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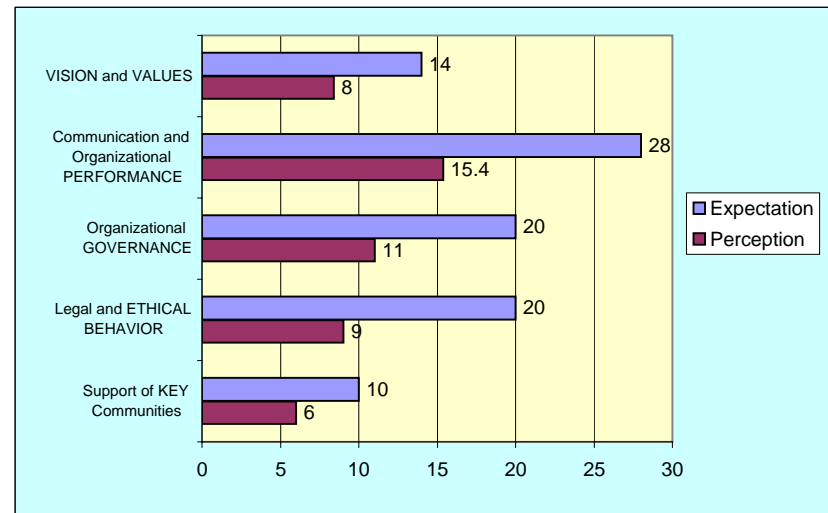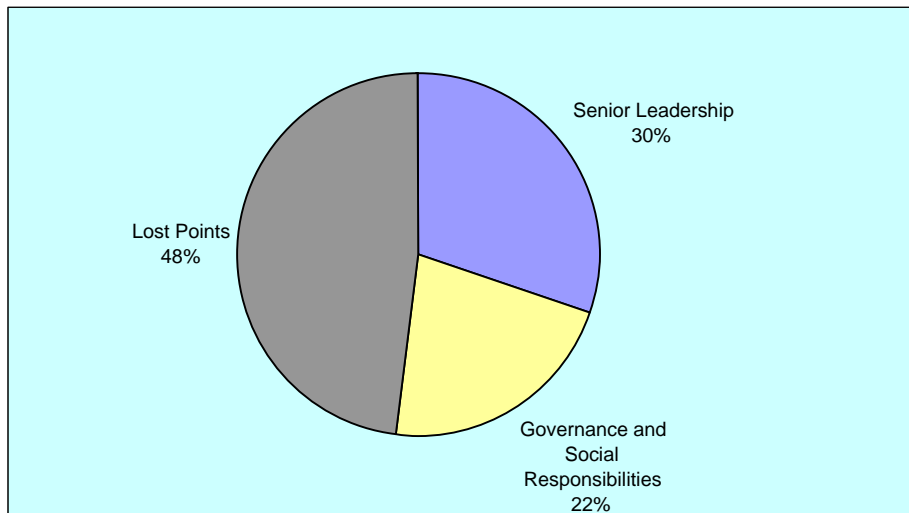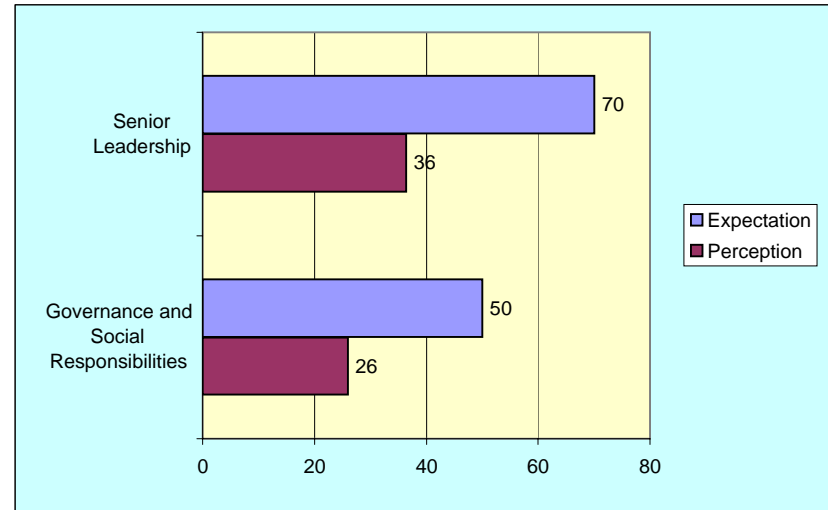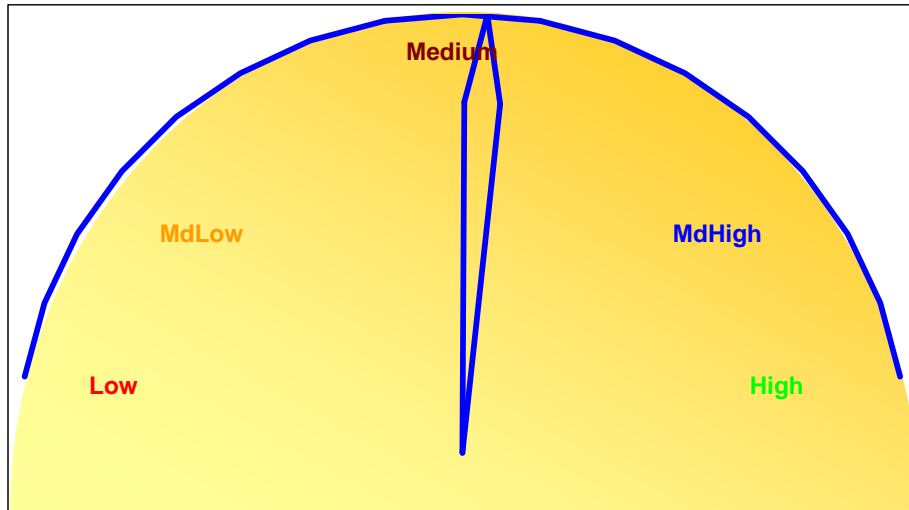
Questionnaire Analysis

