.

**\*What is your position / job description?**

**\*Which one of the following statements best describes your management role? Please choose only one.**

- I mostly manage plans and strategies for the whole organization
- I mostly manage clinical / care processes
- I mostly manage the support of care processes (e.g., human resources, quality, IT, financing...)

**\*If you are directly managing people, how large is the group of people that you are responsible for?**

- 1-5
- 6-20
- 21-50
- 51-200
- More than 200
- Not applicable

**\*How many years of relevant managerial experience do you have?**

- Less than 5
- 5-10
- 11-20
- More than 20



**\*How much does your organization report performance data for the following dimensions?**

	A great deal	Considerably	Moderately	Slightly	Not at all	Do not know
Clinical effectiveness						
Efficiency						
Safety (patients and staff)						
Patient centeredness						

**\*For decision-making, how much does your organization use performance data from the following dimensions?**

	A great deal	Considerably	Moderately	Slightly	Not at all	Do not know
Clinical effectiveness						
Efficiency						
Safety (patients and staff)						
Patient centeredness						

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The following questions are about methods and tools used to report and use performance data in your organization.

**\*Which methods and tools are used to report performance data in your organization? This is a multiple-choice question.**

- Verbal communication
- Written reports
- Score cards
- Dashboards
- Control charts
- Other:
- None of the above

**\*How much is performance data from your organization used to benchmark with other comparable organizations?**

- A great deal
- Considerably
- Moderately
- Slightly
- Not at all
- Do not know

**\*How much are the following data sources used as performance data in your organization?**

	A great deal	Considerably	Moderately	Slightly	Not at all	Do not know
Electronic health records						
Administrative databases (financial, statistical, clinical...)						
Population survey data						
Patient reported data (outcome and experience measures)						
Disease / condition-based registries						
Population-based registries						
Third-party assessments (e.g. accreditation)						
Regulatory inspection data						

**\*For your organization, how important is it to collect and report performance data for...**

	Very important	Important	Moderately important	Slightly important	Not important	Do not know
Internal quality assurance						
Internal quality improvement						
External accountability / Funding agreements						
External comparison/ benchmarking						

Internal quality assurance = Making sure that internally set standards and goals are achieved.

Internal quality improvement = Improving performance regardless of achieving the goals or not.

External accountability / Funding agreements = Making sure that externally set standards and goals are achieved and/or funding agreement conditions are fulfilled.

External comparison / Benchmarking = Comparing to others in a standardized way.



**Question group C: Using performance data in your routine work**

In this section, we would like to find out more about the use of performance data in your routine work.

Please try to answer this set of questions from the perspective of your routine managerial work in your unit / team.

**\*In your routine work, how much do you participate in collecting performance data?**

- A great deal; • Considerably; • Moderately; • Slightly; • Not at all

**\*In your routine work, how much do you participate in preparing reports based on performance data?**

- A great deal; • Considerably; • Moderately; • Slightly; • Not at all

**\*How do you access performance information?**

- From internal sources
- From external sources

**\* In your routine work, how important is it to collect and report performance data for...**

	Very important	Important	Moderately important	Slightly important	Not important	Do not know
Internal quality assurance						
Internal quality improvement						
External accountability / Funding agreements						
External comparison / benchmarking						

Internal quality assurance = Making sure that internally set standards and goals are achieved.

Internal quality improvement = Improving performance regardless of achieving the goals or not.

External accountability / Funding agreements = Making sure that externally set standards and goals are achieved and/or funding agreement conditions are fulfilled.

External comparison / Benchmarking = Comparing to others in a standardized way.

**\*In your routine work, how much do you use performance data for decision-making?**

- A great deal; • Considerably; • Moderately; • Slightly; • Not at all

**\*Please provide an example, from your routine work, of using performance data in decision-making.**

**Question group D:** Enablers and barriers to the use of performance data

In this section we want to find out more about your experiences and opinions on the use and usefulness of performance data in your work.

*Some questions and statements are based on previous research by the Canadian Institute for Health Information (CIHI) and New England Journal of Medicine's (NEJM) Catalyst project.*

**\*How effective do you consider your organization's use of data for each of the following?**

	Extremely effective	Very effective	Effective	Not very effective	Not at all effective	Not applicable
Guiding business leadership						
Guiding clinical leadership						
Guiding population efforts						
Supporting care decisions for individual patients						

**How much do you agree with each of the following statements?**

**\*I feel that a large amount of data is currently collected but very little is used.**

- Completely; • Considerably; • Moderately; • Slightly; • Not at all; • Do not know

**\*I am confident about the reliability of performance data in my organization.**

- Completely; • Considerably; • Moderately; • Slightly; • Not at all; • Do not know

**\*I think that the performance indicators which I use in my work are valid.**

- Completely; • Considerably; • Moderately; • Slightly; • Not at all; • Do not know

**\*I am involved in selection of performance indicators to be used in my routine work.**

- Completely; • Considerably; • Moderately; • Slightly; • Not at all; • Do not know

**\*I think that external reporting on my team's (or unit's) performance is helping us improve.**

- Completely; • Considerably; • Moderately; • Slightly; • Not at all; • Do not know

**\*I feel confident in my skills of using data, indicators and scorecards to monitor performance.**

- Completely; • Considerably; • Moderately; • Slightly; • Not at all; • Do not know

**\*I think that funding only permits us to capture and report the data, but we don't have staff with the time and knowledge to analyze the data.**

- Completely; • Considerably; • Moderately; • Slightly; • Not at all; • Do not know

**\*I feel that, thanks to performance intelligence, decisions taken in my routine work are more evidence informed.**

- Completely; • Considerably; • Moderately; • Slightly; • Not at all; • Do not know

**\*I feel that decision-making based on performance data makes it easier for me as a manager to explain and justify my decision.**

- Completely; • Considerably; • Moderately; • Slightly; • Not at all; • Do not know

**\*How much do you consider each of the following as barriers to you using performance data and information?**

	A great deal	Considerably	Moderately	Slightly	Not at all
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Access to information

Comfort with using it

Trust in data

Timeliness of data

Support from  
management

Other

**Question group E: Contact details**

This section is completely optional. If you decide to provide us with your contact information, it will be used solely for the purpose of sharing with you:

- The results of this survey, conducted in all OHA member hospitals and
- Information about the future learning opportunities for OHA members.

All responses to the survey will be combined and only anonymized data from all the surveys will be analyzed together by members of our research team.

**Please provide your full name.**

**Do you agree to be informed (via e-mail) about the results of this survey in the following months and being contacted for follow-up learning opportunities?**

- Yes
- No