Surveys on Patient Safety Culture® (SOPS®) Medical Office Value and Efficiency 2024-2026 Report

Part II - Appendixes

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Overview of Appendixes

Appendixes A and B present average percent positive scores and margin of error for the survey composite measures and items across database medical offices shown by the following medical office and respondent characteristics.

Appendix A: Results by Medical Office Characteristics

- A1. Number of Providers
- A2. Single-Specialty vs. Multispecialty
- A3. Ownership
- A4. Geographic Region

Appendix B: Results by Respondent Characteristics

- B1. Staff Position
- B2. Tenure in Medical Office

You can compare your medical office's percent positive scores with the averages shown in Appendix A based on the characteristics of your medical office (number of providers, specialty, ownership and geographic region).

To compare your medical office's results with the averages in Appendix B, your medical office will need to compute percent positive scores on the SOPS medical office composite measures and items by staff position and tenure in medical office.

When comparing your medical office's results with the database results, note that the database only provides *relative* comparisons. Although your medical office's survey results may have higher percent positive scores, there may still be room for improvement within your medical office in an *absolute* sense.

Highlights From Appendix A

Number of Providers (Tables A1-1 and A1-2)

- **Largest Composite Measure Difference** (15 percentage points)**:** Smaller medical offices (*1 to 5 providers)* reported better perceptions of Patient Centeredness and Efficiency compared with larger medical offices (*20 or more providers)* (61% positive versus 46%, respectively).
- **Largest Item Difference** (21 percentage points)**:** Smaller medical offices (*1 to 5 providers)* had more staff indicate that their medical office takes steps to reduce patient wait times compared with larger medical offices (*20 or more providers)* (Item C1, 84% versus 63%, respectively).

Single-Specialty Vs. Multispecialty (Tables A2-1, A2-2 and A2-3)

- **Overall Findings**: *Single-specialty* offices had more positive perceptions on all four of the Value and Efficiency composite measures compared with *Multispecialty* offices.
- **Largest Composite Measure Difference** (7 percentage points)**:** *Single-specialty* offices reported better perceptions of Empowerment To Improve Efficiency compared with *Multispecialty* offices (64% positive versus 57%, respectively).
- **Largest Item Differences** (12 percentage points)**:**
  - *Single-specialty* offices had more staff who felt they were involved in making decisions about changes to work processes, compared with staff from *Multispecialty* offices (Item A2, 60% do feel involved versus 48%, respectively)
  - *Multispecialty* offices had more staff indicate that in the past 12 months they served on a team or committee to make a work process more efficient, compared with staff from *Single-specialty* offices (Item E7, 31% have served on a team or committee versus 19%, respectively).

Ownership (Tables A3-1, A3-2 and A3-3)

- **Overall Finding:** Staff from medical offices owned by a *Community Health Center* reported higher perceived value and efficiency on three of the four composite measures compared with staff from offices owned by *Provider(s) and/or Physician(s).*
- **Largest Composite Measure Differences** (9 percentage points)**:** Staff from medical offices owned by a *Community Health Center* reported better perceptions of:
  - Efficiency and Waste Reduction than staff from medical offices owned by *Provider(s) and/or Physician(s)* (80% positive versus 71%, respectively).
  - Patient Centeredness and Efficiency than staff from medical offices owned by *Provider(s) and/or Physician(s)* (60% positive versus 51%, respectively).
- **Largest Item Differences** (13 percentage points)**:**
  - Medical offices owned by a *Community Health Center* had more staff indicate that they ask for patient or family member input on ways to make patient visits more efficient, compared with staff from medical offices owned by *Provider(s) and/or Physician(s)* (Item C2, 57% indicated they ask for input versus 44%, respectively).

- Medical offices owned by *Provider(s) and/or Physician(s)* had more staff indicate that in the past 12 months they made a suggestion to management about improving an inefficient work process compared with staff from medical offices owned by a *Community Health Center* (Item E5, 64% indicated they made a suggestion versus 51%, respectively).

Geographic Region (Tables A4-1 and A4-3)

- **Largest Composite Measure Difference** (10 percentage points)**:** *Midwest* medical offices reported better perceptions of Efficiency and Waste Reduction compared with *Northeast* medical offices and *South* medical offices (82% positive versus 72%, respectively).
- **Largest Item Difference** (24 percentage points)**:** *Midwest* medical offices had more staff indicate that in the past 12 months they looked at visual displays or graphs to see how well their office was performing, compared with staff from *Northeast* medical offices (Item E4, 57% reported looking at displays or graphs versus 33%, respectively).

