

QUESTIONNAIRE

This is a tool designed to help you assess aspects of your local context that may affect the success of your quality improvement project.

We have identified a number of contextual factors at multiple levels of the health care system that we believe influence the successful implementation of quality improvement.

We have summarized these factors and how they influence success in a model called MUSIQ. This tool is meant to help you examine context using MUSIQ.

The first page includes definitions of terms you will find throughout the tool. Please reference this page to make sure you are familiar with the terms that will be used.

The remaining pages have questions assessing aspects of context at multiple levels including: QI team, Microsystem, QI Support Infrastructure, Organization, Environment, and Other. Indicate the extent to which you agree or disagree with that statement on a scale of 1-7. For example:

Most members of our QI team have worked on improvement projects before

Totally Agree	6	5	Neither Agree Nor Disagree	3	2	Totally Disagree	Don't Know/NA
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The QI team members had diverse professional backgrounds and experiences

Totally Agree	6	5	Neither Agree Nor Disagree	3	2	Totally Disagree	Don't Know/NA
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

In this example, the respondent has answered the first question with a 4=Neither Agree Nor Disagree, and the second question with a 1=Totally Disagree by entering the numbers in the appropriate columns.

The final page can be used to calculate a score for each contextual factor in MUSIQ. A higher score (max=7) for a contextual factor indicates that your context is likely to be supportive for this feature.

A lower score (min=1) indicates that this is an area you may want to address before or during your QI project.

DEFINITIONS:

Environment. The community and society surrounding your organization. It includes the geographical, political, and economic environment in which your organization (or office) exists and the associated regulations, policies, payment structures, etc.

Microsystem. A small group of people working together on a regular basis to provide care to discrete populations of patients. Microsystems may include doctor's offices or clinics, hospital units, hospital wards, or departments within a business/billing office.

Microsystem Leaders. Top managers with responsibility for the operation and administration of the microsystem affected by this QI project. Microsystem leaders may include department or division chairs, department managers, ward/unit medical or nursing directors, business unit managers, a senior physician in a large physician group, etc.

Organization. The largest collective unit that provides service to a population of patients. For inpatient services we are typically referring to a hospital, nursing home, or long term care facility. For services in the outpatient setting, the organization may be a health care plan, hospital, or health care system (e.g., HMO affiliated clinic, hospital affiliated clinic, integrated services organization, etc.) However, some outpatient settings (clinics or offices) are not part of a larger organization, and in this case, the organization may refer to your clinic/office/physician group.

QI Team. A group of individuals that work together on the QI project. The team is defined by their shared goals and mutual accountability for the QI project outcome. QI team members are typically responsible for planning and conducting tests of change and/or data collection and management. Members of the QI team may include, physicians, nurses, pharmacists, data managers, administrative staff, etc.

QI Team Leader. The member of the QI team that is responsible for directing the work of the team.

Senior Executives. People with the overall responsibility for the operation and administration of the organization. Senior executives may hold various titles. At a hospital or HMO/Hospital affiliated clinic these may include: president, CEO, COO, members of the board of directors or cabinet, senior or vice president, or chairs or vice chairs of nursing or medicine. In a smaller office or clinic, these may include: senior partner or members of the partnership group.

The following questions relate to the QI team that is working on this project.

1. Most members of our QI team have worked on improvement projects before

Totally Agree	6	5	Neither Agree Nor Disagree	3	2	Totally Disagree	Don't Know/NA
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. The QI team members have diverse professional backgrounds and experiences

Totally Agree	6	5	Neither Agree Nor Disagree	3	2	Totally Disagree	Don't Know/NA
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. There was a physician actively participating on this QI team

Totally Agree	6	5	Neither Agree Nor Disagree	3	2	Totally Disagree	Don't Know/NA
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. At least one member of the QI team is an authority on the outcome, process , or system being changed in this project

Totally Agree	6	5	Neither Agree Nor Disagree	3	2	Totally Disagree	Don't Know/NA
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. The QI team leader was an ongoing “presence” in this team—someone who was readily available

Totally Agree	6	5	Neither Agree Nor Disagree	3	2	Totally Disagree	Don't Know/NA
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. Most members of my QI team have a chance to participate in decision making