for

Service Quality Improvement

in
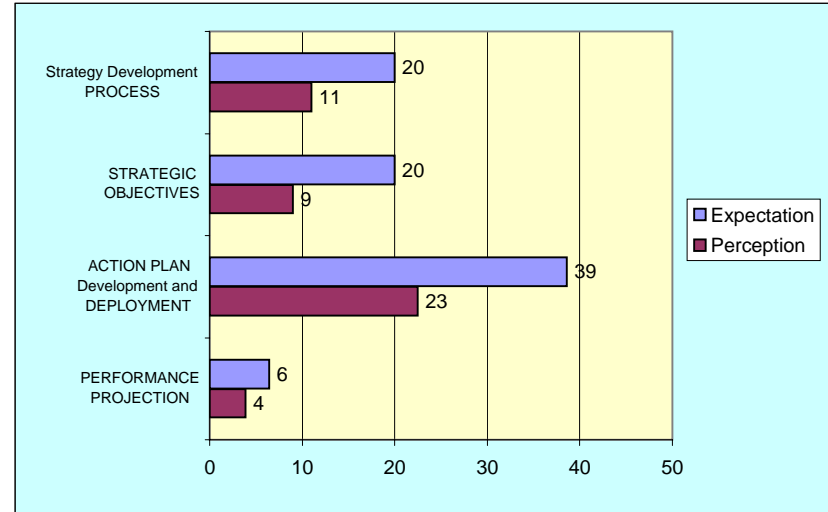
Hospital Petaling Jaya

Date: 2007 04 17
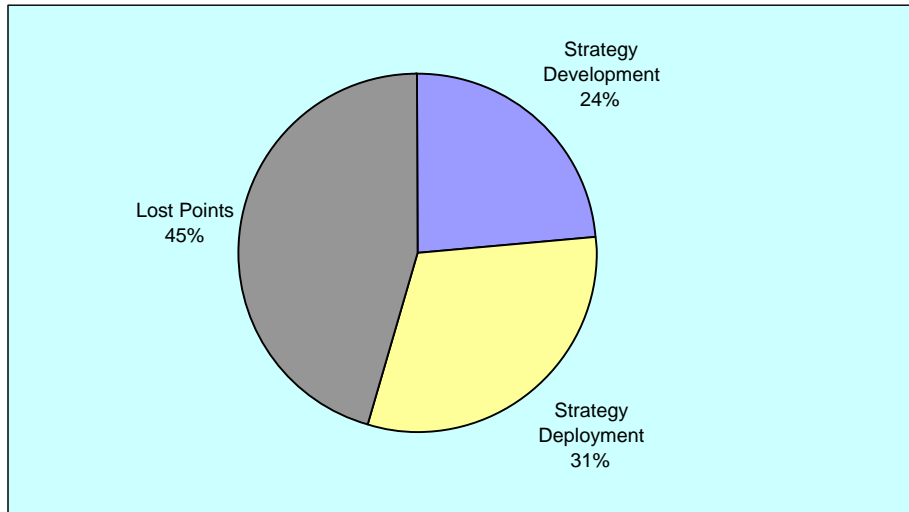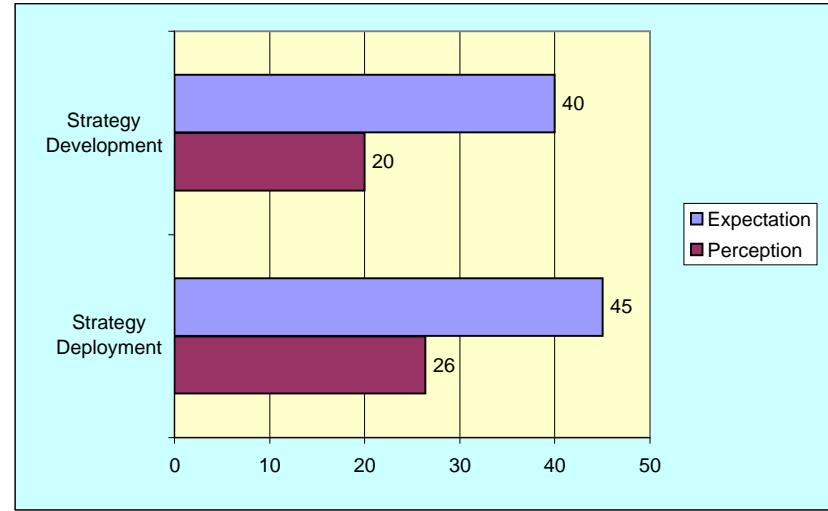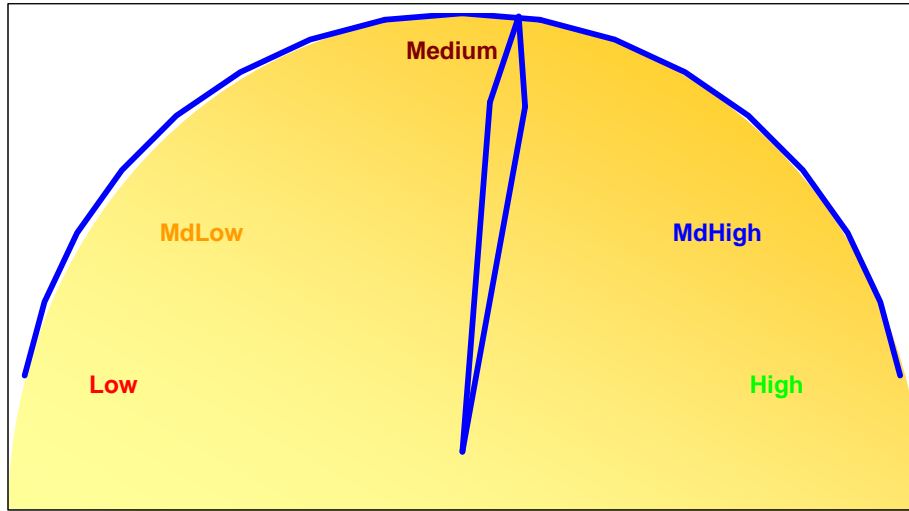
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		Expectation	Perception
1	**Leadership**		
1.1	Senior Leadership		
1.1.a	VISION and VALUES		
1.1.a.1	HOW do SENIOR LEADERS set organizational VISION and VALUES?	100	*60*
1.1.a.2	HOW do SENIOR LEADERS personally promote an organizational environment that fosters, requires, and results in legal and ETHICAL BEHAVIOR?	100	*50*
1.1.a.3	HOW do SENIOR LEADERS create a SUSTAINABLE organization?	100	*50*
	Communication and Organizational PERFORMANCE		
1.1.a.4	HOW do SENIOR LEADERS communicate with and engage the entire WORKFORCE?	100	*60*
1.1.a.5	HOW do SENIOR LEADERS create a focus on action to accomplish the organization's objectives, improve PERFORMANCE, and attain its VISION?	100	*50*
	Governance and Social Responsibilities		
	Organizational GOVERNANCE		
1.1.a.6	HOW does your organization review and achieve the following KEY aspects of your GOVERNANCE system.	100	*60*
