

# **Analysis of Provider Payment Reforms on Advancing China's Health (APPROACH)**

## **County Level Hospital Survey Questionnaire**

The data collected will only be used for the purpose of research. Thanks for your participation.

Province\_\_\_\_\_County\_\_\_\_\_

Name of health facility (based on registration record) \_\_\_\_\_

Address\_\_\_\_\_

Postcode \_\_\_\_\_

Is this hospital a pilot hospital in the national public hospital reform pilot?    Yes ☐      No ☐

Job title of the respondent:    ☐ Director    ☐ Deputy director    ☐ Other leader (job title: \_\_\_\_\_)

**Table 1. General information about the hospital in 2014**

Question ID	Question	Response
1.	Type of hospital: ①General hospital ②Traditional Chinese hospital ③Others (specify)	
2.	Level of hospital: ①Primary ②Secondary ③Tertiary ④ Unassigned	
3.	①First class ②Second class ③Third class	
4.	Ownership of hospital: ①Public (MOH) (skip to Q6) ②Public (non-MOH) (specify) (skip to Q6) ③Non-public (specify)	
5.	Profit status: ①For profit ②Not-for-profit	

Note: fill table according to the real situation. Please put “-888” if do not know; please put “-999” if not applied (the same applies to the rest tables).

**Table 2. Staffing in 2014**

Question ID	Question	Response (Number)
6.	Official quota on number of posts that receive government subsidies for basic salary	
7.	Number of staff on duty	
8.	Among which: number of staff holding official posts with government subsidies	
9.	Number of staff holding contracted posts	
10.	Number of staff recruited after their retirement	
11.	Number of temporary staff	
12.	Number of medical professionals	
13.	Classification: Medical practitioners	
14.	Assistant medical practitioners	
15.	Certified nurses	
16.	Pharmacist	
17.	Laboratory technician	
18.	Imaging technician	
19.	Other medical professionals	
20.	Professional title: Senior	
21.	Associate senior	
22.	Medium	
23.	Junior / Assistant	
24.	Other	
25.	Number of retired staffs	
26.	In the past 3 years (2012-2014), did any medical practitioners or assistant medical practitioners leave your hospital? ①Yes ②No	
27.	If yes, number of medical practitioners who left	
28.	Number of assistant medical practitioners who left	
29.	In the past 3 years (2012-2014), number of medical practitioners newly recruited	

30.	In the past 3 years (2012-2014), number of assistant medical practitioners newly recruited	
31.	Official quota on number of beds	
32.	Number of beds in operation	
33.	Number of ICU beds	
34.	Total value of medical equipment (in 10,000 RMB) with value greater than 10,000 RMB	
35.	Quantity of medical equipment with value greater than 10,000 RMB	
36.	Among which: Total value of CT	
37.	Total value of MRI	
38.	Total value of DR or CR	

**Table 3. Financial statement in 2014**

<b>Question ID</b>	<b>Question</b>	<b>Response</b>
39.	Total revenue (in 10,000 RMB)	
40.	Government subsidy, among which: (in 10,000 RMB)	
41.	Basic expense budget (in 10,000 RMB)	
42.	Basic salary of official posts (in 10,000 RMB)	
43.	Among which: salary of retired staffs (in 10,000 RMB)	
44.	Policy-related compensation (in 10,000 RMB)	
45.	Project expense (in 10,000 RMB)	
46.	Basic infrastructure construction (in 10,000 RMB)	
47.	Medical equipment purchase (in 10,000 RMB)	
48.	Priority service capability building (in 10,000 RMB)	
49.	Performing public health functions assigned by the government (in 10,000 RMB)	
50.	Medical service (in 10,000 RMB)	
51.	Outpatient services (in 10,000 RMB)	
52.	Drugs (in 10,000 RMB)	
53.	Examination and tests (in 10,000 RMB)	
54.	Others (in 10,000 RMB)	
55.	Inpatient services (in 10,000 RMB)	
56.	Drugs (in 10,000 RMB)	
57.	Examination and tests (in 10,000 RMB)	
58.	Others (in 10,000 RMB)	
59.	Research and teaching (in 10,000 RMB)	
60.	Other sources (in 10,000 RMB)	
61.	Insurance (in 10,000 RMB)	
62.	Among which: From New Cooperative Medical Scheme (in 10,000 RMB)	
63.	From Urban Resident Basic Medical Insurance (in 10,000 RMB)	

