Topics that are central to focus on in observations of meetings and in connection with "shadowing" of managers and employees are:

- How managers use checklists / leadership guides in daily work. How often they are used and in what contexts
- How is the leadership guide used for self-evaluation
- Which tools / guides / checklists are used at different levels
- How quality work is visible in strategies and action plans
- Do the managers have professional training / courses for self-development and learning in the leadership role
- How managers plan daily tasks - focus on quality
- Focus on quality and safety work in interdisciplinary meetings
- How managers communicate quality work to middle managers / employees
- Flow of information between the levels in quality work
- Structures / plans that managers work with
- Collaboration in the quality improvement work. Shared understanding (s) / values / behavior in the quality improvement work
- Interaction between professions/ management related to quality improvement work
- Courses / training related to quality improvement. Enthusiasm / motivation in the daily quality improvement work
- Barriers and opportunities for improvement in the quality improvement work
- IT - availability and use in quality improvement work
- Learning activities - arenas and activities where work is done on quality improvement
- Sustainability of quality and safety improvement work
- Organizational levels and interaction and communication across levels
- Which channels do managers use for dissemination to employees
- Time factors and stress elements in the organization related to quality improvement. If times are experienced during the day with a high «stress», who are visible in these times
- How is the user perspective (contact with patients / relatives / collection of information) visible in quality work
- When is the manager available / visible to employees - (for example, informal conversation with employees, drop by the office)

Reporting

After the observation write a summary of about 0.5 -2 pages. The summary is sent to (…), which collects all these field notes for use in further analyzes.