

Supplement B: Pilot Survey Items Dropped From Final Items

Empowerment to Improve Efficiency

Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree, Does not apply or Don't know

Items dropped	Reasons for dropping
We are asked for our opinions about proposed changes to the way we do our work.	To shorten the survey, the TEP recommended dropping this item because being asked for opinions was less important than the focus of the retained items (involved in making decisions, encouraged to come up with ideas, given opportunities to try out solutions).
We are provided with the time to find ways to make our work more efficient.	To shorten the survey, the TEP recommended dropping this item because they did not believe staff were provided with time or thought the question was more vague compared to the retained items.

Efficiency and Waste Reduction

Never, Rarely, Sometimes, Most of the time, Always, Does not apply or Don't know

Items dropped	Reasons for dropping
We examine how we do our work to get rid of unnecessary steps.	To shorten the survey, the TEP recommended dropping this item because it was similar to another retained item [We try to find ways to reduce waste (such as wasted time, materials, steps, etc.) in how we do our work].
Supplies are kept where we can find them quickly.	To shorten the survey, the TEP recommended dropping this item because it was deemed less important and was not as broadly applicable.
We look for more efficient ways to do our work.	To shorten the survey, the TEP recommended dropping this item because it was too general.

Efficiency and Patient Centeredness

Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree, Does not apply or Don't know

Items dropped	Reasons for dropping
We are responsive to patient or family member concerns about the patient's care.	Dropped due to low item variability: 95% positive in hospitals; 92% in medical offices
We invite patients to serve on advisory panels or committees to help us improve the patient care experience.	Dropped due to high % missing/DNA/DK: 52% in hospitals; 43% in medical offices

Hospital: Management Support for Improving Efficiency and Reducing Waste**Medical Office: Owner, Managing Partner, Leadership Support for Improving Efficiency**

Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree, Does not apply or Don't know

Hospital: The main person I report to (my supervisor, manager, or clinical leader)...

Medical Office: The owners, managing partners, or leadership of my medical office...:

Items dropped	Reasons for dropping
Communicates that it is everyone's job to look for ways to improve work processes.	To shorten the survey, the TEP recommended dropping this item because it was too easy to answer positively.
Emphasizes the importance of using regularly collected data to improve our work processes.	To shorten the survey, the TEP recommended dropping this item because it was similar to another retained item [Provides us with reports on our (unit/office) performance].

Experience With Activities to Improve Efficiency

Yes, No

Items dropped	Reasons for dropping
I helped to implement an activity to improve efficiency.	To shorten the survey, the TEP recommended dropping this item because it was too general.
I reviewed the costs associated with an activity designed to improve efficiency.	To shorten the survey, the TEP recommended dropping this item because they thought only specific roles could do this so most would not respond "yes." Pilot results showed 24% of respondents answered "yes" in hospitals and 13% in medical offices.

NOTE about the Overall Ratings on Healthcare Quality:

When administering the Medical Office Value and Efficiency Items as a supplemental item set after the AHRQ Surveys on Patient Safety Culture™ (SOPS®) Medical Office Survey, the four Ratings on Healthcare Quality are dropped from the Value and Efficiency Item Set since they are already included in the SOPS Medical Office Survey. Therefore, the final number of Medical Office Value and Efficiency Items is 21 items.

The four Ratings on Healthcare Quality are included in the Hospital Value and Efficiency Item Set since they are not already in the SOPS Hospital Survey. Therefore the final number of Hospital Value and Efficiency Items is 25 items.