64.	From Urban Employee Basic Medical Insurance (fill 0 if no) (in 10,000 RMB)	
65.	Total expense (in 10,000 RMB)	
66.	Health care services (in 10,000 RMB)	
67.	Staff salary, bonus etc. (in 10,000 RMB)	
68.	Among which: Salary (in 10,000 RMB)	
69.	Allowance (in 10,000 RMB)	
70.	Bonus (in 10,000 RMB)	
71.	Pay-for-performance (in 10,000 RMB)	
72.	Drug purchasing (in 10,000 RMB)	
73.	Project (in 10,000 RMB)	
74.	Infrastructure development (in 10,000 RMB)	
75.	Medical equipment purchasing (in 10,000 RMB)	
76.	Capacity building (in 10,000 RMB)	
77.	Performing public health function (in 10,000 RMB)	
78.	Research and teaching (in 10,000 RMB)	
79.	Administration (in 10,000 RMB)	
80.	Among which: Salary of administrative staff (in 10,000 RMB)	
81.	Salary of retired staff (in 10,000 RMB)	
82.	Other expenses (in 10,000 RMB)	
83.	Total unpaid bills of patients (in 10,000 RMB)	
84.	Among which: unpaid bills of patients of this year(in 10,000 RMB)	
85.	In 2014, what is total surplus (revenue net of expenses) as a share of total medical service revenue?	_____ %
86.	Does your hospital have discretion on how to spend surplus? ①Yes ②No (skip to Q91)	
87.	If yes, what is the percentage of the surplus your hospital has discretion	_____ %
88.	Among discretionary surplus: The percentage that your hospital spent on staff's bonus	_____ %
89.	The percentage that your hospital spent on hospital development	_____ %
90.	Others	_____ %

**Table 4. Governance of the hospital**

Question ID	Question	Response
91.	How many departments are there in your hospital excluding administrative and logistics/cleaning departments?	
92.	Please list the share of revenue for each of the top three departments by revenue	1. Department____; ____% 2. Department____; ____% 3. Department____; ____%
93.	Do the departments in your hospital have separate financial accounts? ①Yes ②No ③Partially independent	
94.	For those who need to be treated by multiple departments, who are responsible for coordination across the various departments? ① Doctors ②Departments ③Hospital ④Patient ⑤ Others_____	
95.	Has your hospital implemented director-in-charge management system? ①Yes ②No	
96.	How to appoint the director of your hospital? ①direct appointment by the government ② open Competition	
97.	Which department is responsible for appointing director? ①Department of organization ②Bureau of Health ③Hospital itself ④ Others (specify)	
98.	Is there a set of assessment criteria on appointing directors? ①Yes ②No	
99.	What are the indicators used in the assessment of the director? ①Service volume ②Health care quality ③Population health ④Patient satisfaction ⑤Revenue and expenditures of the hospital ⑥Development of the hospital ⑦Emergency management ⑧Administrative assessment ⑨Others (specify)	
100.	Has any director failed the assessment? ①Yes ②No	
101.	If the director failed the assessment, what are the consequences? ① affects income ② affects re-appointment ③ affects promotion④ other (please specify)	
102.	Does your hospital have discretion in recruiting staffs holding officially budget posts? ①Yes ②No ③Not applied	

