

Appendix 1 Final Copy of Questionnaire

Healthcare Decision Making Survey

1. Introduction and Consent Form

This survey investigates commissioning decision-making processes, and the information that feeds into them.

After taking part you will receive feedback summarising the anonymised findings for your organisation. We will also be publishing results and disseminating them to researchers, knowledge brokers, and the Department of Health to help them understand how to better provide support for commissioning decisions.

Your results are completely confidential; no personally identifiable data will be shared under any circumstances. When you answer the questions please be as accurate as you can about what actually happened, we are not interested in what 'should' have happened.

This research is being funded by the NHS National Institute for Health Research, and designed and conducted by the University of Warwick.

We really appreciate you taking the time to complete the survey; it should take 15-20 minutes.

If you have any questions or concerns about any aspect of the survey please contact either Dr Sian Taylor-Phillips (s.taylor-phillips@warwick.ac.uk) or Dr Aileen Clarke (aileen.clarke@warwick.ac.uk).

Once again thank you very much for your time.

1. Please confirm the following:

	Yes	No
I have received and understood the participant information sheet	<input type="checkbox"/>	<input type="checkbox"/>
I consent to take part in this survey	<input type="checkbox"/>	<input type="checkbox"/>
I understand I am free to withdraw from the study	<input type="checkbox"/>	<input type="checkbox"/>
I understand that if I don't know the answer to a question or don't think it applicable I can leave it blank	<input type="checkbox"/>	<input type="checkbox"/>
I understand that the researchers are interested in an accurate report of events and there are no 'right' or 'wrong' answers	<input type="checkbox"/>	<input type="checkbox"/>
I understand that the answers I give will be completely confidential, the answers will not be linked with any individual or any individual organisation under any circumstances	<input type="checkbox"/>	<input type="checkbox"/>

2. About You

2. What is your age?

- ☐ Under 25
☐ 25-34
☐ 35-44
☐ 45-54
☐ 55-64
☐ 65 or over

3. What is your gender?

- ☐ Male ☐ Female

4. Which of these qualifications do you have? (mark all of the qualifications that apply or, if not specified, the nearest equivalent)

- ☐ None
☐ GCSE's or equivalent
☐ A levels or equivalent
☐ First Degree (e.g. BA, BSc) or equivalent
☐ Masters degree (e.g. MA, MSc, MBA) or postgraduate diploma
☐ PhD or MD
☐ NHS management qualification
☐ Medical Doctor (e.g. MB ChB)
☐ Dentist
☐ Nurse, Midwife, Health Visitor, or other professions allied to medicine
☐ Other (please specify)

5. Are you mainly employed in?

- ☐ An NHS PCT
☐ An NHS/ Foundation Trust
☐ A commissioning consortium
☐ A GP practice
☐ A local authority
☐ Other (please specify)

6. Which best describes your role?

- ☐ Public Health
☐ Commissioning and Contracts
☐ Finance
☐ Clinical care
☐ Other (please specify)

7. How long have you been involved in:

- NHS Commissioningyears
 Other commissioning (outside the NHS)years
 Other health related workyears

8. Have you ever worked for any of the following organisations?

	Yes	No
Private sector healthcare organisation e.g. BUPA	<input type="checkbox"/>	<input type="checkbox"/>
Research organisation e.g. university	<input type="checkbox"/>	<input type="checkbox"/>
Clinical provider organisation e.g. NHS trust	<input type="checkbox"/>	<input type="checkbox"/>
Department of Health	<input type="checkbox"/>	<input type="checkbox"/>
Charitable/third sector organisation	<input type="checkbox"/>	<input type="checkbox"/>
Local authority	<input type="checkbox"/>	<input type="checkbox"/>
Health consultancy	<input type="checkbox"/>	<input type="checkbox"/>

9. What is your pay band?

- ☐ I don't know
☐ 1-6
☐ 7
☐ 8a
☐ 8b
☐ 8c
☐ 8d
☐ 9
☐ Clinical medical pay scale
☐ Other (please specify)

10. What is the biggest barrier you encounter to using information in commissioning decisions? Please mark one answer only

- ☐ Insufficient/inaccessible information
☐ Too much information resulting in difficulty finding and identifying what is important
☐ Not enough time
☐ Difficulty understanding information or applying it to the local context
☐ Internal capacity and resources
☐ Not applicable - I don't need any more information
☐ Other (please specify)

3. The Decision

11. The rest of this questionnaire is focused on decision making processes. Please identify a decision making process:

- which has recently been completed (but doesn't yet have to be implemented) and
- which you were involved in and know quite well (as we will be asking about the people involved, the sources of information used, outcomes and your opinions about it)

It is important to choose a decision that has already been made as we will be asking about the decision outcome.