1.1.a.7	HOW do you evaluate the PERFORMANCE of your SENIOR LEADERS, including the chief executive?	100	*50*
	Legal and ETHICAL BEHAVIOR		
1.1.a.8	HOW do you address any adverse impacts on society of your products, services, and operations?	100	*40*
	Governance and Social Responsibilities		
1.1.a.9	HOW does your organization promote and ensure ETHICAL BEHAVIOR in all your interactions?	100	*50*
	Support of KEY Communities		
1.1.a.10	HOW does your organization actively support and strengthen your KEY communities?	100	*60*

Top-left gauge chart with labels: Low, MdLow, Medium, MdHigh, High

Top-right bar chart:

Category	Expectation	Perception
Senior Leadership	70	36
Governance and Social Responsibilities	50	26

Bottom-left pie chart:
- Senior Leadership 30%
- Governance and Social Responsibilities 22%
- Lost Points 48%

Bottom-right bar chart:

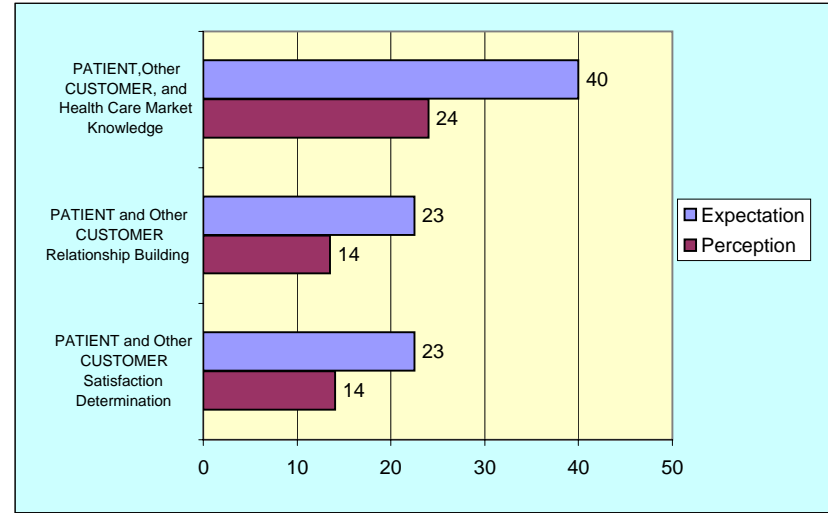| Category	Expectation	Perception
VISION and VALUES	14	8
Communication and Organizational PERFORMANCE	28	15.4
Organizational GOVERNANCE	20	11
Legal and ETHICAL BEHAVIOR	20	9
Support of KEY Communities	10	6

