

**Supplement C:
Final Culture of Value and Efficiency Item Set for Hospitals**

Value and Efficiency in Your Hospital

Think about the way things are done in your hospital and provide your opinions on the value and efficiency with which care is delivered.

For the purposes of this section, the following terms apply:

- ▶ **Waste** in health care is anything that does not add value or is unnecessary for patients, clinicians, or staff—such as wasted time; wasted materials; extra steps in a process; rework; and unnecessary tests, procedures, treatments, or services, etc.
- ▶ **Efficiency** in health care refers to care delivery systems and work processes that are as streamlined and simplified as possible.
- ▶ **Value** refers to high-quality care at a reasonable cost and positive patient experiences with care. Efficiency and removing waste are necessary to achieve value.

Section A: Empowerment To Improve Efficiency

How much do you agree or disagree with the following statements about your unit/work area?

	Strongly disagree ▼	Disagree ▼	Neither agree nor disagree ▼	Agree ▼	Strongly agree ▼	Does Not Apply or Don't Know ▼
1. We are encouraged to come up with ideas for more efficient ways to do our work.....	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 9
2. We are involved in making decisions about changes to our work processes.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 9
3. We are given opportunities to try out solutions to workflow problems.....	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 9

Section B: Efficiency and Waste Reduction

How often do the following statements apply to your unit/work area?

	Never ▼	Rarely ▼	Some-times ▼	Most of the time ▼	Always ▼	Does Not Apply or Don't Know ▼
1. We try to find ways to reduce waste (such as wasted time, materials, steps, etc.) in how we do our work.....	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 9
2. In our unit, we are working to improve patient flow.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 9
3. We focus on eliminating unnecessary tests and procedures for patients.....	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 9

Section C: Patient Centeredness and Efficiency

How much do you agree or disagree with the following statements about your unit/work area?

	Strongly disagree ▼	Disagree ▼	Neither agree nor disagree ▼	Agree ▼	Strongly agree ▼	Does Not Apply or Don't Know ▼
1. In our unit, we take steps to reduce patient wait time.....	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 9
2. We ask for patient or family member input on ways to make patient visits more efficient.....	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 9
3. Patient and family member preferences have led to changes in our workflow.....	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 9

Section D: Supervisor, Manager, or Clinical Leader Support for Improving Efficiency and Reducing Waste

How much do you agree or disagree with the following statements about your supervisor, manager, or clinical leader?

My supervisor, manager, or clinical leader...	Strongly disagree ▼	Disagree ▼	Neither agree nor disagree ▼	Agree ▼	Strongly agree ▼	Does Not Apply or Don't Know ▼
1. Recognizes us for our ideas to improve efficiency.....	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 9
2. Provides us with reports on our unit performance	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 9
3. Takes action to address workflow problems that are brought to his or her attention	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 9
4. Places a high priority on doing work efficiently without compromising patient care	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 9

Section E: Experience With Activities To Improve Efficiency

In the past 12 MONTHS, have you done the following activities to improve efficiency, add value, or reduce waste in your hospital?

	Yes ▼	No ▼
1. I received training on how to identify waste and inefficiencies in my work	<input type="checkbox"/> 1	<input type="checkbox"/> 2
2. I helped to map a workflow process to identify wasted time, materials, steps in a process, etc.	<input type="checkbox"/> 1	<input type="checkbox"/> 2
3. I shadowed/followed patients in this hospital to identify ways to improve their care experience	<input type="checkbox"/> 1	<input type="checkbox"/> 2
4. I looked at visual displays or graphs to see how well my unit was performing.	<input type="checkbox"/> 1	<input type="checkbox"/> 2
5. I made a suggestion to management about improving an inefficient work process.	<input type="checkbox"/> 1	<input type="checkbox"/> 2
6. I made a suggestion to management about improving patients' care experiences	<input type="checkbox"/> 1	<input type="checkbox"/> 2
7. I served on a team or committee to make a work process more efficient.....	<input type="checkbox"/> 1	<input type="checkbox"/> 2
8. I monitored data to figure out how well an activity to improve efficiency was working.	<input type="checkbox"/> 1	<input type="checkbox"/> 2

Section F: Overall Ratings

Overall, how would you rate your unit/work area on each of the following areas?

	Poor ▼	Fair ▼	Good ▼	Very good ▼	Excellent ▼
1. Patient centered Is responsive to individual patient preferences, needs, and values	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
2. Effective Provides services based on scientific knowledge to all who could benefit	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
3. Timely Minimizes waits and potentially harmful delays	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
4. Efficient Ensures cost-effective care (avoids waste, overuse, and misuse of services).	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5