

# PROFESSIONAL GOVERNANCE

*Please provide the following information. The information you provide is IMPORTANT. Please be sure to complete ALL questions. Remember confidentiality will be maintained at all times.* Today's Date \_\_\_\_\_

1. Sex:  Male  Female
2. Age: \_\_\_\_\_
3. Please indicate your profession:
 

<input type="checkbox"/> Accountant	<input type="checkbox"/> Physician
<input type="checkbox"/> Dietician	<input type="checkbox"/> Registered Nurse
<input type="checkbox"/> Pharmacist	<input type="checkbox"/> Respiratory Therapist
<input type="checkbox"/> Physical Therapist	<input type="checkbox"/> Social Worker
<input type="checkbox"/> Other _____	
4. Please indicate your HIGHEST educational degree:
 

<input type="checkbox"/> Diploma	<input type="checkbox"/> Master's Degree
<input type="checkbox"/> Associate Degree	<input type="checkbox"/> Doctorate
<input type="checkbox"/> Baccalaureate Degree	
5. Employment Status:
 

<input type="checkbox"/> Full-time, 36-40 hours per week
<input type="checkbox"/> Part-time, less than 36 hours per week (specify number of hours/week): _____
6. Please specify the number of years that you have been practicing \_\_\_\_\_
7. Please indicate the title of your present position \_\_\_\_\_
8. Please indicate your clinical specialty:
 

<input type="checkbox"/> Case Management	<input type="checkbox"/> Maternity	<input type="checkbox"/> Psychiatry
<input type="checkbox"/> Clinic	<input type="checkbox"/> Medical/Surgical	<input type="checkbox"/> Quality Management
<input type="checkbox"/> Critical Care	<input type="checkbox"/> Operating Room	<input type="checkbox"/> Recovery Room
<input type="checkbox"/> Education	<input type="checkbox"/> Pediatrics	<input type="checkbox"/> Rehabilitation
<input type="checkbox"/> Emergency Room	<input type="checkbox"/> Other (specify): _____	
9. Please specify the number of years you have worked in this organization \_\_\_\_\_
10. Please specify the number of years you have been in your present position \_\_\_\_\_
11. Please rate your overall satisfaction with your professional practice within the organization (1 = lowest, 5 = highest): 1 2 3 4 5

*In your organization, please circle the group that CONTROLS the following areas:*

- 1 = Management/administration only
- 2 = Primarily management/administration with some staff input
- 3 = Equally shared by staff and management/administration
- 4 = Primarily staff with some management/administration input
- 5 = Staff only

## **PART I**

1. Determining what your professional colleagues can do in their daily practice. 1 2 3 4 5
2. Developing and evaluating policies, procedures and protocols related to patient care. 1 2 3 4 5
3. Establishing levels of qualifications for positions within your own discipline. 1 2 3 4 5
4. Evaluating professional personnel within your own discipline (performance appraisals and peer review). 1 2 3 4 5
5. Determining activities of ancillary personnel (aides, assistants, technicians, secretaries). 1 2 3 4 5
6. Conducting disciplinary actions of colleagues within your discipline. 1 2 3 4 5
7. Assessing and providing for the professional/ educational development of professionals within your own discipline. 1 2 3 4 5
8. Making hiring decisions about professionals within your discipline and their support staff. 1 2 3 4 5
9. Promoting colleagues and their support staff. 1 2 3 4 5
10. Appointing personnel to management and leadership positions. 1 2 3 4 5
11. Selecting products used in your professional practice. 1 2 3 4 5
12. Incorporating evidence-based practice into your professional practice. 1 2 3 4 5
13. Determining methods or systems for accomplishing the work of your discipline. 1 2 3 4 5

## PROFESSIONAL GOVERNANCE

*In your organization, please circle the group that INFLUENCES the following activities:*

- 1 = Management/administration only
- 2 = Primarily management/administration with some staff input
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- 5 = Staff only

### **PART II**

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|---------------------------------------------------------------------------------------------------------------------------------------------------------|---|---|---|---|---|
| 14. Determining how many staff and what level of expertise is needed for routine work.                                                                  | 1 | 2 | 3 | 4 | 5 |
| 15. Adjusting staffing levels to meet fluctuations in work demands.                                                                                     | 1 | 2 | 3 | 4 | 5 |
| 16. Making work assignments for professional and support staff.                                                                                         | 1 | 2 | 3 | 4 | 5 |
| 17. Monitoring and procuring supplies necessary for professional practice and support functions.                                                        | 1 | 2 | 3 | 4 | 5 |
| 18. Regulating the flow of services or patients/clients within the organization.                                                                        | 1 | 2 | 3 | 4 | 5 |
| 19. Formulating annual unit budgets for personnel, supplies, equipment, and education for your own unit or work group.                                  | 1 | 2 | 3 | 4 | 5 |
| 20. Recommending salaries, raises and benefits.                                                                                                         | 1 | 2 | 3 | 4 | 5 |
| 21. Consulting and enlisting services outside of your own unit or work group.                                                                           | 1 | 2 | 3 | 4 | 5 |
| 22. Consulting and enlisting the support of services outside of your own discipline (e.g. dietary, social service, pharmacy, human resources, finance). | 1 | 2 | 3 | 4 | 5 |
| 23. Making recommendations concerning other departments' resources.                                                                                     | 1 | 2 | 3 | 4 | 5 |
| 24. Determining cost-effective measures for professional practice.                                                                                      | 1 | 2 | 3 | 4 | 5 |
| 25. Recommending new services or ventures.                                                                                                              | 1 | 2 | 3 | 4 | 5 |
| 26. Creating new clinical positions.                                                                                                                    | 1 | 2 | 3 | 4 | 5 |
| 27. Creating new administrative or support positions.                                                                                                   | 1 | 2 | 3 | 4 | 5 |