Was this decision: (please choose one answer only)

- ☐ A major decision on strategic direction affecting more than one service (e.g. increasing proportion of spend on prevention)
- ☐ A decision about changing the organisation or design of a particular service or care pathway (e.g. improving scan availability for stroke and TIA)
- ☐ An Individual Funding Request (about a service/treatment/technology decision for an individual patient (which may have implications for a larger group)

Please answer the rest of this section with reference to the decision making process you have just identified

12. Which category of healthcare was this decision making process about?

- | | | |
|--|---|---|
| <input type="checkbox"/> Cancer | <input type="checkbox"/> Eye | <input type="checkbox"/> Oral & Gastrointestinal |
| <input type="checkbox"/> Cardiovascular | <input type="checkbox"/> Infection | <input type="checkbox"/> Renal & Urogenital |
| <input type="checkbox"/> Congenital Disorders | <input type="checkbox"/> Inflammatory & Immune System | <input type="checkbox"/> Reproductive Health & Childbirth |
| <input type="checkbox"/> Children and young peoples services | <input type="checkbox"/> Injuries and Accidents | <input type="checkbox"/> Respiratory |
| <input type="checkbox"/> Ear | <input type="checkbox"/> Mental Health | <input type="checkbox"/> Skin |
| <input type="checkbox"/> Elderly peoples services | <input type="checkbox"/> Metabolic & Endocrine | <input type="checkbox"/> Stroke |
| <input type="checkbox"/> End of life services | <input type="checkbox"/> Musculoskeletal | <input type="checkbox"/> Other (please specify) |
| <input type="checkbox"/> Ethnic minority services | <input type="checkbox"/> Neurological | |

For questions 13 and 14 if you do not know the exact answer then please give an approximate answer or 'I don't know'. Please don't spend your valuable time looking it up.

13. What is the approximate cost of the service(s) involved per year to your organisation? For example if the decision was about the diabetes care pathway then put the total estimated expenditure on diabetes per year.

- ☐ I don't remember
- ☐ Less than £100,000
- ☐ £100,000 to 1 million
- ☐ 1million to 10million
- ☐ More than 10 million

14. Approximately how many members of the population do the service(s) involved cover? For example if the decision making process was about the diabetes care pathway then put an approximate number of people with diabetes within the area.

- ☐ I don't remember
- ☐ Less than 1000
- ☐ 1000 to 100,000
- ☐ More than 100,000

15. Please briefly describe the nature of the decision in one sentence, for example "redesigning diabetes care for elderly people"

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4. The Decision Making Process

Please continue to think about the same decision making process as you answer the questions on this page

16. To what extent do you agree with the following statements about the decision making process?

	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
There was a variety of knowledge and experience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The right people were involved	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We had sufficient information available	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We were able to share knowledge and information effectively	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We were able to use the information effectively	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I had a sense of being involved	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There was extensive discussion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The discussion helped us to make progress	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Many different viewpoints were explored	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People used terminology that I was not familiar with	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We paused discussions to clarify the meaning behind certain terms	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Individuals explained unfamiliar concepts and terms where necessary	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
External information had to be significantly adapted to fit the problem and local context	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We were able to reach agreement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The decision outcome was not what I expected at the outset	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The decision outcome was dominated by one group/faction/individual	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The decision outcome was significantly different to any pre-existing model	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

17. Approximately how long (in months) did the decision making process take?

- ☐ 1 to 3 months
☐ 4 to 6 months
☐ More than 6 months

18. At approximately how many dedicated meetings was the decision discussed?

- ☐ 1 to 5
☐ 6 to 10
☐ 11 or more

19. On average, approximately how long was spent discussing the decision at each meeting?

- ☐ 0.5 hours or less
☐ 1 hour
☐ 1.5 hours
☐ 2 hours
☐ 2.5 hours
☐ 3 hours or longer

20. Which of the following people were involved in the decision making process, and to what extent?

	I don't know	Not consulted	Involved in the decision making process and influenced the decision		
			<u>less than most</u>	<u>about the same as most</u>	<u>more than most</u>
Patient/public representative(s) /organisation(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
General Practitioners (GPs) / other clinicians	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Local authority representative(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Service provider representative(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Voluntary sector (third sector) representative (s)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Commissioning staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public health staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Finance staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Contracts staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Medicines management staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

21. To what extent do you agree or disagree with the following statements?

	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
There was a lot of time pressure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The people and materials we needed for the decision making process were available to us	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The work was interrupted by cancelled or poorly attended meetings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The work was interrupted by reorganization/restructuring/ change of personnel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The problem was novel and difficult to frame	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The formal process for arriving at a decision was generally understood	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Factors in the Decision

Please continue to think about the same decision making process as you answer the questions on this page

22. Please describe the influence of the main factors on the decision outcome

	None	Weak	Moderate	Strong	Very Strong
Evidence on safety/quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Evidence on effectiveness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Evidence on cost-effectiveness (i.e., the cost per quality life-year gained)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Total cost impact	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Burden of disease (i.e., the number of people affected)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disease severity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of alternative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Equity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Patient preferences	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level of influence of those proposing it	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

