WELCOME TO THE SURVEY

This questionnaire is for those currently, or most recently, leading on the implementation of the Productive Ward: Releasing Time to CareTM (referred to from now on as the Productive Ward) at your Trust. Please feel free to consult relevant colleagues, if you need to, when completing the online survey.

Your answers are important to us because they will help us to understand what has happened to the Productive Ward initiative over time, and so inform future design and development of such initiatives.

The questionnaire should take approximately 20 - 30 minutes to complete, depending on the answers you give. If you need to save your responses and return later to complete the survey you can do so (until you have clicked the "Submit" button on the final page of the survey).

1. Please enter the name of the NHS Trust that your answers in this survey relate to. (Please note your answers will be anonymised, but we need this information in order to credit this Trust in research accrual returns)
2. The Productive Ward was piloted in 2006 and first launched in 2008. In approximately which year did your Trust first start using the Productive Ward?
Please tick one:

- [ ] 2006
- [ ] 2007
- [ ] 2008
- [ ] 2009
- [ ] 2010
- [ ] 2011
- [ ] 2012
- [ ] 2013
- [ ] 2014
- [ ] 2015
- [ ] 2016

3. Thinking back to when the Trust first used the Productive Ward, how was it implemented?
Please tick one:

- [ ] In all wards at once in the whole Trust (for single site Trusts)
- [ ] In all wards at once in some hospital sites that are part of the Trust (where your Trust has more than one site)
- [ ] Using a phased approach (i.e. on some wards in a hospital or Trust, with a view to further roll out)
- [ ] Only in selected wards in any one site (without a view to further roll-out)
4. What was the reason for this implementation approach? 
Please tick all that apply:

- [ ] We did not have enough facilitators to support all wards at once
- [ ] We received external funding for a limited number of wards
- [ ] We were already running other quality improvement programmes in some wards
- [ ] We wanted to try it out and see how it went

If Other, please tell us why:
5. On what basis were initial wards chosen? Please tick all that apply:

- [ ] There were ward sisters / managers there who were keen to use it
- [ ] They were wards which were not doing well in terms of patient experience
- [ ] They were wards which were not doing well in terms of patient outcomes
- [ ] They were wards which were not doing well in terms of staff wellbeing
- [ ] They were wards that were known for embracing innovation
- [ ] They were wards we thought would rise to a challenge
- Other

If Other, please write in any other basis used to select wards:

6. If implemented using a phased approach, did rollout across the whole Trust happen? Please tick one:

- [ ] Yes
- [ ] No
- [ ] Don't know
- [ ] Not applicable
7. Are any elements of the Productive Ward still being used at your Trust (whether or not they are referred to as part of Productive Ward)?

[ ] Yes
[ ] No

Please note: Even if your Trust is no longer using any elements of the Productive Ward, we are still interested in your views and experiences of using it in the past. Please continue with the survey.

8. Productive Ward includes modules covering different aspects of the work of a ward. Which modules does your Trust have experience of using?

Please tick all that apply:

[ ] Knowing How we are Doing
[ ] Shift Handovers
[ ] Well Organised Ward
[ ] Meals
[ ] Patient Status at a Glance
[ ] Medicines

[ ] Patient Observations
[ ] Patient Hygiene
[ ] Admissions and Planned Discharge
[ ] Nursing Procedures
[ ] Ward Round

9. Which modules have you found to be the most useful?

Please tick your top 3:

[ ] Knowing How we are Doing
[ ] Shift Handovers
[ ] Well Organised Ward
[ ] Meals
[ ] Patient Status at a Glance
[ ] Medicines

[ ] Patient Observations
[ ] Patient Hygiene
[ ] Admissions and Planned Discharge
[ ] Nursing Procedures
[ ] Ward Round
### OVERALL USAGE OVER TIME (CONTD.)

10. The Productive Ward includes a number of tools to help wards identify priorities and to implement changes. Which parts of the toolkit does your Trust have experience of using? Please tick all that apply:

- [ ] Your vision
- [ ] Cost/Benefit Analysis
- [ ] Meetings
- [ ] Module Action Planner
- [ ] Activity Follow
- [ ] 5-Why Analysis
- [ ] Video Waste Walk
- [ ] Spaghetti Diagrams
- [ ] Interviews
- [ ] Audit Planning
- [ ] Photographs
- [ ] Visit Pyramid
- [ ] Video
- [ ] 5S Game
- [ ] Timing Processes
- [ ] Time Benefit Quantification
- [ ] Calculating incidents related to a particular activity
- [ ] Process Mapping
- [ ] Measures Tool
- [ ] Safety Crosses
- [ ] Dignity Walk
- [ ] None

11. Which tools have you found to be the most helpful? Please tick your top 3:

- [ ] Your vision
- [ ] Cost/Benefit Analysis
- [ ] Meetings
- [ ] Module Action Planner
- [ ] Activity Follow
- [ ] 5-Why Analysis
- [ ] Video Waste Walk
- [ ] Spaghetti Diagrams
- [ ] Interviews
- [ ] Audit Planning
- [ ] Photographs
- [ ] Visit Pyramid
- [ ] Video
- [ ] 5S Game
- [ ] Timing Processes
- [ ] Time Benefit Quantification
- [ ] Calculating incidents related to a particular activity
- [ ] Process Mapping
- [ ] Measures Tool
- [ ] Safety Crosses
- [ ] Dignity Walk
- [ ] None
12. Please help us get a picture of the use of Productive Ward at your Trust over time. How many wards are there in your Trust? 
*Please enter number here:*

**Please note:** In the following answers please only include Productive Ward and not other programmes in the Productive series (such as Productive Theatre).