Highlights From Appendix B

Staff Position (Tables B1-1 and B1-3)

- **Overall Finding:** *Nurses, Licensed Vocational Nurses, and Licensed Practical Nurses* had the most positive perceptions of value and efficiency compared with all other staff positions on three of the four composite measures.
- **Largest Composite Measure Difference** (24 percentage points)**:** *Nurses , Licensed Vocational Nurses, and Licensed Practical Nurses* reported better perceptions of Empowerment To Improve Efficiency compared with *Physician Assistants, Nurse Practitioners, Clinical Nurse Specialists, Nurse Midwives, Advanced Practice Nurses, etc.* (71% positive versus 47%, respectively).
- **Largest Item Difference** (46 percentage points)**:** Considerably more *Management* indicated that in the past 12 months they monitor data to figure out how well an activity to improve efficiency was working compared with *Administrative or clerical staff* (Item E8, 60% monitored data versus 14%, respectively).

Tenure in Medical Office (Tables B2-1 and B2-3)

- **Overall Findings:** Staff who worked *less than 1 year* in their medical office had more positive perceptions of value and efficiency than more tenured staff on three of the four composite measures.
- **Largest Composite Measure Difference** (14 percentage points)**:** Staff who worked *3 years to less than 6 years* in their medical office reported a higher positive perception of Patient Centeredness and Efficiency compared with those who worked *1 year to less than 3 years* (58% positive versus 44%, respectively).
- **Largest Item Difference** (31 percentage points)**:** More staff who worked *11 years or more* in their medical office reported that in the past 12 months they made a suggestion to management about improving an inefficient work process, compared with staff who worked *less than 1 year* (Item E5, 77% indicated they made a suggestion versus 46%, respectively).

Appendix A: Results by Medical Office Characteristics

Table A-1 presents information for the characteristics of medical offices that submitted Value and Efficiency Supplemental Items data to the 2024 and 2026 SOPS Medical Office Survey Database.

Table A-1. Medical Office Characteristics

Medical Office Characteristics	Medical Offices (N=56)		Respondents (N=748)	
Number of Providers	**Number**	**Percent**	**Number**	**Percent**
1	1	2%	7	1%
2	2	4%	19	3%
3 to 5	16	29%	170	23%
6 to 10	9	16%	129	17%
11 to 19	11	20%	144	19%
20 or more	17	30%	279	37%
Single-Specialty vs. Multispecialty	**Number**	**Percent**	**Number**	**Percent**
Single-Specialty	23	41%	307	41%
Multispecialty	33	59%	441	59%
Ownership	**Number**	**Percent**	**Number**	**Percent**
Community Health Center	23	41%	288	39%
Hospital or Health System	4	7%	81	11%
Providers and/or Physicians	25	45%	303	41%
Federal, State or Local Government	4	7%	76	10%
Geographic Region	**Number**	**Percent**	**Number**	**Percent**
Northeast	15	27%	163	22%
Midwest	13	23%	235	31%
South	26	46%	332	44%
West	2	4%	18	2%

Note: Percentages may not add to 100 due to rounding. States and territories are categorized into regions as follows:

- Northeast: Conn., Mass., Maine, N.H., N.J., N.Y., Pa., R.I., Vt.
- Midwest: Iowa, Ill., Ind., Kan., Mich., Minn., Mo., N.D., Neb., Ohio, S.D., Wis.
- South: Ala., Ark., District of Columbia, Del., Fla., Ga., Ky., La., Md., Miss., N.C., Okla., S.C., Tenn., Texas, Va., W.Va., Puerto Rico, U.S. Virgin Islands
- West: Alaska, American Samoa, Ariz., Calif., Colo., Guam, Hawaii, Idaho, Marshall Islands, Northern Mariana Islands, Mont., N.M., Nev., Utah, Ore., Wash., Wyo.

