

Title	QI and OD Methods, Surveys and Questionnaires
Description	<p>If culture is “The way we do things around here”, Surveys and Questionnaires are methods for understanding the perceptions of personnel: what is our way?</p> <p>Culture is the context in which performance is achieved and it has a significant effect on results. Safety and improvement culture are studied most frequently.</p>
How to use it	<ol style="list-style-type: none"> 1. Be clear on what you want to do and why. 2. Allow sufficient time and resource to get it right 3. Be clear that surveys are part of an OD process, not an end unto themselves. 4. Choose an instrument which has proven sensitivity and which is relevant to your needs and the perceptions of respondents. No need to design your own. 5. Prepare the ground – publicity. 6. Prepare the ground – expectation. 7. *Choose the distribution method – IT/Post/Hand delivery/Meetings. If you use paper, favour scanning/OMR (optical mark reading). 8. *Aim for 80% response especially from small groups. 9. *Maintain anonymity. 10. *Track responders/non-responders. Be careful about comparisons – the results are internally valid but not externally. For example: “MaPSaF has been designed as a self-reflective framework and not as a tool for performance management”. 11. Reports must be prompt, non-judgemental and made available to leadership as well as responders. Go for automation.
When to use it	<p>When you are working with or in an organisation over a sustained period. When culture is part of the picture. When those who lead the organisation are committed to learning and changing Repeat once annually at most. Functions (adapted from MaPSaF):</p> <ul style="list-style-type: none"> - to educate - facilitate reflection - recognise performance is multi-factorial - identify strengths and weaknesses of organisation - identify differences in staff groups and seniority - describe what a better culture might look like - design specific interventions
Limitations	<ul style="list-style-type: none"> • It is hard work • Return rates are key • Below 80%, watch for skewed samples • Results are not comparable

References	<p>For a general review of culture survey instruments in healthcare: The Quantitative Measurement of Organizational Culture in Health Care: A Review of the Available Instruments. Tim Scott, Russell Mannion, Huw Davies, and Martin Marshall Health Serv Res. 2003 June; 38(3): 923–945.</p> <p>*These aspects are well dealt with in: Sexton JB, Thomas EJ, Grillo SP. The Safety Attitudes Questionnaire: guidelines for administration. <u>Technical Report 03-02</u>. The University of Texas Center of Excellence for Patient Safety Research and Practice (AHRQ grant #1PO1HS1154401).</p> <p>Survey instruments concerning safety climate are available from: http://www.npsa.nhs.uk/nrls/improvingpatientsafety/humanfactors/mapsaf/, http://www.uth.tmc.edu/schools/med/imed/patient_safety/survey&tools.htm</p> <p>See also: Culture in partnerships – what do we know about it and what can we do about it? www.integratedcarenetwork.gov.uk</p> <p>Medicine, management, and modernisation: a "danse macabre"? Degeling et al. BMJ 2003;326:649-652 (22 March)</p>
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