

## Supplement D: Final Culture of Value and Efficiency Item Set for Medical Offices

### Value and Efficiency in Your Medical Office

Think about the way things are done in your medical office 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; 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 medical office?

	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"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>	<input type="checkbox"/> <sub>9</sub>
2. We are involved in making decisions about changes to our work processes. ....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>	<input type="checkbox"/> <sub>9</sub>
3. We are given opportunities to try out solutions to workflow problems.....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>	<input type="checkbox"/> <sub>9</sub>

**Section B: Efficiency and Waste Reduction**

**How often do the following statements apply to your medical office?**

	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"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>	<input type="checkbox"/> <sub>9</sub>
2. In our office, we are working to improve patient flow.....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>	<input type="checkbox"/> <sub>9</sub>
3. We focus on eliminating unnecessary tests and procedures for patients.....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>	<input type="checkbox"/> <sub>9</sub>

**Section C: Patient Centeredness and Efficiency**

**How much do you agree or disagree with the following statements about your medical office?**

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

**Section D: Owner, Managing Partner, Leadership Support for Improving Efficiency and Reducing Waste**

**Are you an owner, a managing partner, or in a leadership position with responsibility for making financial decisions for your medical office?**

- <sub>1</sub> Yes → *Go to Section E (Experience With Activities to Improve Efficiency)*
- <sub>2</sub> No → *Continue below*

**How much do you agree or disagree that the owners, managing partners, leadership of your medical office do the following?**

The owners, managing partners, or leadership of my medical office...	Strongly disagree ▼	Disagree ▼	Neither agree nor disagree ▼	Agree ▼	Strongly agree ▼	Does Not Apply or Don't Know ▼
1. Recognize us for our ideas to improve efficiency.....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>	<input type="checkbox"/> <sub>9</sub>
2. Provide us with reports on our office performance .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>	<input type="checkbox"/> <sub>9</sub>
3. Take action to address workflow problems that are brought to their attention .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>	<input type="checkbox"/> <sub>9</sub>
4. Place a high priority on doing work efficiently <b>without</b> compromising patient care .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>	<input type="checkbox"/> <sub>9</sub>

**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 medical office?**

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