Table A-2. Single-Specialty Offices

Specialty (n=23)	Number of Medical Offices	Percent
Family Practice/Family Medicine	15	65%
Geriatrics	1	4%
Internal Medicine	1	4%
OB/GYN or GYN	1	4%
Pediatrics	2	9%
Psychiatry	1	4%
Other Specialty	2	9%

Note: Specific specialty is presented only for single-specialty medical offices. Percentages may not add to 100 due to rounding.

A1: Results by Number of Providers

Note 1: The number of medical offices and respondents by number of providers is shown in each table. A medical office was included if they had at least three respondents answer a specific survey item. The number of medical offices and respondents corresponding to each table and data cell will vary because of the omission of a specific survey item and individual nonresponse/missing data.

Note 2: The margin of error is displayed below the percent positive response and represents the range within which the true percent positive estimate for each category is likely to fall, 95% of the time. See the Explanation of Calculations in the main report for more information.

Table A1-1. Composite Measure Average Percent Positive Response and Margin of Error by Number of Providers

Value and Efficiency Composite Measures	Number of Providers		
	1 to 5	6 to 19	20 or More
# Medical Offices	19	20	17
# Respondents	196	273	279
1. Efficiency and Waste Reduction	**82%** ± 5.1%	**75%** ± 4.8%	**68%** ± 8.1%
2. Owner, Managing Partner, Leadership Support for Improving Efficiency and Reducing Waste	**60%** ± 9.3%	**65%** ± 7.1%	**61%** ± 8.4%
3. Empowerment To Improve Efficiency	**55%** ± 11.6%	**62%** ± 7.7%	**57%** ± 6.4%
4. Patient Centeredness and Efficiency	**61%** ± 7.9%	**58%** ± 9.4%	**46%** ± 7.4%
Composite Measure Average	^	**67%** ± 6.3%	**58%** ± 6.7%

Note: A caret (^) is shown for the composite measure average when fewer than 10 medical offices had enough respondents to calculate all four composite measures. The margin of error is displayed below the percent positive response.

Table A1-2. Item Average Percent Positive Response and Margin of Error by Number of Providers

Survey Items by Value and Efficiency Composite Measure	Number of Providers		
	1 to 5	6 to 19	20 or More
# Medical Offices	19	20	17
# Respondents	196	273	279
1. Efficiency and Waste Reduction	% Always/Most of the time		
We try to find ways to reduce waste (such as wasted time, materials, steps, etc.) in how we do our work. (Item B1)	**74%** ± 5.9%	**70%** ± 5.7%	**64%** ± 8.9%
In our office, we are working to improve patient flow. (Item B2)	**90%** ± 6.0%	**79%** ± 8.4%	**74%** ± 9.1%
We focus on eliminating unnecessary tests and procedures for patients. (Item B3)	**81%** ± 7.7%	**76%** ± 6.7%	**66%** ± 10.5%
2. Owner, Managing Partner, Leadership Support for Improving Efficiency and Reducing Waste	% Strongly Agree/Agree		
Recognize us for our ideas to improve efficiency. (Item D1)	**50%** ± 11.7%	**54%** ± 8.9%	**47%** ± 8.6%
Provide us with reports on our office performance. (Item D2)	**67%** ± 10.7%	**69%** ± 9.8%	**65%** ± 9.6%
Take action to address workflow problems that are brought to their attention. (Item D3)	**58%** ± 11.6%	**67%** ± 8.0%	**63%** ± 11.4%
Place a high priority on doing work efficiently without compromising patient care. (Item D4)	**63%** ± 8.9%	**70%** ± 8.7%	**67%** ± 10.5%

Note: The item's survey location is shown in parentheses after the item text. The margin of error is displayed below the percent positive response. Owner, Managing Partner, Leadership Support for Improving Efficiency and Reducing Waste results only include those respondents who answered "No" to being an owner, a managing partner or in a leadership position with responsibility for making financial decisions in the medical office.

