

Supplemental Material.**Table 1.** Dimensions of Quality Improvement Activities

Dimension (k)	Item Text	Response Scale^a
Infrastructure (8)	Chronic disease registries	Use
	Clinical (improvement) collaboratives	Use
	Planned care for chronic illness (Wagner's chronic disease model)	Use
	Shared clinical governance by nurses and physicians	Use
	Case manager, social worker or other clinical staff to coordinate or manage patient care	Use
	Going on multidisciplinary rounds	Use
	Evidence-based practice guidelines/clinical pathways	Use
	Disease-specific or condition-specific improvement projects	Use
Prevention (10)	Taking actions to prevent central line infections	Use
	Taking actions to prevent decubitus ulcers	Use
	Taking actions to prevent surgical site infections	Use

Dimension (k)	Item Text	Response Scale ^a
	Taking actions to prevent ventilator-associated pneumonia	Use
	Taking actions to prevent falls	Use
	Order sets	Use
	Rapid response teams	Use
	Taking actions to prevent adverse drug events	Use
	Medication reconciliation	Use
	Pharmacists placed in patient care units	Use
Information Gathering (9)	Work process redesign or re-engineering (e.g. Six Sigma or Lean or Rapid Process Improvement Workshops (RPIW))	Use
	Activities to improve workforce recruitment, retention, and development	Use
	Benchmarking within the hospital	Use
	Benchmarking with other hospitals	Use
	Learning best practices from other industries	Use
	Patient flow improvement strategies	Use

Dimension (k)	Item Text	Response Scale ^a
	Patient advisory groups	Use
	Profiling of individual provider performance	Use
	Management 'walk-arounds' to identify quality problems or issues	Use
Goal	A clear sense of direction exists among the senior leadership (Quadrad) at this facility.	Agree
Alignment/Quality Commitment (4)	Goals of senior leadership at the facility (Quadrad) level and the inpatient medicine service are aligned.	Agree
	This facility is committed to the highest quality patient care.	Agree
	How much agreement do you perceive between the goals of senior leadership at the facility (Quadrad) level and those of the inpatient medicine service?	Extent

^{13a}All items used 5-point Likert-type response scales as follows:

Use. 0 = Not used at all/1 = Used minimally/2 = Used moderately/3 = Used Widely/4 = Used Hospital-Wide. A "Don't know/not sure" option was also available; this was scored as missing data

Agree. 1 = Strongly disagree/2 = Disagree/3 = Neither agree nor disagree/4 = Agree/5
= Strongly Agree

Extent. 1 = No or almost no agreement/2 = A little agreement/3 = Some agreement/4 =
A great deal of agreement/5 = Complete or almost complete agreement