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		Expectation	Perception
2	**Strategic Planning**		
2.1	Strategy Development		
2.1.a	Strategy Development PROCESS		
2.1.a.1	HOW does your organization conduct its strategic planning?	100	*50*
2.1.a.2	HOW do you ensure that strategic planning addresses the KEY factors listed below?	100	*60*
2.1.b	STRATEGIC OBJECTIVES		
1.1.b.1	What are your KEY STRATEGIC OBJECTIVES and your timetable for accomplishing them?	100	*40*
1.1.b.2	HOW do your STRATEGIC OBJECTIVES address your STRATEGIC CHALLENGES and strategic advantages?	100	*50*
2.2	Strategy Deployment		
2.2.a	ACTION PLAN Development and DEPLOYMENT		
2.2.a.1	HOW do you develop and DEPLOY ACTION PLANS throughout the organization to achieve your KEY STRATEGIC OBJECTIVES?	100	*70*
2.2.a.2	HOW do you ensure that adequate financial and other resources are available to support the accomplishment of your ACTION PLANS?	100	*60*
2.2.a.3	HOW do you establish and DEPLOY modified ACTION PLANS if circumstances require a shift in plans and rapid	100	*50*
2.2.a.4	What are your KEY short- and longer-term ACTION PLANS?	100	*40*
2.2.a.5	What are your KEY human resource plans to accomplish your short- and longer-term STRATEGIC OBJECTIVES and ACTION PLANS?	100	*60*
2.2.a.6	What are your KEY PERFORMANCE MEASURES or INDICATORS for tracking progress on your ACTION PLANS?	100	*70*
2.2.b	PERFORMANCE PROJECTION		
2.2.b.1	For the KEY PERFORMANCE MEASURES or INDICATORS identified in 2.2a(6), what are your PERFORMANCE PROJECTIONS for both your short- and longer-term planning time horizons?	100	*60*

Gauge chart (top left):
Medium
MdLow · MdHigh
Low · High

Bar chart (top right):
Strategy Development — Expectation: 40, Perception: 20
Strategy Deployment — Expectation: 45, Perception: 26

Legend: Expectation, Perception
Axis: 0, 10, 20, 30, 40, 50

Pie chart (bottom left):
Strategy Development 24%
Strategy Deployment 31%
Lost Points 45%

Bar chart (bottom right):
Strategy Development PROCESS — Expectation: 20, Perception: 11
STRATEGIC OBJECTIVES — Expectation: 20, Perception: 9
ACTION PLAN Development and DEPLOYMENT — Expectation: 39, Perception: 23
PERFORMANCE PROJECTION — Expectation: 6, Perception: 4

Legend: Expectation, Perception
Axis: 0, 10, 20, 30, 40, 50

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		Expectation	Perception
3	**Focus on Patients, Other Customers, and Markets**		
3.1	Patient, Other Customer, and Health Care Market Knowledge		
3.1.a	PATIENT,Other CUSTOMER, and Health Care Market Knowledge		
3.1.a.1	HOW do you identify PATIENTS, other CUSTOMERS, CUSTOMER groups, and health care market SEGMENTS?	100	*60*
3.1.a.2	HOW do you use the voice of the CUSTOMER to determine KEY PATIENT and other CUSTOMER requirements?	100	*70*
3.1.a.3	HOW do you use voice-of-the-CUSTOMER information and feedback to become more PATIENT- and other CUSTOMER-focused,	100	*50*
3.1.a.4	HOW do you keep your PATIENT, other CUSTOMER, and market listening and LEARNING methods current with HEALTH CARE SERVICE needs and directions, including changes in your health care marketplace?	100	*60*
3.2	Patient and Other Customer Relationships and Satisfaction		
3.2.a	PATIENT and Other CUSTOMER Relationship Building		
3.2.a.1	HOW do you build relationships to acquire PATIENTS and other CUSTOMERS, to meet and exceed their expectations?	100	*50*
3.2.a.2	HOW do your KEY access mechanisms enable PATIENTS and other CUSTOMERS to seek information, obtain services, and make complaints?	100	*60*
3.2.a.3	HOW do you manage PATIENT and other CUSTOMER complaints? HOW do you ensure that complaints are resolved EFFECTIVELY and promptly?	100	*60*
3.2.a.4	HOW do you keep your APPROACHES to building relationships and providing PATIENT and other CUSTOMER access current with HEALTH CARE SERVICE needs and directions?	100	*70*
3.2.b	PATIENT and Other CUSTOMER Satisfaction Determination		
3.2.b.1	HOW do you determine PATIENT and other CUSTOMER satisfaction and dissatisfaction?	100	*60*
3.2.b.2	HOW do you follow up with PATIENTS and other CUSTOMERS on the quality of HEALTH CARE SERVICES and transactions to receive prompt and actionable feedback?	100	*60*
3.2.b.3	HOW do you obtain and use information on PATIENTS' and other CUSTOMERS' satisfaction relative to their satisfaction with your competitors?	100	*60*
3.2.b.4	HOW do you keep your APPROACHES to determining satisfaction current with HEALTH CARE SERVICE needs and directions?	100	*70*

Gauge (top left):
- Medium
- MdLow
- MdHigh
- Low
- High

Bar chart (top right):