Table A1-2. Item Average Percent Positive Response and Margin of Error by Number of Providers (continued)

Survey Items by Value and Efficiency Composite Measure	Number of Providers		
	1 to 5	6 to 19	20 or More
# Medical Offices	19	20	17
# Respondents	196	273	279
3. Empowerment To Improve Efficiency	% Strongly Agree/Agree		
We are encouraged to come up with ideas for more efficient ways to do our work. (Item A1)	**72%** ± 13.7%	**67%** ± 7.9%	**68%** ± 8.8%
We are involved in making decisions about changes to our work processes. (Item A2)	**46%** ± 14.7%	**58%** ± 10.2%	**48%** ± 6.2%
We are given opportunities to try out solutions to workflow problems. (Item A3)	**47%** ± 13.3%	**61%** ± 7.4%	**56%** ± 7.6%
4. Patient Centeredness and Efficiency	% Strongly Agree/Agree		
We take steps to reduce patient wait time. (Item C1)	**84%** ± 9.4%	**75%** ± 8.4%	**63%** ± 9.9%
We ask for patient or family member input on ways to make patient visits more efficient. (Item C2)	**57%** ± 10.1%	**50%** ± 11.5%	**42%** ± 10.2%
Patient and family member preferences have led to changes in our workflow. (Item C3)	**40%** ± 11.9%	**48%** ± 12.0%	**32%** ± 8.9%

Note: The item's survey location is shown in parentheses after the item text. The margin of error is displayed below the percent positive response.

Table A1-3. Item Average Percent Positive Response and Margin of Error for Experience With Activities To Improve Efficiency by Number of Providers

Experience With Activities To Improve Efficiency	Number of Providers		
	1 to 5	6 to 19	20 or More
# Medical Offices	19	20	17
# Respondents	196	273	279
In the past 12 MONTHS, have you done the following activities to improve efficiency, add value, or reduce waste in your medical office?	% Yes		
I received training on how to identify waste and inefficiencies in my work. (Item E1)	**53%** ± 10.1%	**43%** ± 6.5%	**46%** ± 5.4%
I helped to map a workflow process to identify wasted time, materials, steps in a process, etc. (Item E2)	**25%** ± 7.1%	**29%** ± 7.9%	**29%** ± 6.7%
I shadowed/followed patients in this office to identify ways to improve their care experience. (Item E3)	**15%** ± 5.0%	**25%** ± 8.7%	**28%** ± 8.1%
I looked at visual displays or graphs to see how well my office was performing. (Item E4)	**45%** ± 11.2%	**44%** ± 9.3%	**32%** ± 8.3%
I made a suggestion to management about improving an inefficient work process. (Item E5)	**55%** ± 7.2%	**61%** ± 10.1%	**61%** ± 8.3%
I made a suggestion to management about improving patients' care experiences. (Item E6)	**41%** ± 9.3%	**53%** ± 7.2%	**54%** ± 7.8%
I served on a team or committee to make a work process more efficient. (Item E7)	**21%** ± 7.2%	**27%** ± 9.8%	**31%** ± 8.0%
I monitored data to figure out how well an activity to improve efficiency was working. (Item E8)	**17%** ± 7.6%	**21%** ± 6.1%	**24%** ± 6.2%

Note: The item's survey location is shown in parentheses after the item text. The margin of error is displayed below the percent positive response.

A2: Results by Single-Specialty vs Multispecialty Medical Offices

Note 1: The number of medical offices and respondents by single-specialty vs. multispecialty is shown in each table. A medical office was included if they had at least three respondents answer a specific survey item. The number of medical offices and respondents corresponding to each table and data cell will vary because of the omission of a specific survey item and individual nonresponse/missing data.

Note 2: The margin of error is displayed below the percent positive response and represents the range within which the true percent positive estimate for each category is likely to fall, 95% of the time. See the Explanation of Calculations in the main report for more information.

Table A2-1. Composite Measure Average Percent Positive Response and Margin of Error by Single-Specialty vs. Multispecialty

	Specialty	
Value and Efficiency Composite Measures	**Single-specialty**	**Multispecialty**
# Medical Offices	23	33
# Respondents	307	441
1. Efficiency and Waste Reduction	**79%** ± 4.8%	**73%** ± 5.2%
2. Owner, Managing Partner, Leadership Support for Improving Efficiency and Reducing Waste	**63%** ± 7.6%	**61%** ± 6.1%
3. Empowerment To Improve Efficiency	**64%** ± 7.5%	**57%** ± 5.6%
4. Patient Centeredness and Efficiency	**59%** ± 6.8%	**53%** ± 7.2%
Composite Measure Average	**67%** ± 6.6%	**61%** ± 5.1%

Note: The margin of error is displayed below the percent positive response.

