

Hospital Governance questionnaire
“The influence of hospital ownership and governance structure on maternal health services delivery in Kenya”

INTERVIEWER NAME _____

1. Date _____
2. Facility Name _____
3. Facility Number _____
4. What type of facility is this? _____
5. (Government = 1, faith based = 2, private for profit = 3, NGO =4, other = 5)

Licensing/Registration of the hospital

6. What licenses are required to operate the facility?

6.1. Type of License	6.2. Licensing authority	6.3. License currently valid [yes=1, no=2]	6.4. License displayed in public view [yes=1, no=2]	6.5. Fees paid	6.6. License frequency (annual=1, initial registration=2, other=3)

Board Composition and Processes

7. Are board members formally appointed? [yes=1, no=2]
8. Describe the process of nomination to the board? [Election=1, Selection=2]
- 8.1. Selection done by _____

9. Describe the composition of the board, current year and in each of the last 3 preceding years. (Fill table for each year)

9.1. Year	Board Member						
	1	2	3	4	5	6	7
9.2. Male =1;Female=2							
9.3. Age (years)							
9.4. Profession [medical=1, non-medical=2, then doctor, nurse, accountant etc.]							
9.5. Is currently employed by Hospital [yes=1, no=2]							
9.6. If Yes full time=3 or part time=4]							
9.7. Time served on board <1 yr; 1-2yr; >3yr							
9.8. Has a specific role(s) on board (e.g. chair, audit committee)							
9.9. Representation [Community=1, management=2, owner=3,							

<i>other=4 specify] (Trustee or fiduciary)</i>							
9.10. Voting rights[yes=1, no=2]							
9.11. Pay [yes=1, no=2]							
9.12. If 1 then amount per annum							
9.13. Owns shares [yes=1, no=2]							
9.14. If yes <15%=3, 15-49.9%=4, >50%-85%=5, >85%=6							
9.15. Board compensation [yes=1, no=2]							
9.16. If employed by hospital, separate board membership pay from other pay (Travel costs not part of compensation)							

10. Does the board have term limit(s) for members serving? Yes=1/No=2

11. How often are board meetings held?

Year (<i>specify hospital year</i>)	Current Year	Previous year	Two years ago	Three years ago
12. Number of meetings				
13. What are the issues that routinely most occupy the board's time during meetings?*(<i>list the issues¹</i>)				

14. Is the board the final decision-maker regarding the strategic direction of the hospital? [yes=1, no=2]

14.1. Explain.

15. Is there any document or set of documents that describes the mission, vision and values, purpose and goals of the organization? Yes=1/No=2.

16. Does the hospital have a strategic plan? [yes=1, no=2] _____

16.1. If yes are the strategic plans done with approval of the board? [yes=1, no=2] _____ (check that appears in minutes of board).

¹ Strategic=1[*strategic planning, joint ventures, competitive position*]. Operational=2 [*cash flow, hiring*]

17. Are there any documents that demonstrate the involvement of the following in strategic or program planning?

17.1. Community leaders [yes=1, no=2] _____

17.2. Health care organizations in strategic or program planning of service delivery? [yes=1, no=2] _____

18. What is the hospital mission statement?

19. Is the organization's mission made public? [yes=1, no=2].

19.1. If yes where _____ (website, published document, notice board)

20. Is there any document or set of documents that describes the structure of the organization? [yes=1, no=2] Provide organogram.

21. Is there an annual budget developed? [yes=1, no=2]

22. Is the budget approved by the board? [yes=1, no=2]

23. Is approval of the budget documented in the minutes of the governing body? [yes=1, no=2]

23.1. If no then who approves the budget? _____

Hospital Management Structure and Processes

24. Is there any document or set of documents that describes the roles/responsibilities of the Chief Executive Officer? [yes=1, no=2]

25. Describe the senior management team composition.

Position (title)	Reports to	Professional qualifications	Years in current position

26. Are routine senior management meetings held?

27. If yes how often are they held? _____

28. Are there minutes that support these meetings? [yes=1, no=2]

29. Who regularly attends these meetings?

30. Are there any documents that demonstrate that policies approved by the board have been implemented? *[yes=1, no=2, list the documents shown as evidence including reports, meeting minutes, plans]. If no explain.*

31. How are the various departments coordinated? *(multiple answers allowed)*

1. Regular staff meetings
2. Grand rounds
3. Interdisciplinary team meetings
4. Reporting processes (e.g. shift reports)
5. Others (Specify) _____

32. List the departments that together provide MDS

1. How are the various departments coordinated with reference to MDS?
 - a. Regular staff meetings
 - b. Grand rounds
 - c. Interdisciplinary team meetings
 - d. Reporting processes (e.g. shift reports)
 - e. Others (Specify) _____

33. Are copies of applicable laws, regulations, procedures that govern the hospital (MDS) readily available? *[yes=1, no=2, partially=3. List which ones]*

34. Is compliance with laws and regulations documented? *(reporting where required)*

Area	<i>yes=1, no=2, partially=3, not up to date=4</i>
34.1. HRH (e.g. Radiology safety logs)	
34.2. Information (Reporting of data to MOH)	
34.3. Service Delivery (Notifiable contagious diseases, mortality)	
34.4. Governance (changes in board, senior management)	
34.5. Finance (annual operating plan to MOH)	
34.6. Vaccines and medical products (e.g. expiry of drugs)	
34.7. Other (specify)	

35. Are there any reports from inspecting or regulatory agencies focusing on MDS available? *yes=1, no=2, partially=3, not up to date=4. List which ones are)*

Inspecting or Regulatory agency	Date of last inspection/regulatory visit	Are there minutes of meetings or reports that show that actions have been taken to rectify any issues arising from

		inspection or regulatory visit? <i>yes=1, no=2</i>

36. Does the hospital formally use any independent contractors to provide any clinical services related to MDS?

Area	Describe the type of service	<i>yes=1, no=2</i>	How is the contractor selected? (<i>tender, selection</i>)	How is quality of service provided monitored? (minutes of meetings=1; reports=2;)	Are complaints regarding contracted services documented and followed up? <i>yes=1, no=2</i>	If No, describe the nature of relationship Patient choice=3 Informal contract=4 Other=5
36.1. Diagnostic services (e.g. lab, x-ray)						
36.2. Consultation						
36.3. Treatment						
36.4. Other, (e.g. cleaning)						

Investment Structure

37. What major investment has the hospital undertaken in the last 3 years?

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38. How does the hospital raise capital to finance investment?

1. Internal (profits are reinvested)
2. Loans (bank)
3. Loans (shareholders)
4. Loans (donor)
5. Donations
6. Other _____

39. Is the hospital exempt from paying any taxes? Yes/No _____.

Explain _____

40. Is the hospital legally obliged to pay corporate tax on profits? Yes/No _____

41. Has the hospital made a surplus (profit) in the last three years?

Year	2014	2013	2012
Profit (Yes/No)			

41.1. If Yes, how is the surplus distributed? *(if response is more than one category estimate proportions)*

	Proportion (%)
41.1.1. Shareholder dividend	
41.1.2. Retained by hospital for future investment	
41.1.3. Used to pay for patients unable	

41.2.If No, how are the losses distributed?

	Proportion (%)
41.2.1. Shareholders bear loss	
41.2.2. Other, explain_____	