13. Of the number of wards in your Trust, please tell us *approximately:* How many have used at least some elements of the Productive Ward in the past, *but have now stopped.* 
*Please enter approximate number here:*

14. How many wards have implemented the Productive Ward and *are continuing to use* at least some elements of it. 
*Please enter approximate number here:*

15. How many wards are likely to try at least some elements of the Productive Ward *in the future,* but haven’t done so yet. 
*Please enter approximate number here:*
16. If you would like to add any comments on usage over time, please write your response here:
17. Please tell us how involved different staff groups have been in the Productive Ward in your Trust.

*For each staff group please choose between - ‘Not at all involved’, ‘Moderately involved’ or ‘Very involved’ by placing a tick in the appropriate box:*

<table>
<thead>
<tr>
<th>Staff Group</th>
<th>Not at all involved</th>
<th>Moderately involved</th>
<th>Very involved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allied Health Professionals (physiotherapists, speech &amp; language therapists)</td>
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<tr>
<td>Ancillary staff (e.g. porters, domestic, kitchen)</td>
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<td>Clerical / Administrative staff</td>
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<td>Estates staff (e.g. maintenance)</td>
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<td>Health scientists (e.g. phlebotomists, physiologists)</td>
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<td>Healthcare support staff (e.g. HCAs, Asst. Practitioners)</td>
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<td>Nursing staff (bands 5 and 6)</td>
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<td>Nursing staff (bands 7 and 8)</td>
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<td>Medical staff</td>
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<td>Middle management (e.g. General Manager, Clinical Director)</td>
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<td>Senior management (e.g. Director of Operations, Director of Nursing)</td>
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</table>

18. Have patients or carers been directly involved in helping to implement, or evaluate, the Productive Ward in your organization?

Please tick one:

- [ ] Yes
- [ ] No
- [ ] Don't know
19. Can you describe their involvement?
Please write your response here:

20. Is the Trust still involving patients or carers in Productive Ward activities?
Please tick one:

- [ ] Yes
- [ ] No
- [ ] Don't know
21. Can you tell us why patient or carer involvement has stopped?
Please write your response here:
22. Please describe any external support or resourcing your Trust has received to help implement or
sustain the Productive Ward (for example face-to-face or e-learning support from the NHS Institute,
Strategic Health Authority, Productive Delivery Partners or other external consultants).
Please write your response here:
23. Are there any other networks or ways of sharing learning about the Productive Ward that you have made use of? Please describe.

Please write your response here:
24. Please tell us what impact you feel the Productive Ward has had on different aspects of patient and staff experience in your Trust.

For each item please choose between Significant negative impact; Slight negative impact; No impact; Slight positive impact; Significant positive impact:

<table>
<thead>
<tr>
<th>Aspect of Experience</th>
<th>Significant negative impact</th>
<th>Slight negative impact</th>
<th>No impact</th>
<th>Slight positive impact</th>
<th>Significant positive impact</th>
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</thead>
<tbody>
<tr>
<td>Nursing time spent with patients</td>
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<tr>
<td>Quality of patient care</td>
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<td>Patient safety</td>
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<td>Patient experience</td>
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<td>Care processes on the ward</td>
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<td>Physical environment of the ward</td>
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<td>Time savings</td>
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<tr>
<td>Material savings</td>
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<td>Waste reduction</td>
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<td>Staff morale</td>
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<td>Leadership capabilities of staff</td>
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<td>Staff knowledge and skills on quality improvement</td>
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<td>Other (fill below)</td>
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If Other, please specify:
25. Has the Trust collected any data relating specifically to the impact of the Productive Ward?
Please tick one:

- [ ] Yes
- [ ] No
- [ ] Don’t know
26. What type of impacts does the impact data collected relate to (for instance staff morale, patient experience, direct nursing care time)?
Please write your response here:

27. Is the ongoing impact of the Productive Ward part of routine Trust reporting?
Please tick one:

☐ Yes
☐ No
☐ Don't know
28. What do you see as the main legacy of the Productive Ward at your Trust?  
Please write your response here:
29. Please give us your views on the Productive Ward as follows:

Below are a series of statements about the Productive Ward, please indicate your response to each one by ticking the most appropriate box - Strongly agree, Agree, Neither agree / disagree, Disagree, Strongly disagree, Don’t know, Does not apply.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neither agree / disagree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Don’t know</th>
<th>Does not apply</th>
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<tbody>
<tr>
<td>Productive Ward is a waste of time and energy.</td>
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<td>Productive Ward was good while it lasted, but we don’t have the resources to keep running it.</td>
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<td>Most of the improvements made through the Productive Ward have been sustained.</td>
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<td>Staff changes have meant that the Productive Ward has fallen off the agenda.</td>
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<td>Wards need to regularly re-run Productive Ward activities if gains are to be sustained.</td>
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<td>We are still actively using the whole Productive Ward package.</td>
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<td>We are still actively using some of the Productive Ward modules or toolkits.</td>
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<td>We don’t specifically follow the Productive Ward programme any more, but it has shaped the way we do things.</td>
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<td>The Productive Ward has worked well for some wards in the Trust.</td>
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<td>The Productive Ward has had some positive impact wherever it has been used in the Trust.</td>
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<td>The Productive Ward is a simple and straightforward idea.</td>
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<td>It is difficult to see the benefits of the Productive Ward.</td>
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<tr>
<td>Strongly agree</td>
<td>Agree</td>
<td>Neither agree/disagree</td>
<td>Disagree</td>
<td>Strongly disagree</td>
<td>Don't know</td>
<td>Does not apply</td>
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<td>It is easy to measure the impact of the Productive Ward.</td>
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<td>I'd like to see Productive Ward re-invigorated at the Trust.</td>
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</table>
30. In your view, has the Productive Ward become an established way of doing things at your Trust? Please tick one answer:

- Yes
- No
- Partially (e.g. some modules or toolkits are now common practice, but not the whole programme)

31. Please tell us your view on the following statements relating to the current situation regarding support and engagement with Productive Ward.

Below are a series of statements about current support and engagement with the Productive Ward, please indicate your response to each one by ticking the most appropriate box - Strongly agree, Agree, Neither agree / disagree, Disagree, Strongly disagree or Don't know:

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neither agree / disagree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Don't know</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is currently a clear ‘champion’ for the Productive Ward in this Trust.</td>
<td>○</td>
<td>○</td>
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<tr>
<td>Funding is made available to support the Productive Ward in this Trust.</td>
<td>○</td>
<td>○</td>
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<tr>
<td>The Productive Ward is currently facilitated and supported by the Trust’s ‘change team’.</td>
<td>○</td>
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<tr>
<td>There is currently strong patient and carer involvement in the implementation of the Productive Ward in this Trust.</td>
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<tr>
<td>The Productive Ward fits well with what we want to do in this Trust.</td>
<td>○</td>
<td>○</td>
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</tr>
<tr>
<td>The Trust is currently sharing ideas and knowledge with other hospitals implementing the Productive Ward so that we all benefit from each other’s learning.</td>
<td>○</td>
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</tr>
</tbody>
</table>
32. Do you know how much it has cost to use the Productive Ward at your Trust?
Please tick one answer:

- [ ] Yes
- [ ] No
- [ ] Partially (e.g. we have some information about costs involved, but not all)
33. Please give us any information you are able to about the annual costs of running the Productive Ward. Please write your response here:
34. Do you have any other comments, suggestions or points you would like to made about the Productive Ward?
If so, please write your comments here:
### ABOUT YOU

35. Could you describe your role in relation to the Productive Ward at your Trust?  
Please tick one answer:

- [ ] I have responsibility for Productive Ward at Trust / hospital level  
- [ ] I have responsibility for Productive Ward at ward level  
- [ ] Other  

If Other, please explain your role in relation to Productive Ward. Please write your response here:
36. Has your involvement with the Productive Ward had any of the following impacts on you personally?: Please tick all that apply:

☐ My Quality Improvement knowledge and skills ☐ My career prospects
☐ My leadership capabilities ☐ Other
☐ My job satisfaction

If Other (please specify):
37. Over what period have you personally been involved with the Productive Ward initiative at this Trust? (e.g. 2009 – 2011 or From 2012 and ongoing)
Please write your response here:

38. Which of the following best describes your work role?
Please tick one:

- Nursing care
- Service development
- Medical care
- Practice development
- Service improvement
- Patient quality / safety
- Other

If Other, please specify. Please write your response here:
39. Contact request
We will be using the results of this national survey to select a small sample of case study sites in which to carry out further research on the Productive Ward (approved by HRA and the London-Stanmore REC (Ref no. 16/LO/0918)). We may wish to discuss the possibility of further participation in this research by your Trust.

If you are willing to be contacted in this regard please give us your contact details. Doing so does not put you, or your Trust, under any obligation whatsoever to participate in this further research.

First Name: 
Last Name: 
Job Title: 
NHS Trust: 
Email address: 
Telephone number: 

40. Thank you very much for taking part in our survey. We remind you that your answers will be treated in confidence, and all data will be anonymized prior to publication.

☐ Please tick this box if you would like to receive a summary of findings from the national survey.