Totally Agree	6	5	Neither Agree Nor Disagree	3	2	Totally Disagree	Don't Know/NA
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. We appreciated and built on our individual differences

Totally Agree	6	5	Neither Agree Nor Disagree	3	2	Totally Disagree	Don't Know/NA
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. The contribution of every group member is listened to and considered

Totally Agree	6	5	Neither Agree Nor Disagree	3	2	Totally Disagree	Don't Know/NA
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9. Our QI team applies enough knowledge and skill to the work to get the work done well

Totally Agree	6	5	Neither Agree Nor Disagree	3	2	Totally Disagree	Don't Know/NA
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. We like to consider a lot of different ideas before making a decision

Totally Agree	6	5	Neither Agree Nor Disagree	3	2	Totally Disagree	Don't Know/NA
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

11. Our QI team works hard enough to get the task done well

Totally Agree	6	5	Neither Agree Nor Disagree	3	2	Totally Disagree	Don't Know/NA
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12. QI team members agreed on the projects overall goals

Totally Agree	6	5	Neither Agree Nor Disagree	3	2	Totally Disagree	Don't Know/NA
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

13. The overall goals of the project guide the activities of QI project team members

Totally Agree	6	5	Neither Agree Nor Disagree	3	2	Totally Disagree	Don't Know/NA
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

14. Members of my QI team behave as they were expected to

Totally Agree	6	5	Neither Agree Nor Disagree	3	2	Totally Disagree	Don't Know/NA
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

15. All the QI project team members are committed to the same project goals

Totally Agree	6	5	Neither Agree Nor Disagree	3	2	Totally Disagree	Don't Know/NA
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

16. Our QI team effectively uses improvement methods (e.g., Plan Do Study Act [PDSA] cycles, run charts, control charts) to make changes

Totally Agree	6	5	Neither Agree Nor Disagree	3	2	Totally Disagree	Don't Know/NA
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

17. Members of our QI team were familiar with each other before they began working on this QI project

Totally Agree	6	5	Neither Agree Nor Disagree	3	2	Totally Disagree	Don't Know/NA
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The following questions assess factors that exist in the ward, unit, office, or department where changes related to this QI project are taking place.

18. Microsystem leaders personally facilitate this QI project

Totally Agree	6	5	Neither Agree Nor Disagree	3	2	Totally Disagree	Don't Know/NA
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

19. The microsystem values teamwork, communication, and a commitment to quality improvement

Totally Agree	6	5	Neither Agree Nor Disagree	3	2	Totally Disagree	Don't Know/NA
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

20. Microsystem staff, who were not members of the QI team, are effective at using QI methods for change

Totally Agree	6	5	Neither Agree Nor Disagree	3	2	Totally Disagree	Don't Know/NA
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

21. Microsystem staff, who were not members of the QI team, have a strong desire to improve performance in the area of focus of this QI project

Totally Agree	6	5	Neither Agree Nor Disagree	3	2	Totally Disagree	Don't Know/NA
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The following questions relate to the support that is available to QI projects. This support may exist in either your overall organization as a whole; more specifically in your unit, office, or department; or, be provided by external sponsors of the project.

22. Existing information systems allow us to easily pull data specifically needed for this QI project

Totally Agree	6	5	Neither Agree Nor Disagree	3	2	Totally Disagree	Don't Know/NA
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

23. Our QI teams has adequate financial support, resources, and time to meet the aims of this QI project were devoted to this QI project

Totally Agree	6	5	Neither Agree Nor Disagree	3	2	Totally Disagree	Don't Know/NA
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The following questions relate to the organization where your QI project takes place. These questions refer to your overall organization, not the individual QI team or the specific unit/department where changes related to the QI project take place.

