Appendix-III

QUESTIONNAIRE FOR CHIEF EXECUTIVES

SECTION-I

1. Name of the hospital :
2. Type of the hospital :
3. Year of establishment :
4. Governing Body particulars :
5. Chief Executives :
6. No. of departments :
7. N. of super speciality departments :
8. No. of Departmental Heads :
9. No. of wards :
10. No. of doctors (cadre-wise) :
11. No. of nurses :
12. No. of paramedical staff :
13. No. of administrative staff :
14. No. of students :
15. No. of patients :
   a) Outpatients (per day) :
   b) Inpatients :
16. Rate of bed occupancy :
17. Income of the hospital per month :
18. Expenditure of the hospital per month :
19. Equipment available :

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SECTION-II

A) Mission and Objectives of the hospital:
1. What are the aims and objectives of the hospital?
2. What is the mission of the hospital?
3. What are the long term objectives of the hospital?
4. What are the current (short term) issues faced by the hospital?

B) Organisational relationships:
1. Give the organisation chart of the hospital. To what extent are the management and decision making process decentralised?
2. Clearly define the responsibilities and authorities delegated to various departments in the areas of:
   a) Clinical Operations:
   b) Finance:
   c) Personnel Management:
   d) General Administration of the Departments:
   e) Others:
3. Is there any overlapping in the responsibilities of different departments?
4. What are the goals of the individual departments in the hospital?
5. To what extent are departmental heads involved in
   a) Framing of the goals:
   b) The policy matters pertaining to other departments:
6. What are the incentives offered to departmental heads to achieve their goals?
7. What are the communication channels at different levels of the department?
   Specify –
   a) Formal channels like reports, periodicals, meetings, formation of committees etc.
   b) Informal channels like grapevines etc.
C) Staffing Patterns:

1. Enumerate the different categories of personnel in the hospital?
2. Do formal job descriptions and job specifications exist for senior officers/departmental heads/managers?
3. Is on-job-training provided to new recruits in the above areas?
4. Are there facilities for on-going training and education in the form of seminars, deputation and conferences etc?
5. What are the bases for promotions, increments etc?
6. To what extent are the problems of staff turnover, absenteeism prevailing in the organisation?

D) General Functioning:

1. Outline the patient routine in the hospital?
2. What is the capacity of the hospital in terms of available bed days?
3. What is the average occupied capacity in terms of occupied bed days?
4. What are the average activity levels of the different O.P.D. Departments?
5. What is the average length of stay of patients in the hospital and its position when compared to other hospitals?
6. What is the average number of visits per patient?
7. What is the break even point of the hospital at present?
8. What percentage of expenditure does the hospital recover at present?
9. Give the performance level of the hospital in the last year in terms of—
   a) Comparative expenses:
   b) Comparative income:
   c) Comparative surplus/deficit:
   d) Comparative occupied bed days:
   e) Comparative occupancy:
   f) Comparative admission:
   g) Comparative average length of stay:
   h) Comparative outpatient visits:
i) Comparative staff position:

(comparison of budget with actuals)

E) Managing Committees:

1. Give the size and composition of the committees?
2. How is the appointment of committee members made?
3. How often does the committee meet?
4. Which are the various sub-committees formed?
5. What are the matters generally dealt with by the committee?
6. What are the reports received by the committee?
7. To what extent are the members involved in the day to day functions of the hospitals?

F) Evaluation of Performance:

1. What are the social and other indicators to measure the impact of the services rendered by the hospital?
2. On what basis is the performance of the different departments measured? Specify the criteria used.
3. What are the input/output ratios used for different departments?
4. What are the measures taken by the management to ensure quality of care at all levels?
5. Is the quality of care different for paying and non-paying patients?
6. How does the management arrange for feedback from patients on their perception of the services provided by the hospital?
7. How does the hospital measure the effectiveness and efficiency of its performance in the following areas?
   a) Capacity utilisation:
   b) Cost effectiveness:
   c) Quality of care provided:
   d) Assets management:
   e) Clinical efficiency:
   f) Administrative performance:
8. At what level are the standards of performance ascertained and who initiates changes?

9. How does the organisation ensure that individual departments work towards achieving overall organisational goals?

G) Supplementary Questions:

1. How does the hospital react to advances and changes in management techniques?
   a) Does nothing.
   b) Rejects or resists changes.
   c) Adopts changes.
   d) Seeks changes.
   e) Anticipates changes.

2. What is the hospital's financial strategy?
   a) Seeks new sources of revenue through diversification.
   b) Seeks institutional financing.
   c) Seeks local donations.
   d) Any other (specify).

3. What is the hospital's growth strategy?
   a) Exists gracefully.
   b) Maintains present position.
   c) Increases the market share of present services.
   d) Converts the hospital as underutilized capacity to another use.
   e) Closes the facility.

4. What are the forces behind the hospital's present position? (Rank the following)
   a) Traditions and past success.
   b) Incentives.
   c) Results (for example quality of care).
   d) Services offered.
5. What are the key resources to the hospital's success? (Rank the following)
   a) Medical staff.
   b) Managerial expertise.
   c) Physical facilities.
   d) Reputation.
   e) Community support.
   f) Political clout.

6. What are the bases for determining quality of care at hospital? (Rank the following)
   a) Adequacies of facilities and equipment.
   b) Quality of nursing care and performance.
   c) Quality of medical staff and physician performance.
   d) Organisational co-ordination and management.
   e) Overall patient care and patient reaction.

7. In what research activities is the hospital involved?
   a) No research activity.
   b) Limited clinical research.
   c) Co-operates with a University or Research Institute.

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