*According to the following indicators in your organization, please circle which group has OFFICIAL AUTHORITY (i.e. authority granted and recognized by the organization) over the following areas that control practice and influence the resources that support it:*

- 1 = Management/administration only
- 2 = Primarily management/administration with some staff input
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- 4 = Primarily staff with some management/administration input
- 5 = Staff only

### **PART III**

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|-----------------------------------------------------------------------------------------------------------------------------------------------------|---|---|---|---|---|
| 28. Written policies and procedures that state what activities professional colleagues can related to their daily practice.                         | 1 | 2 | 3 | 4 | 5 |
| 29. Written service standards/protocols and quality improvement processes.                                                                          | 1 | 2 | 3 | 4 | 5 |
| 30. Mandatory credentialing levels of professionals (licensure, education, certifications) for hiring, continued employment, promotions and raises. | 1 | 2 | 3 | 4 | 5 |
| 31. Written process for evaluating professional personnel within your own discipline (performance appraisal, peer review).                          | 1 | 2 | 3 | 4 | 5 |
| 32. Organizational charts that show job titles and who reports to whom.                                                                             | 1 | 2 | 3 | 4 | 5 |
| 33. Written guidelines for disciplining personnel.                                                                                                  | 1 | 2 | 3 | 4 | 5 |
| 34. Annual requirements for continuing education and inservices.                                                                                    | 1 | 2 | 3 | 4 | 5 |
| 35. Procedures for hiring and transferring your discipline's personnel.                                                                             | 1 | 2 | 3 | 4 | 5 |
| 36. Policies regulating promotion of professional personnel to management and leadership positions.                                                 | 1 | 2 | 3 | 4 | 5 |
| 37. Procedures for generating schedules for professionals within your own discipline and their support staff.                                       | 1 | 2 | 3 | 4 | 5 |

## PROFESSIONAL GOVERNANCE

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|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---|---|---|---|
| 38. Systems for determining how many staff and what level of expertise is needed for the day-to-day work of your unit or work group.                                                 | 1 | 2 | 3 | 4 | 5 |
| 39. Mechanisms for determining staffing levels when there are fluctuations in work demands.                                                                                          | 1 | 2 | 3 | 4 | 5 |
| 40. Procedures for determining work assignments.                                                                                                                                     | 1 | 2 | 3 | 4 | 5 |
| 41. Daily methods for monitoring and obtaining supplies that support the practice of your professional group within the organization.                                                | 1 | 2 | 3 | 4 | 5 |
| 42. Procedures for controlling the flow of services and patients/clients within the organization.                                                                                    | 1 | 2 | 3 | 4 | 5 |
| 42. Process for recommending and formulating annual budgets for personnel, supplies, equipment, and education for your own work group.                                               | 1 | 2 | 3 | 4 | 5 |
| 44. Procedures for adjusting professional personnel's salaries, raises, and benefits.                                                                                                | 1 | 2 | 3 | 4 | 5 |
| 45. Formal mechanisms for consulting and enlisting the support of other professionals within your discipline who work outside of your work group.                                    | 1 | 2 | 3 | 4 | 5 |
| 46. Formal mechanisms for consulting and enlisting support of organizational services outside of your work group (e.g. dietary, social service, pharmacy, human resources, finance). | 1 | 2 | 3 | 4 | 5 |
| 47. Procedure for restricting or limiting the amount of work you do (closing units, redistributing patient work loads).                                                              | 1 | 2 | 3 | 4 | 5 |
| 48. Location, design and access to office space, staff lounges and charting areas.                                                                                                   | 1 | 2 | 3 | 4 | 5 |
| 49. Access to office equipment (e.g. smart phones, computers, copy machines) and the Internet.                                                                                       | 1 | 2 | 3 | 4 | 5 |

*In your organization, please circle the group that PARTICIPATES in the following activities:*

- 1 = Management/administration only  
 2 = Primarily management/administration with some staff input  
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 5 = Staff only