103.	Does your hospital have discretion in recruiting staffs not holding officially budget posts? ①Yes ②No ③Not applied	
104.	What are the factors affecting promotion of the doctors in your hospitals (can choose more than one)? ①Working experience ②Competency ③ Service volume ④Reputation ⑤Interpersonal skills ⑥Medical ethics ⑦Others (specify)	
105.	On average, total income (including salary, bonus, subsidies etc.) of doctors holding officially budgeted posts is how many times as much as that of those not holding officially budget posts?	_____times
106.	Does your hospital have discretion in designing annual development plan? ①Yes ②No	
107.	In terms of drug purchasing, which of following areas is your hospital have autonomy? ①Quantity ②Variety ③Purchasing channels ④Others (specify)	
108.	In terms of procurement of non-durable goods, which of following areas does your hospital have autonomy? ①Quantity ②Variety Purchasing channels ④Others (specify)	
109.	In terms of procurement of medical equipment, which of following areas does your hospital have autonomy? ①Quantity ②Variety ③Purchasing channels ④Others (specify)	
110.	Which department has the final right to decide on how to use discretionary funding? ①Committee of the Communist Party of the hospital ② The director ③ The board ④ Workers union ⑤Shareholders ⑥ Others_____	
111.	Up to 2014, how much has your hospital borrowed from financial institutions (e.g. banks)? (Fill in 0 if no) (in 10,000 RMB)	
112.	How does your hospital pay off debt? (can choose more than one) ① Fund raising by hospital ②Subsidy from public finance ③ Default ④ Others (specify)	
113.	Does your hospital have official documents on the mission and objectives that the hospital pursue? ①Yes ②No (Please get the document if yes)	



**Table 5. Leadership of the hospital**

Question ID	Question	Response
114.	Does your hospital face competition from other hospitals? ① Intense ② Some ③ No	
115.	If yes, where does the competition come from? ① Out-of-county hospitals ② Public hospitals within the county ③ Non-public hospitals within the county ④ Others (specify)	
116.	How does your hospital deal with competition? (can choose more than one) ① Improve efficiency of internal management of the hospital ② Recruit highly competent doctors ③ Introduce more high-tech medical equipment ④ Improve the environment/ambience of the hospital ⑤ Improve health care services ⑥ Others (specify)	
117.	Overall, does your hospital use centralized or decentralized management approach? ① Centralized management mode at the hospital level ② Decentralized management to department level ③ Combination of both of the above	
118.	Please list three main dimensions managed at the hospital level using centralized management mode?	1. _____ 2. _____ 3. _____
119.	Please list three main dimensions managed at the department level using decentralized management mode?	1. _____ 2. _____ 3. _____

**Table 6. Provider payment method**

Question ID	Question	Response
120.	Is your hospital contracted with New Cooperative Medical Scheme? ①Yes ②No (skip to Q124)	
121.	What is the provider payment method for general outpatient services used by New Cooperative Medical Scheme? (can choose more than one) ① Fee-For-Service ② Case-based payment ③ Capitation ④ Global budget ⑤Other	
122.	What is the provider payment method for outpatient services of chronic diseases used by New Cooperative Medical Scheme? (can choose more than one) ① Fee-For-Service ② Case-based payment ③ Capitation ④ Global budget ⑤Other	
123.	What is the provider payment method for inpatient services used by New Cooperative Medical Scheme? (can choose more than one) ① Fee-For-Service ② Case-based payment ③ Capitation ④ Global budget ⑤Other	
124.	Is your hospital contracted with Urban Resident Basic Medical Insurance? ①Yes ②No (skip to Question 9)	
125.	What is the provider payment method for general outpatient services used by Urban Resident Basic Medical Insurance? (can choose more than one) ① Fee-For-Service ② Case-based payment ③ Capitation ④ Global budget ⑤Other	
126.	What is the provider payment method for outpatient services for chronic diseases used by Urban Resident Basic Medical Insurance? (can choose more than one) ① Fee-For-Service ② Case-based payment ③ Capitation ④ Global budget ⑤Other	
127.	What is the provider payment method for inpatient services used by Urban Resident Basic Medical Insurance? (can choose more than one) ① Fee-For-Service ② Case-based payment ③ Capitation ④ Global budget ⑤Other	
128.	Is your hospital contracted with Urban Employee Basic Medical Insurance? ①Yes ②No (skip to the next section)	

129.	What is the provider payment method for general outpatient services used by Urban Employee Basic Medical Insurance? (can choose more than one) ① Fee-For-Service ② Case-based payment ③ Capitation ④ Global budget ⑤Other	
130.	What is the provider payment method for outpatient services of chronic diseases used by Urban Employee Basic Medical Insurance? (can choose more than one) ① Fee-For-Service ② Case-based payment ③ Capitation ④ Global budget ⑤Other	
131.	What is the provider payment method for inpatient services used by Urban Employee Basic Medical Insurance? (can choose more than one) ① Fee-For-Service ② Case-based payment ③ Capitation ④ Global budget ⑤Other	

