

Appendix 1: Topic List Focus Groups VLF

1. Which do you think are the most important elements that demonstrate the quality of a hospital physiotherapy department? (20 min.)
2. How can these elements be tested, or are they now being tested? (10 min)
3. How do you account for your quality? (05 min)
4. Which stakeholders have the greatest interest in your quality? (10 min)
5. Which stakeholders have the greatest influence on your quality? (10 min)
6. What do you think is a good and short definition of quality of a hospital-based physiotherapy department? (05 min)

Appendix 2: 103 potential Quality Indicators for hospital-based physiotherapy, at the end of stage 2, and classified conform EFQM

Item EFQM-Model	Quality Indicator
Leadership	<ul style="list-style-type: none"> Organisation structure Management qualities Team building (Bachelor / Master) Culture of continuous improvement Feedback/approach culture
People	<ul style="list-style-type: none"> Continuity of quality Dedicated teams Expertise (knowledge and skills) Clinical reasoning Experience Equipment knowledge and skill Specializations Attitude to deliver quality Treatment Moral values Honor existing commitments Collegiality within a team Mentorship Training place Central quality register Quality passport: competencies, training, portfolio InterVision Self-evaluation Annual interviews Personal development plan Training plan
Strategy	<ul style="list-style-type: none"> Policy plan Quality plan Financial possibilities Benchmarking Key figures in order Movement care Contribute to patient self-reliance Recognisable effectiveness Outcome measures for treatment Involvement in internal training Healthcare networks: role and position Recognisability of hospital physiotherapy department Innovation and renewal Patient self-efficacy
Partnerships and Resources	<ul style="list-style-type: none"> Adequate care Lean work Effectiveness of hospital physiotherapy Added value of physiotherapy in the process Care paths: being an integral part of Provide additional diagnostics Patient focus Provision of information to the patient EBP conditions (access to literature) Multidisciplinary collaboration Transmission Equipment

	<ul style="list-style-type: none"> Safety Support by staff services Hygiene department and employees Employee safety
Processes, Products, and Services	<ul style="list-style-type: none"> Efficiency operational process Service quality Guarantee operations in the event of system failure Act in unexpected situations Communication security Incident registration Complaint handling Accessibility Availability (24/7) Continuity of care Uniformity of treatment Lead time Access times Visibility Implementation of new processes/treatment policy Training program Monitor and act on critical process indicators Hospital quality system Protocols: current events, management, application Guidelines PDCA (Plan Do Check Act) cycle Audits Tracers File checks Evaluation based on clinimetry Evidence-based practice Scientific research (participation)
People Results	<ul style="list-style-type: none"> Commitment with department / institution policy Employee satisfaction
Customer Results	<ul style="list-style-type: none"> Familiarity with hospital-based physiotherapy Service agreements / SLA calls Customer Satisfaction Patient satisfaction Patient safety PREMs (Patient Related Evaluation Measurements) PROMs (Patient Related Outcome Measurements)
Society Results	
Business Results	<ul style="list-style-type: none"> Quality annual report Production Satisfaction hospital management/board Accountability (quarterly reports) Health Insurer Response

Appendix 3: The 56 Quality Indicators for hospital-based Physiotherapy condensed into 7 composite indicators (quality themes), and classified by rationale, specifications, domain (EFQM) and type of indicator.

1	The hospital physiotherapy department has a culture of continuous learning, improvement and open dialogue.
Rationale	People are the key to staying relevant. And more specifically: people who learn. Critical reflection on your own performance and that of others ensures a continuous cycle of improvement.
Specifications	The physiotherapy department must be able to demonstrate the following components: <ul style="list-style-type: none"> - A quality management system has been established to monitor and continuously improve quality, based on the PDCA (Plan Do Check Act) cycle - There is a guaranteed structure to facilitate and record peer review between colleagues, internally and/or externally - A policy document is available that focuses on collegiality within the team, the culture of open dialogue and treatment
Type of indicator	Structure
Domain	Organisation; Leadership
Related indicators	<ul style="list-style-type: none"> • PDCA (Plan Do Check Act) cycle • Peer review • Treatment • Collegiality within team • Meeting obligations • Culture of feedback/open dialogue

2	The hospital physiotherapy department ensures the promotion of staff expertise that is consistent with the demand for care.
Rationale	Maintaining staff expertise is important for providing the best possible care. New insights in treatment methods, technological developments, and new legislation mean that work alone is not enough to maintain knowledge and skills.
Specifications	The physiotherapy department must be able to demonstrate the following components: <ul style="list-style-type: none"> - A team structure that meets the demand for care in terms of specialisation and educational level (Bachelor/Masters) - There is a training plan that matches the demand for care - The general and specific qualities of staff are registered in a quality portfolio or quality passport - The staff are aware of how their individual expertise contributes to the quality of the department
Type of indicator	Structure
Domain	Organisation; Management of Staff
Related indicators	<ul style="list-style-type: none"> • Structure of team (Bachelor/Masters) • Continuity of quality • PDCA (Plan Do Check Act) cycle • Training plan