Category	Expectation	Perception
Patient, Other Customer, and Health Care Market Knowledge	40	24
Patient and Other Customer Relationships and Satisfaction	45	28

Pie chart (bottom left):
- Patient, Other Customer, and Health Care Market Knowledge 28%
- Lost Points 40%
- Patient and Other Customer Relationships and Satisfaction

Bar chart (bottom right):

Category	Expectation	Perception
PATIENT, Other CUSTOMER, and Health Care Market Knowledge	40	24
PATIENT and Other CUSTOMER Relationship Building	23	14
PATIENT and Other CUSTOMER Satisfaction Determination	23	14

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		Expectation	Perception
4	**Measurement, Analysis, and Knowledge Management**		
4.1	Measurement, Analysis, and Improvement of Organizational Performance		
4.1.a	PERFORMANCE Measurement		
4.1.a.1	HOW do you select, collect, align, and integrate data and information for tracking daily operations and for tracking overall organizational PERFORMANCE, including progress relative to STRATEGIC OBJECTIVES	100	*50*
4.1.a.2	HOW do you select and ensure the EFFECTIVE use of KEY comparative data and information to support operational and strategic decision making and INNOVATION?	100	*60*
4.1.a.3	HOW do you keep your PERFORMANCE measurement system current with HEALTH CARE SERVICE needs and	100	*70*
4.1.b	PERFORMANCE ANALYSIS, Review, and Improvement		
4.1.b.1	HOW do you review organizational PERFORMANCE and capabilities?	100	*60*
4.1.b.2	HOW do you translate organizational PERFORMANCE review findings into priorities for continuous and breakthrough improvement and into opportunities for INNOVATION?	100	*50*
4.1.b.3	HOW do you incorporate the results of organizational PERFORMANCE reviews into the SYSTEMATIC evaluation	100	*50*
4.2	Management of Information, Information Technology, and Knowledge		
4.2.a	Management of Information Resources		
4.2.a.1	HOW do you make needed data and information available?	100	*50*
4.2.a.2	HOW do you ensure that hardware and software are reliable, secure, and user-friendly?	100	*60*
4.2.a.3	In the event of an emergency, HOW do you ensure the continued availability of hardware and software systems and the continued availability of data and information?	100	*70*
4.2.a.4	HOW do you keep your data and information availability mechanisms, including your software and hardware systems, current with HEALTH CARE SERVICE needs?	100	*50*
4.2.b	Data, Information, and Knowledge Management		
4.2.b.1	HOW do you ensure the following properties of your organizational data, information, and knowledge.	100	*50*
4.2.b.2	HOW do you manage organizational knowledge to accomplish the following:	100	*60*

Gauge chart with levels: Low, MdLow, Medium, MdHigh, High

	Expectation	Perception
Measurement, Analysis, and Improvement of Organizational Performance	45.00	26
Management of Information, Information Technology, and Knowledge	45.00	26

Pie chart:
- Measurement, Analysis, and Improvement of Organizational Performance 28%
- Lost Points 44%
- Management of Information, Information Technology, and