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### ***PART IV***

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|--------------------------------------------------------------------------------------------------------------------------------------|---|---|---|---|---|
| 50. Participation in unit or work-group committees that deal with professional practice.                                             | 1 | 2 | 3 | 4 | 5 |
| 51. Participation in unit or work-group committees that deal with administrative matters such as staffing, scheduling and budgeting. | 1 | 2 | 3 | 4 | 5 |
| 52. Participation in departmental committees that deal with professional practice.                                                   | 1 | 2 | 3 | 4 | 5 |
| 52. Participation in departmental committees that deal with administrative matters such as staffing, scheduling, and budgeting.      | 1 | 2 | 3 | 4 | 5 |
| 54. Participation in interprofessional committees (physicians, other healthcare professions) for collaborative practice.             | 1 | 2 | 3 | 4 | 5 |
| 55. Participation in organizational administrative committees for matters such as employee benefits and strategic planning.          | 1 | 2 | 3 | 4 | 5 |
| 56. Formating new unit or work-group committees.                                                                                     | 1 | 2 | 3 | 4 | 5 |
| 57. Forming new departmental committees within your own discipline.                                                                  | 1 | 2 | 3 | 4 | 5 |
| 58. Forming new interprofessional committees.                                                                                        | 1 | 2 | 3 | 4 | 5 |
| 59. Forming new administration committees for the organization.                                                                      | 1 | 2 | 3 | 4 | 5 |

## PROFESSIONAL GOVERNANCE

*In your organization, please circle the group that has ACCESS TO INFORMATION about the following activities:*

- 1 = Management/administration only
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### **PART V**

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|-------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---|---|---|---|
| 60. Quality of professional practice in the organization.                                                                                                   | 1 | 2 | 3 | 4 | 5 |
| 61. Compliance of your organization with requirements of surveying agencies (e.g. The Joint Commission, state and federal government, professional groups). | 1 | 2 | 3 | 4 | 5 |
| 62. Your work group's projected budget and actual expenses.                                                                                                 | 1 | 2 | 3 | 4 | 5 |
| 63. Your organization's financial status.                                                                                                                   | 1 | 2 | 3 | 4 | 5 |
| 64. Your work group and departmental goals and objectives for this year.                                                                                    | 1 | 2 | 3 | 4 | 5 |
| 65. Your organization's strategic plans for the next few years.                                                                                             | 1 | 2 | 3 | 4 | 5 |
| 66. Results of clients' satisfaction surveys.                                                                                                               | 1 | 2 | 3 | 4 | 5 |
| 67. Professionals' satisfaction with their interprofessional collaboration.                                                                                 | 1 | 2 | 3 | 4 | 5 |
| 68. Turnover and vacancy rate of professionals within your discipline in the organization.                                                                  | 1 | 2 | 3 | 4 | 5 |
| 69. Colleagues' (within your discipline) satisfaction with their general practice.                                                                          | 1 | 2 | 3 | 4 | 5 |
| 70. Colleagues' (within your discipline) satisfaction with their salaries and benefits.                                                                     | 1 | 2 | 3 | 4 | 5 |
| 71. Management's opinion of the quality of professional practice provided by your discipline.                                                               | 1 | 2 | 3 | 4 | 5 |
| 72. Other professional disciplines' opinion of the quality of professional practice provided by your discipline.                                            | 1 | 2 | 3 | 4 | 5 |
| 73. Your peers' opinion of the quality of their professional practice.                                                                                      | 1 | 2 | 3 | 4 | 5 |
| 74. Access to resources supporting professional practice and development (e.g. online resources, CE activities, journals and books library).                | 1 | 2 | 3 | 4 | 5 |

*In your organization, please circle the group that has the ABILITY to:*

- 1 = Management/administration only
- 2 = Primarily management/administration with some staff input
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- 5 = Staff only

### **PART VI**

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|------------------------------------------------------------------------------------------------------------------|---|---|---|---|---|
| 75. Negotiate solutions to conflicts among your professional colleagues.                                         | 1 | 2 | 3 | 4 | 5 |
| 76. Negotiate solutions to conflicts between your professional colleagues and other professional groups.         | 1 | 2 | 3 | 4 | 5 |
| 77. Negotiate solutions to conflicts between your professional colleagues and other organizational departments.  | 1 | 2 | 3 | 4 | 5 |
| 78. Negotiate solutions to conflicts between your professional colleagues and their immediate managers.          | 1 | 2 | 3 | 4 | 5 |
| 79. Negotiate solutions to conflicts between your professional colleagues and the organization's administration. | 1 | 2 | 3 | 4 | 5 |
| 80. Create a formal grievance procedure or process for resolving internal disputes.                              | 1 | 2 | 3 | 4 | 5 |
| 81. Write the goals and objectives for your immediate work group.                                                | 1 | 2 | 3 | 4 | 5 |
| 82. Write the philosophy, goals, and objectives of your department.                                              | 1 | 2 | 3 | 4 | 5 |
| 83. Formulate the mission, philosophy, goals, and objectives of the organization.                                | 1 | 2 | 3 | 4 | 5 |
| 84. Write policies and procedures for your work group.                                                           | 1 | 2 | 3 | 4 | 5 |
| 85. Determine departmental policies and procedures.                                                              | 1 | 2 | 3 | 4 | 5 |
| 86. Determine organization-wide policies and procedures.                                                         | 1 | 2 | 3 | 4 | 5 |