**Table 7. Public hospital reform (skip if not a public hospital)**

Question ID	Question	Response
132.	Which reform approach do you prefer? ①Government operates public hospitals, increases government investment so that the public hospitals have no need to generate revenue. ②Government purchases health care services through social insurance, and give public hospitals considerable autonomy. Public hospitals compete for the funding from social insurance.	
133.	Has your hospital implemented zero-drug policy? ①Yes ②No	
134.	When did you start to implement zero-drug policy? ( Year/Month)	
	If you implement zero-drug policy, did you receive any of the following compensation?	
135.	Government subsidy ①Yes ②No	
136.	Compensation from social insurance ①Yes ②No	
137.	Through charging consultation fee ①Yes ②No	
138.	Increase price of health care services ①Yes ②No	
139.	Others ①Yes ②No	
140.	Total value of drug purchased in 2014 (in 10,000 RMB)	
141.	Among which: total value of essential drug purchased (in 10,000 RMB)	
142.	Has the government set a target on the percentage of essential drug prescribed in terms of value? ①Yes ②No	
143.	If yes, what is the percentage of essential drugs prescribed in total drugs prescribed in terms of value? (%)	

144.	Has the government set a target on the percentage of essential drug prescribed in terms of quantity? ①Yes ②No	
145.	If yes, what is the percentage of essential drugs prescribed in total drugs prescribed in terms of quantity (%)	
146.	Is staff salary linked to performance? ①Yes ②No	
147.	If yes, what is the percentage of performance-related salary in total salary (%)	
148.	What is the percentage of salary linked to revenue generating activities in total performance-related salary (%)	
	The relationship between performance-related salary and the following indicators: - positively associated: the higher the indicator, the higher the performance-related salary - negatively associated: the higher the indicator, the lower the performance-related salary	
149.	Attendance ①positively associated ②negatively associated ③not associated	
150.	The volume of services provided ①positively associated ②negatively associated ③not associated	
151.	Length-of-stay ①positively associated ②negatively associated ③not associated	
152.	The number of prescriptions ①positively associated ②negatively associated ③not associated	
153.	Average value of the prescriptions ①positively associated ②negatively associated ③not associated	

154.	The quantity of drugs prescribed and the value ①positively associated ②negatively associated ③not associated	
155.	The quantity or value of the examination prescribed ①positively associated ②negatively associated ③not associated	
156.	Surplus/loss of the department ①positively associated ②negatively associated ③not associated	
157.	Incidence of accident/medical error ①positively associated ②negatively associated ③not associated	
158.	The number of complaints received from patients and their relatives ①positively associated ②negatively associated ③not associated	
159.	Whether involved in scientific research ①positively associated ②negatively associated ③not associated	
160.	Quality of care ①positively associated ②negatively associated ③not associated ④don't know	
161.	Medical ethics ①positively associated ②negatively associated ③not associated ④don't know	
162.	Does your hospital use clinical pathways to manage some conditions? ①Yes ②No	
163.	If yes, how many conditions are implementing clinical pathways?	
164.	What is the percentage of discharges followed clinical pathways in total discharges (%)	
165.	Does your hospital have a governing board? ①Yes ②No	
166.	Does your hospital have a quality management committee? ①Yes ②No	

167.	Does your hospital have independent department responsible for quality management? ①Yes    ②No								
168.	In terms of quality management, what are the three dimensions your hospital value most	1. _____ 2. _____ 3. _____							
169.	Has your hospital established mentor-mentee relationship with any tertiary hospital? ①Yes    ②No								
170.	Which department has established mentor-mentee relationship? ①Yes    ②No								
171.	How long does the mentor hospital provide assistance to you on average in 2014? (people * months)								
172.	Does your hospital provide training to doctors from township or community health centres on a regular basis?    ①Yes    ②No								
173.	For each of the following staff type, how many times is total annual income (including salary, bonus, subsidy etc.) compared to basic salary?	Director		Vice director		Consultant		Registrar	
		Internal medicine	Surgery	Internal medicine	Surgery	Internal medicine	Surgery	Internal medicine	Surgery
		X____	X____	X____	X____	X____	X____	X____	X____