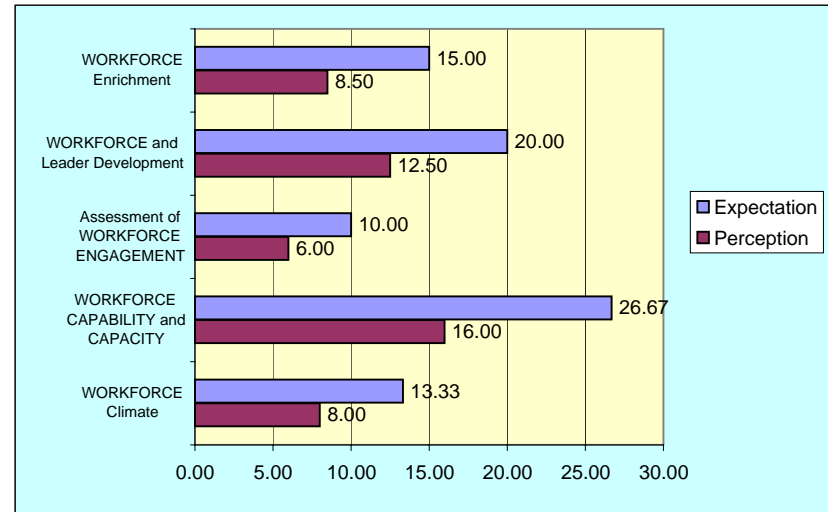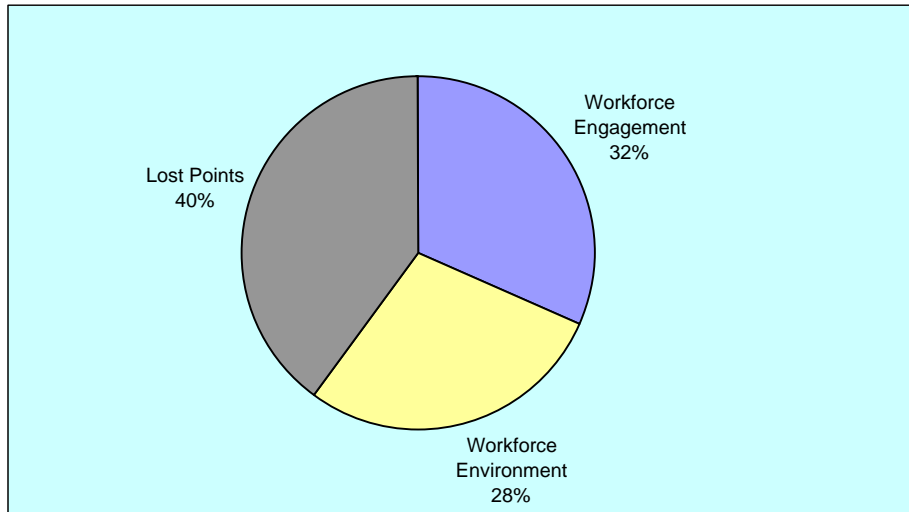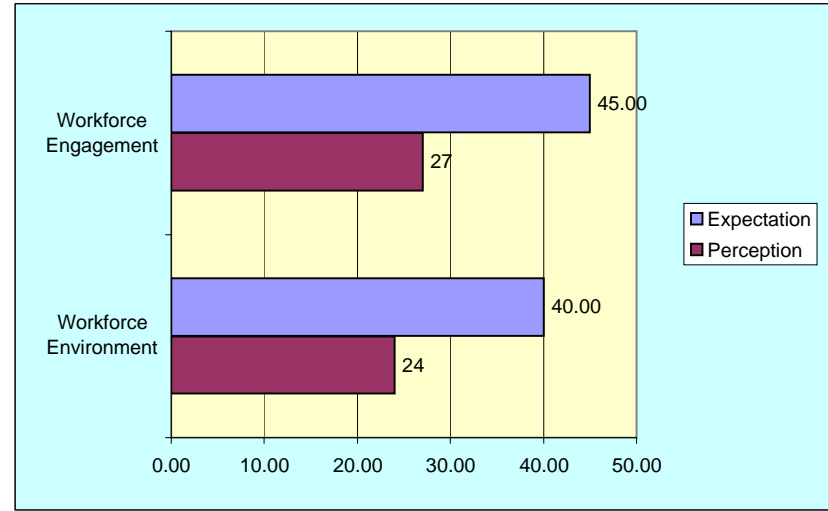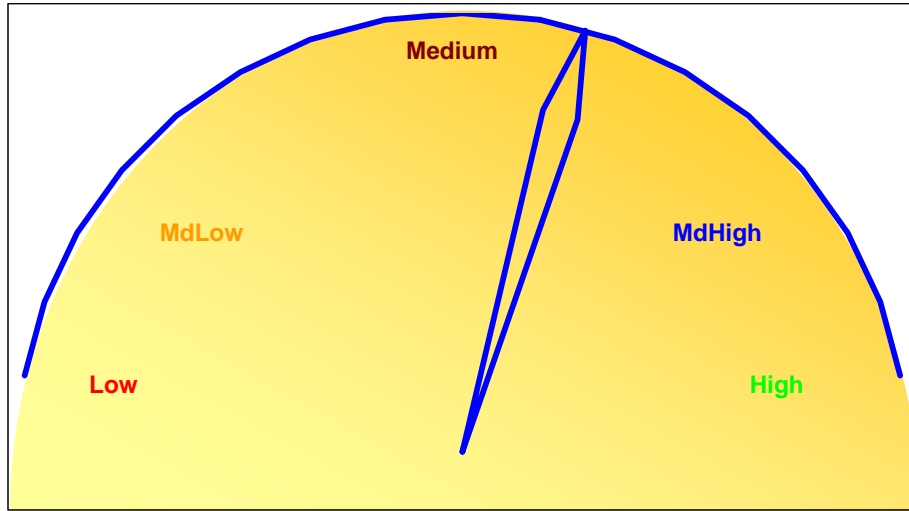|	Expectation	Perception
PERFORMANCE Measurement	22.50	13.50
PERFORMANCE ANALYSIS, Review, and Improvement	22.50	12.00
Management of Information Resources	30.00	17.25
Data, Information, and Knowledge Management	15.00	8.25

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		Expectation	Perception
5	**Workforce Focus**		
5.1	Workforce Engagement		
5.1.a	WORKFORCE Enrichment		
5.1.a.1	HOW do you determine the KEY factors that affect WORKFORCE ENGAGEMENT?	100	*50*
5.1.a.2	HOW do you foster an organizational culture conducive to HIGH PERFORMANCE and a motivated WORKFORCE to accomplish the following:	100	*60*
5.1.a.3	HOW does your WORKFORCE PERFORMANCE management system support HIGH-PERFORMANCE WORK and WORKFORCE ENGAGEMENT?	100	*60*
5.1.b	WORKFORCE and Leader Development		
5.1.b.1	HOW does your WORKFORCE development and LEARNING system address the following:	100	*70*
5.1.b.2	HOW does your development and LEARNING system for leaders address the following:	100	*60*
5.1.b.3	HOW do you evaluate the EFFECTIVENESS of your WORKFORCE and leader development and LEARNING systems?	100	*60*
5.1.b.4	HOW do you manage EFFECTIVE career progression for your entire WORKFORCE?	100	*60*
5.1.c	Assessment of WORKFORCE ENGAGEMENT		
5.1.c.1	HOW do you assess WORKFORCE ENGAGEMENT?	100	*60*
5.1.c.2	HOW do you relate assessment findings to KEY health care and business RESULTS reported in Category 7?	100	*60*

