

APPENDIX A: Questionnaire

This study seeks to investigate how health professionals learn to create a learning organisation. It would be appreciated if you could spare a few minutes to answer the research questions.

All completed questionnaires will be treated as strict confidentiality.

The objectives of the study are as follows:

1. To understand the learning organisation in the hospital context
2. To determine how health professionals, take charge of their professional development
3. To understand if there are any systems to encourage sharing of knowledge and theories espoused by health professionals within the hospital.
4. To find out how hospital leaders encourage collaboration and team learning among health professionals
5. To understand how collective vision is achieved for the improvement of the health system within the hospital
6. To find out what systems frameworks are used by health leaders and health professionals to address complex health challenges

1. Demographic Profile

1.1	Age (years) _____		
1.2	Sex	1. Female	
		2. Male	
1.3	Profession	1. Professional nurse	
		2. Enrolled Nurse	
		3. Enrolled Nurse Assistant	
		4. Medical officer	
		5. Dentist	
		6. Pharmacist	
		7. Medical specialist	
		8. Medical intern	
		9. Allied health professional (specify)	

2. Name of Hospital

1	Frere		2	Cecilia Makiwane		3	Mthatha Regional	
4	Frontier		5	Madzikane ka Zulu		6	Dr Malizo Mpehle	
7	All saints		8	Butterworth		9	Bisho	

3. Organisational Status

Clinical Manager	1	Nursing Operational Manager	3	Quality Assurance Officer	5	Infection Control	7	Other (Specify)	9
Medical Officer	2	Nursing Service Manager	4	Nursing Area Manager	6	Professional nurse	8		

4. In which section of the hospital do you work?

5. Is there a learning culture in your department context?

Using the scale provided please indicate how much you either agree or disagree with each statement below

	Question	1.Strongly Disagree	2. Disagree	3. Not sure	4. Agree	5.Strongly Agree
1	Department leaders communicate the importance of learning (acquiring new knowledge, skills, and capabilities) by health professionals					
2	(Learning is applied throughout the department to continuously improve performance and achieve strategic goals.)					
3	Department leaders monitor the learning progress of health professionals and provide feedback					
4	Health professionals see how their learning is aligned with the strategic goal of the hospital					
5	A wide range of formal and informal methods are being used to facilitate the learning of health professionals in my department					
6	Department leaders use their experience to advise new and less experienced health professionals on how to fulfill the functions of their roles					
7	Department leaders discuss expectations for health professional's learning with them					
8	During the recruitment phase and onboarding of new health professionals, learning is part of the conversation as a value of the hospital					

9	Department leaders are helping health professionals create an individualised learning plan linked to the hospital's strategic goal					
10	Department leaders are partnering with health professionals to develop their capacity to achieve the hospital's goal					

6. How do you take charge of your professional development?

Using the scale provided please indicates how much you either agree or disagree with each statement.

	Question	1.Strongly Disagree	2.Disagree	3. Not sure	4. Agree	5. Strongly Agree
1	I feel personally responsible for the achievement of good results in my department					
2	In the past 6 months, I have spent time updating my knowledge and skill					
3	My professional expertise is an important part of how I do my job					
4	I always take initiative when it comes to my job					
5	I introduce matters at the team meetings and present new ideas					
6	I work in interprofessional teams to learn from colleagues					

7	I use evidence-based practice to update my knowledge					
8	I always aim for continuous improvement of my performance to deliver the best patient care					
9	I communicate, collaborate, and share ideas with colleagues outside of my work environment to get new perspectives					
10	I learn through mentoring by consultants in my work environment					
11	I participate in the departmental planned programs for staff development					
12	Continuous Professional Development assists me with my professional development					

7. What systems are used to encourage sharing of knowledge and theories espoused by members of your department?

Using the scale provided please indicate how often, if at all, do you believe your department do the activities listed below

	Question	1. Never	2. Seldom	3. Often	4. Always
1	The department encourages people to think from a global perspective				
2	The department encourages people to get answers from across teams when solving problems.				
3	The department works together with the outside community to meet mutual needs.				
4	Social structures such as Communities of Practice are in place to bring together health professionals and share ideas across hospital departments				
5	The department has built a knowledge sharing and collaborative culture that health professionals practice on daily bases				
6	Department leaders provide constant opportunities for knowledge sharing				
7	The department has adopted information systems to make it easy to share information across departments				
8	The department encourages health professionals participating in development programs /training programs to engage with others to share what they have learned				
9	There is a long-term knowledge sharing strategy in my department				

8. What are the effects of a global coronavirus pandemic on health workforce professional's development Using the scale provided please indicate how much you either agree or disagree with each statement below

	Question	1. Strongly Disagree	2. Disagree	3. Not sure	4. Agree	5. Strongly Agree
1	My department had to optimise the use of mobile/web-based technologies for service delivery/training/monitoring					
2	Clinical training was affected by not physically going to the wards					
3	Health educators had to shift work priorities due to the pandemic					
4	Learning and sharing knowledge to fight the pandemic has contributed to my professional development					
5	Learning from multispecialty teams has helped me grow and develop new skills and knowledge					
6	Expanding of roles has allowed me to learn new things and grow professionally					

9. How do hospital leaders encourage collaboration and team learning in your team?

Using the scale provided please indicate how often, if at all, do you believe people in your department do the activities listed below

	Question	1. Never	2. Seldom	3. Often	4. Always
1	In my department, people have the freedom to adapt their goals as needed				
2	In my department, people revise their thinking as a result of group discussions or information collected.				
3	In my department, people are confident that leaders will act on their recommendations.				
4	In my department, people are given time to support learning.				
5	In my department, people give open and honest feedback to each other without being judged				
6	In my department, people are rewarded for learning				
7	In my department, people help each other learn				
8	In my department leaders mentor and coach those they lead.				
9	In my department leaders ensure that the hospital's actions are consistent with its values.				
10	In my department leaders continually look for opportunities for health professionals to learn				
11	In my department, there is no blame culture and individual errors are taken as a learning opportunity				

10. How collective vision is achieved for the improvement of the health system within the department

Using the scale provided please indicate how much you either agree or disagree with each statement below

		1. Strongly Disagree	2. Disagree	3. Not sure	4. Agree	5. Strongly Agree
1	The hospital has a clear and concise vision in place					
2	Hospital's vision is an integral part of the day-to-day experiences					
3	All members in my department participate in building a shared vision					
4	In my department, all members are committed to the shared vision					
5	In my department members share success stories that realise the hospital's vision					
6	In my department recognition is given to members who accomplish goals that align with the vision					

11. What system framework is used by health leaders and health professionals to address complex challenges?

Using the scale provided please indicate how much you either agree or disagree with each statement below

	Question	1. Strongly Disagree	2. Disagree	3. Neutral	4. Agree	5. Strongly Agree
1	Leaders in my department encourage health professionals to maintain good professional practice at all times					
2	Leaders in my department encourage health professionals to act through ethical reasoning					
3	Health professionals continually endeavor to attain the highest level of knowledge and skills required within their area of practice.					
4	Leaders build partnerships across the healthcare leadership communities to advance the equity, quality, and efficiency of healthcare services					
5	Leaders use their business skills to understand data and statistics to grasp the scale of the hospital challenges and whether solutions are working					
6	Leaders strive to balance the needs of patients with the business savvy to guide them in the midst of challenges					
7	Leaders show the way with courage and innovation					
8	Leaders serve as a source of strength					

9	Leaders ensure that everyone's ideas are heard					
10	Leaders always have strategic plans in place to deal with healthcare challenges					

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