24. The senior executives in my organization are directly involved in quality improvement activities

Totally Agree	6	5	Neither Agree Nor Disagree	3	2	Totally Disagree	Don't Know/NA
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

25. At least one specific senior executive in my organization specifically supports this QI project

Totally Agree	6	5	Neither Agree Nor Disagree	3	2	Totally Disagree	Don't Know/NA
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

26. This organization places no value on quality improvement

Totally Agree	6	5	Neither Agree Nor Disagree	3	2	Totally Disagree	Don't Know/NA
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

27. Quality improvement is thoroughly integrated in this organization

Totally Agree	6	5	Neither Agree Nor Disagree	3	2	Totally Disagree	Don't Know/NA
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

28. Staff are given education and training in how to identify and act on quality improvement opportunities

Totally Agree	6	5	Neither Agree Nor Disagree	3	2	Totally Disagree	Don't Know/NA
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

29. Staff are given education and training in statistical and other quantitative methods that support quality improvement

Totally Agree	6	5	Neither Agree Nor Disagree	3	2	Totally Disagree	Don't Know/NA
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

30. Staff are given the needed education and training to improve job skills and performance

Totally Agree	6	5	Neither Agree Nor Disagree	3	2	Totally Disagree	Don't Know/NA
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

31. Staff are rewarded and recognized (e.g. financially and/or otherwise) for improving quality

Totally Agree	6	5	Neither Agree Nor Disagree	3	2	Totally Disagree	Don't Know/NA
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

32. This QI project is directly aligned with the organization's key strategic goals

Totally Agree	6	5	Neither Agree Nor Disagree	3	2	Totally Disagree	Don't Know/NA
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The following questions relate to the environment surrounding your organization (office).

33. Pressures or incentives from outside my organization motivated us to undertake this specific QI project

Totally Agree	6	5	Neither Agree Nor Disagree	3	2	Totally Disagree	Don't Know/NA
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

34. Groups external to my organization (e.g., associations, institutes, collaboratives) provide important personnel, money, resources, or training in support of this QI project

Totally Agree	6	5	Neither Agree Nor Disagree	3	2	Totally Disagree	Don't Know/NA
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

35. A specific event prompted the launch of this QI project

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>
Don't Know or N/A	<input type="checkbox"/>

THANK YOU FOR YOUR TIME IN COMPLETING THIS SURVEY!

SCORING

Contextual Factor	Question(s)	Score
External Motivators	33	0
External Project Sponsorship	34	0
Organizational QI Leadership	24	0
Organization Senior Leader Sponsor	25	0
Organization QI Culture	26 Reverse Coded	8
Organization QI Maturity	27	0
QI Workforce Focus	28-31 averaged	0
Resource Availability	23	0
Data Infrastructure	22	0
QI Team Leadership	5	0
QI Team Diversity	2	0
QI Team Subject Matter Expert	4	0
QI Team Decision-Making Processes	6-11 Average of Responses	0
QI Team Norms	12-15 Average of Responses	0
QI Team QI Skill	16	0
QI Team Physician Involvement	3	0
QI Team Prior QI Experience	1	0
QI Team Tenure	17	0
Microsystem QI Leadership	18	0
Microsystem Motivation	21	0
Microsystem QI Capability	20	0
Microsystem QI Culture	19	0
Task Strategic Importance to the Organization	32	0
Triggering Event	35 Yes=7, No=1	0

REFERENCES

Some items included in this tool were taken or adapted from previously published instruments as follows:

QI Work Force Focus Items 28-31 (aka Human Resource Utilization)

1. RAND, Improving Chronic Illness Care Evaluation. Healthcare Organization Survey for Quality Management Director. <http://www.rand.org/content/dam/rand/www/external/health/projects/ice/pdf/qmd.pdf>
2. Shortell SM, Levin DZ, O'Brien JL, Hughes EF. Assessing the evidence on CQI: is the glass half empty or half full? *Hosp Health services Adm* 1995, 40(1):4-24

QI Team Decision Making (Items 6-11) and Norms (Items 12-15)

1. Lemieux-Charles L, Murray M, Baker GR, Barnsley J, Tasa K, Ibrahim SA. The effects of quality improvement practices on team effectiveness: A mediational model. *J Organ Behav* 2002, 23(5):533

QI Team Leadership (Item 5)

1. Edmondson A. Psychological Safety and Learning Behavior in Work Teams. *Adm Sci Q* 1999, 44(2):350-383

ATTRIBUTION



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