5.2	Workforce Environment		
5.2.a	WORKFORCE CAPABILITY and CAPACITY		
5.2.a.1	HOW do you assess your WORKFORCE CAPABILITY and CAPACITY needs, including skills, competencies, and	100	*50*
5.2.a.2	HOW do you recruit, hire, place, and retain new staff? HOW do you ensure that your WORKFORCE represents the diverse ideas, cultures, and thinking of your hiring community?	100	*60*
5.2.a.3	HOW do you manage and organize your WORKFORCE to accomplish the work of your organization?	100	*60*
5.2.a.4	HOW do you prepare your WORKFORCE for changing CAPABILITY and CAPACITY needs?	100	*70*
5.2.b	WORKFORCE Climate		
5.2.b.1	HOW do you ensure and improve workplace health, safety, and security?	100	*60*
5.2.b.2	HOW do you support your WORKFORCE via policies, services, and benefits?	100	*60*

Gauge chart (top left): Low, MdLow, Medium, MdHigh, High

Bar chart (top right):

Category	Expectation	Perception
Workforce Engagement	45.00	27
Workforce Environment	40.00	24

Pie chart (bottom left):
- Workforce Engagement 32%
- Lost Points 40%
- Workforce Environment 28%

Bar chart (bottom right):

Category	Expectation	Perception
WORKFORCE Enrichment	15.00	8.50
WORKFORCE and Leader Development	20.00	12.50
Assessment of WORKFORCE ENGAGEMENT	10.00	6.00
WORKFORCE CAPABILITY and CAPACITY	26.67	16.00
WORKFORCE Climate	13.33	8.00

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		Expectation	Perception
6	**Process Management**		
6.1	Work Systems Design		
6.1.a	CORE COMPETENCIES		
6.1.a.1	HOW does your organization determine its CORE COMPETENCIES?	100	*40*
6.1.a.2	HOW do you design and innovate your overall WORK SYSTEMS?	100	*50*
6.1.b	Work PROCESS Design		
6.1.b.1	What are your organization's KEY work PROCESSES?	100	*60*
6.1.b.2	HOW do you determine KEY work PROCESS requirements, incorporating input from PATIENTS, other CUSTOMERS, suppliers, PARTNERS, and COLLABORATORS, as appropriate?	100	*70*
6.1.b.3	HOW do you design and innovate your work PROCESSES to meet all the KEY requirements?	100	*60*
6.1.c	Emergency Readiness		
6.1.c.1	HOW do you ensure WORK SYSTEM and workplace preparedness for disasters or emergencies?	100	*60*
6.2	Work Process Management and Improvement		
6.2.a	Work PROCESS Management		
6.2.a.1	HOW do you implement your work PROCESSES to ensure they meet design requirements?	100	*60*
6.2.a.2	HOW do you address and consider each PATIENT'S expectations?	100	*70*
6.2.a.3	HOW do you minimize overall costs associated with inspections, tests, and PROCESS or PERFORMANCE audits,	100	*50*
6.2.b	Work PROCESS Improvement		
6.2.b.1	HOW do you improve your work PROCESSES to achieve better PERFORMANCE, to reduce variability, to improve	100	*60*

Gauge chart (top left):
Low — MdLow — Medium — MdHigh — High

Bar chart (top right):

Category	Expectation	Perception
Work Systems Design	35.00	20
Work Process Management and Improvement	50.00	30

Pie chart (bottom left):
- Work Systems Design 23%
- Work Process Management and Improvement 35%
- Lost Points 42%

Bar chart (bottom right):

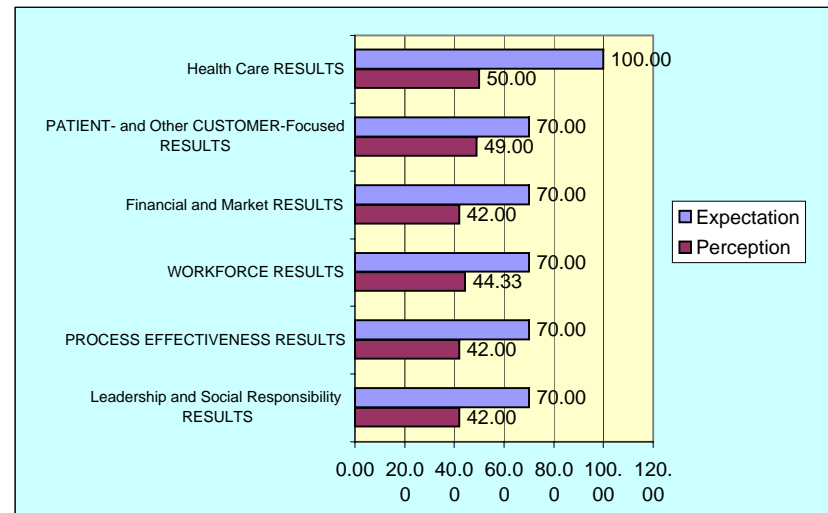| Category	Expectation	Perception
CORE COMPETENCIES	11.67	5.25
Work PROCESS Design	17.50	11.08
Emergency Readiness	5.83	3.50
Work PROCESS Management	37.50	22.50
Work PROCESS Improvement	12.50	7.50