23. Similarly, please describe the influence of these main factors on the decision outcome

	None	Weak	Moderate	Strong	Very Strong
Available budget / cost savings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fit with strategic plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Complying with national guidelines / frameworks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meeting national targets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meeting local targets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Practically implementable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Contracting practicalities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Best practice elsewhere	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clinician opinion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
National, regional or local political influences	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

24. Of all of the above factors from both question 22 and 23, which one do you think was the most influential?

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6. Information Used in the Decision

Please continue to think about the same decision making process as you answer the questions on this page

25. How important were the following sources of external / empirical evidence in the decision?
(Please tick one box in each row)

	Very Important	Quite Important	Limited Importance	Not Important	Did not use
National Service Framework Guidelines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
NICE guidance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Government publications e.g. guidance on the commissioning of cancer services for improving colorectal cancer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clinical guidelines e.g. choice of ACE-inhibitors in the primary care management of adults with symptomatic heart failure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Guidance from professional associations e.g. the Royal College of Surgeons	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Secondary sources (e.g. NHS evidence)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Published cost-effectiveness analyses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work commissioned to academic researchers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work commissioned to management consultants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
General published literature (e.g. journal articles)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

26. How important were the following other sources of evidence in the decision? (Please tick one box in each row)

	Very Important	Quite Important	Limited Importance	Not Important	Did not use
Local public health intelligence (e.g. population data, needs analysis, health outcomes, activity and capacity modelling etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Expert advice either from colleagues or external experts e.g. from the local authority, department of health etc...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Examples of best practice from other organisations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your own personal experience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Published management and organisational studies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Local policies and plans e.g. the strategic plan, the operating plan, clinical policies, risk registers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Benchmarking data with other organisations e.g. investment levels, outcomes, NCHOD data	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

27. Of the above sources of evidence from both question 25 and 26, which one (if any) would you like to have more of?

.....

28. How often was the required information/ evidence available at the meetings?

- ☐ At none of the meetings
- ☐ At some meetings
- ☐ At most meetings
- ☐ At every meeting

29. How frequently did the discussion identify areas where more information/ evidence was needed?

- ☐ At none of the meetings
- ☐ At some meetings
- ☐ At most meetings
- ☐ At every meeting

30. If the group identified that more information/evidence was required, approximately how often was that information/evidence sourced in time for the next meeting?

- ☐ Almost never
- ☐ Around a quarter of the time
- ☐ Around half of the time
- ☐ Around three quarters of the time
- ☐ Almost always
- ☐ Not applicable

7. Outcome of the decision

Please continue to think about the same decision making process as you answer the questions on this page

31. How do you feel about the outcome of the decision making process?

	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree	I Don't know
I feel we have made an informed choice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The decision reflects what is most important for the organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I expect the decision to be implemented	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am satisfied with the decision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

32. Similarly, how do you feel about these additional outcomes of the decision making process?

	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree	I Don't know
I think the outcome was the optimal solution	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am satisfied with the decision making process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel we should have made better use of information in the decision making process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The decision reflects what is most important for the local population	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There was a lot of agreement about the decision that was made	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It was purely a financial process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I expect that we will assess the effectiveness of the decision after implementation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. Decision Making Tools Used

33. Which of the following formal decision making tools were used as part of the decision making process?

	Yes	No	Not possible as data not available	Not applicable	I don't know
Cost per Quality Adjusted Life Year (QALY) or equivalent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cost per Quality Adjusted Life Year (QALY) or equivalent in comparison to other services offered by your organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hierarchy of evidence (i.e. a formal system for grading evidence)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ethical framework or commissioning principles or equivalent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Balanced scorecard or equivalent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
NCHOD data for benchmarking (comparison of expenditure and/or outcomes with other organisations/areas)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marginal analysis or calculation of opportunity costs (cost and benefit of any investment/ disinvestment/ redesign compared to the cost and benefit of investment/ disinvestment/ redesign in another service area)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9. About Your Organisation

Please answer these questions about your organisation in general, rather than about a specific decision

34. Is there a cost/QALY limit or guide in use in your organisation?

- ☐ Yes
☐ No
☐ I don't know

35. If yes, what is it?

- ☐ I don't know
☐ Less than £5,000 per QALY
☐ £5,001 to £15,000 per QALY
☐ £15,001 to £25,000 per QALY
☐ £25,001 to £35,000 per QALY
☐ £35,001 to £45,000 per QALY
☐ More than £45,000 per QALY

10. Thank You

You have now completed the survey. Thank you very much for your time. Your input is greatly appreciated. We will provide you with anonymised feedback as soon as we can.

36. If there is anything else you wish to add or comment on, about our survey, information, evidence, decisions, and commissioning, please do so here

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