	<ul style="list-style-type: none"> • Expertise • Specialisations • Attitude to delivering quality • Quality passport
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3	The hospital physiotherapy department uses a planning & control cycle to work on achieving its goals in the short, medium and long term, with a policy plan that fits within the frameworks of organisational policy.
Rationale	A policy plan is an indispensable instrument for the department and its staff. It is the connecting theme that underlies the implementation of the mission and vision, the achievement of goals and the effective and efficient use of resources.
Specifications	The physiotherapy department must be able to demonstrate the following components: <ul style="list-style-type: none"> - There is a long-term policy plan that corresponds to the frameworks of the organisational policy - Derived from the policy plan, there is an annual plan in which goals are formulated in specific terms and related to a timeframe - There is periodic reporting to management and staff on the realisation of the policy goals, related to the planning & control cycle
Type of indicator	Structure
Domain	Organisation; Strategy & Policy
Related indicators	<ul style="list-style-type: none"> • Quality plan • Financial possibilities • Innovation and modernisation • Visibility • Continuity of care • Critically monitoring process indicators and acting accordingly • Efficiency of operational process • Service quality

4	The hospital physiotherapy department forms an integral part of the overall patient and hospital process.
Rationale	Patients can be helped more effectively if there is cooperation and rapport between care-providers in the treatment.
Specifications	The physiotherapy department must be able to demonstrate the following components: <ul style="list-style-type: none"> - The physiotherapy department is embedded in relevant care trajectories that fit within its domain - The physiotherapy department is aligned with the strategic priorities of the hospital that fit within its domain - The physiotherapy department undertakes initiatives in order to put its movement-related domain on the map within the hospital - The physiotherapy department demonstrates its added value within the hospital - The physiotherapy department participates in the establishment and implementation of a multi-disciplinary treatment policy
Type of indicator	Structure

Domain	Organisation; Process Management
Related indicators	<ul style="list-style-type: none"> • Care trajectories: forming an integral part of • Demonstrable effectiveness • Commitment to internal training • Movement-related care • Innovation and modernisation • Added value of physiotherapy in the process • Supplementary diagnostics • Uniformity of treatment • Evaluation based on clinimetrics • Endpoints of treatment • Multi-disciplinary cooperation • Care networks: role and position

5	The hospital physiotherapy department implements a patient-oriented policy.
Rationale	Patient-oriented care is characterised by finely tuned communication between the care-providers involved and the patients, who are invited to participate in decisions on their treatment.
Specifications	<p>The physiotherapy department must be able to demonstrate the following components:</p> <ul style="list-style-type: none"> - Treatment contributes to the patient's self-reliance and takes account of their safety - The provision of information contributes to the patient's self-determination - Physiotherapeutic care is sufficient and appropriate and is focused on responding to the patient's request for help - If physiotherapy is continued, a handover is arranged within 48 hours of discharge - The opening times and accessibility of the physiotherapy department are transparent
Type of indicator	Structure
Domain	Organisation; Resource Management
Related indicators	<ul style="list-style-type: none"> • Contribution to the patient's ability to cope independently • Provision of information to the patient • Patient self-determination • Sufficient care • Patient-oriented • Patient safety • Handover • Opening times • Accessibility

6	The hospital physiotherapy department systematically ensures that the physiotherapeutic interventions undertaken by its employees are of the highest possible quality.
Rationale	Physiotherapeutic interventions with a thorough structure and/or scientific grounding give stakeholders confidence in the quality of the department, thereby creating recognition.

Specifications	The physiotherapy department must be able to demonstrate the following components: - There is peer review of the clinical reasoning component - There is peer review of the patient file management component - EBP (Evidence Based Practice) always forms part of local protocols and treatments
Type of indicator	Structure
Domain	Organisation; Management of Staff
Related indicators	<ul style="list-style-type: none"> • Clinical reasoning • Peer review • Patient file checks • EBP (Evidence Based Practice) conditions (access to literature) • EBP (Evidence Based Practice) • Endpoints of treatment • Implementation of new processes/treatment policy • Protocols; topicality, management, application • Guidelines • Evaluation based on clinimetrics

7	The hospital physiotherapy department collects feedback on its performance from stakeholders and staff and takes action that is based on this feedback.
Rationale	Feedback from stakeholders and staff helps to increase the added value of the role of the physiotherapy department within the hospital.
Specifications	The physiotherapy department must be able to demonstrate the following components: - There are periodic employee satisfaction surveys, and the results of these are used as input for departmental policy - There are periodic patient satisfaction surveys, and the results of these are used as input for departmental policy - There are periodic customer satisfaction surveys, and the results of these are used as input for departmental policy
Type of indicator	Structure
Domain	Results; Employees, Customers, and Partners
Related indicators	<ul style="list-style-type: none"> • Employee satisfaction • Customer satisfaction • Patient satisfaction