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		Expectation	Perception
7	**Results**		
7.1	Health Care Outcomes:		
7.1.a	Health Care RESULTS		
7.1.a.1	What are your current LEVELS and TRENDS in KEY MEASURES or INDICATORS of health care outcomes?	100	*50*
7.2	Patient- and Other Customer-Focused Outcomes		
7.2.a	PATIENT- and Other CUSTOMER-Focused RESULTS		
7.2.a.1	What are your current LEVELS and TRENDS in KEY MEASURES or INDICATORS of PATIENT and other CUSTOMER satisfaction and dissatisfaction?	100	*60*
7.2.a.2	What are your current LEVELS and TRENDS in KEY MEASURES or INDICATORS of PATIENT- and other CUSTOMER perceived VALUE	100	*80*
7.3	Financial and Market Outcomes		
7.3.a	Financial and Market RESULTS		
7.3.a.1	What are your current LEVELS and TRENDS in KEY MEASURES or INDICATORS of financial PERFORMANCE?	100	*60*
7.3.a.2	What are your current LEVELS and TRENDS in KEY MEASURES or INDICATORS of health care marketplace PERFORMANCE?	100	*60*
7.4	Workforce-Focused Outcomes		
7.4.a	WORKFORCE RESULTS		
7.4.a.1	What are your current LEVELS and TRENDS in KEY MEASURES or INDICATORS of WORKFORCE ENGAGEMENT, WORKFORCE satisfaction?	100	*70*
7.4.a.2	What are your current LEVELS and TRENDS in KEY MEASURES of WORKFORCE CAPABILITY and CAPACITY, including staffing levels, retention, and appropriate skills?	100	*60*
7.4.a.3	What are your current LEVELS and TRENDS in KEY MEASURES or INDICATORS of your WORKFORCE climate?	100	*60*

7.5	Process Effectiveness Outcomes		
7.5.a	PROCESS EFFECTIVENESS RESULTS		
7.5.a.1	What are your current LEVELS and TRENDS in KEY MEASURES or INDICATORS of the operational PERFORMANCE of your KEY work SYSTEMS?	100	*50*
7.5.a.2	What are your current LEVELS and TRENDS in KEY MEASURES or INDICATORS of the operational PERFORMANCE of your KEY work PROCESSES?	100	*70*
7.6	Leadership Outcomes		
7.6.a	Leadership and Social Responsibility RESULTS		
7.6.a.1	What are your RESULTS for KEY MEASURES or INDICATORS of accomplishment of your organizational strategy	100	*70*
7.6.a.2	What are your RESULTS for KEY MEASURES or INDICATORS of ETHICAL BEHAVIOR and of STAKEHOLDER trust in the SENIOR LEADERS and GOVERNANCE of your organization?	100	*60*
7.6.a.3	What are your KEY current findings and TRENDS in KEY MEASURES or INDICATORS of fiscal accountability, both internal and external, as appropriate?	100	*50*
7.6.a.4	What are your RESULTS for KEY MEASURES or INDICATORS of organizational accreditation, assessment, and	100	*60*
7.6.a.5	What are your RESULTS for KEY MEASURES or INDICATORS of organizational citizenship in support of your KEY	100	*60*

Gauge chart with labels: Low, MdLow, Medium, MdHigh, High

Bar chart (Expectation vs Perception):

Category	Expectation	Perception
Health Care Outcomes:	100.00	50
Patient- and Other Customer-Focused Outcomes	70.00	49
Financial and Market Outcomes	70.00	42
Workforce-Focused Outcomes	70.00	44
Process Effectiveness Outcomes	70.00	42

Pie chart:

- Health Care Outcomes: 11%
- Patient- and Other Customer-Focused Outcomes 11%
- Financial and Market Outcomes 9%
- Workforce-Focused Outcomes 10%
- Process Effectiveness Outcomes
- Leadership Outcomes 9%
- Lost Points 41%

Bar chart (Expectation vs Perception):

Category	Expectation	Perception
Health Care RESULTS	100.00	50.00
PATIENT- and Other CUSTOMER-Focused RESULTS	70.00	49.00
Financial and Market RESULTS	70.00	42.00
WORKFORCE RESULTS	70.00	44.33
PROCESS EFFECTIVENESS RESULTS	70.00	42.00
Leadership and Social Responsibility RESULTS	70.00	42.00

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		Pt. Exp	Pt. Per
1	Leadership	120	62.40
2	Strategic Planning	85	46.36
3	Focus on Patients, Other Customers, and Markets	85	51.56
4	Measurement, Analysis, and Knowledge Management	90	51.00
5	Workforce Focus	85	51.00
6	Process Management	85	49.83
7	Results	450	269.33
	Total	1000	581.49

Gauge chart (top left):
Low — MdLow — Medium — MdHigh — High

Bar chart (top right):
MBNQ
- Expectation: 1000
- Performance: 581

Axis: 0, 200, 400, 600, 800, 1000, 1200

Pie chart (bottom left):
- Lost Points 42%
- MBNQ 58%

Bar chart (bottom right):

Category	Expectation	Performance
Leadership	120	62
	85	46
Focus on Patients, Other Customers, and Markets	85	52
	90	51
Workforce Focus	85	51
	85	50
Results	450	269

Axis: 0, 100, 200, 300, 400, 500