Table A2-2. Item Average Percent Positive Response and Margin of Error by Single-Specialty vs. Multispecialty

Survey Items by Value and Efficiency Composite Measure	Specialty	
	Single-specialty	Multispecialty
# Medical Offices	23	33
# Respondents	307	441
1. Efficiency and Waste Reduction	% Always/Most of the time	
We try to find ways to reduce waste (such as wasted time, materials, steps, etc.) in how we do our work. (Item B1)	**72%** ± 5.3%	**67%** ± 5.7%
In our office, we are working to improve patient flow. (Item B2)	**85%** ± 6.0%	**78%** ± 6.9%
We focus on eliminating unnecessary tests and procedures for patients. (Item B3)	**79%** ± 6.4%	**71%** ± 7.2%
2. Owner, Managing Partner, Leadership Support for Improving Efficiency and Reducing Waste	% Strongly Agree/Agree	
Recognize us for our ideas to improve efficiency. (Item D1)	**54%** ± 9.6%	**48%** ± 6.8%
Provide us with reports on our office performance. (Item D2)	**71%** ± 8.7%	**64%** ± 7.5%
Take action to address workflow problems that are brought to their attention. (Item D3)	**63%** ± 8.6%	**63%** ± 8.2%
Place a high priority on doing work efficiently without compromising patient care. (Item D4)	**64%** ± 7.8%	**69%** ± 7.3%

Note: The item's survey location is shown in parentheses after the item text. The margin of error is displayed below the percent positive response. Owner, Managing Partner, Leadership Support for Improving Efficiency and Reducing Waste results only include those respondents who answered "No" to being an owner, a managing partner or in a leadership position with responsibility for making financial decisions in the medical office.

Table A2-2. Item Average Percent Positive Response and Margin of Error by Single-Specialty vs. Multispecialty (continued)

	Specialty	
Survey Items by Value and Efficiency Composite Measure	**Single-specialty**	**Multispecialty**
# Medical Offices	23	33
# Respondents	307	441
3. Empowerment To Improve Efficiency	% Strongly Agree/Agree	
We are encouraged to come up with ideas for more efficient ways to do our work. (Item A1)	**72%** ± 10.3%	**67%** ± 6.4%
We are involved in making decisions about changes to our work processes. (Item A2)	**60%** ± 11.0%	**48%** ± 6.5%
We are given opportunities to try out solutions to workflow problems. (Item A3)	**60%** ± 8.5%	**55%** ± 6.4%
4. Patient Centeredness and Efficiency	% Strongly Agree/Agree	
We take steps to reduce patient wait time. (Item C1)	**78%** ± 7.9%	**72%** ± 7.8%
We ask for patient or family member input on ways to make patient visits more efficient. (Item C2)	**55%** ± 7.5%	**46%** ± 9.3%
Patient and family member preferences have led to changes in our workflow. (Item C3)	**42%** ± 10.2%	**41%** ± 9.3%

Note: The item's survey location is shown in parentheses after the item text. The margin of error is displayed below the percent positive response.

Table A2-3. Item Average Percent Positive Response and Margin of Error for Experience With Activities To Improve Efficiency by Single-Specialty vs. Multispecialty

	Specialty	
Experience With Activities To Improve Efficiency	**Single-specialty**	**Multispecialty**
# Medical Offices	23	33
# Respondents	307	441
In the past 12 MONTHS, have you done the following activities to improve efficiency, add value, or reduce waste in your medical office?	% Yes	
I received training on how to identify waste and inefficiencies in my work. (Item E1)	**50%** ± 8.2%	**45%** ± 5.2%
I helped to map a workflow process to identify wasted time, materials, steps in a process, etc. (Item E2)	**25%** ± 6.2%	**29%** ± 5.6%
I shadowed/followed patients in this office to identify ways to improve their care experience. (Item E3)	**17%** ± 4.5%	**26%** ± 6.7%
I looked at visual displays or graphs to see how well my office was performing. (Item E4)	**47%** ± 9.0%	**36%** ± 7.1%
I made a suggestion to management about improving an inefficient work process. (Item E5)	**54%** ± 7.6%	**63%** ± 6.4%
I made a suggestion to management about improving patients' care experiences. (Item E6)	**45%** ± 7.6%	**52%** ± 6.3%
I served on a team or committee to make a work process more efficient. (Item E7)	**19%** ± 6.4%	**31%** ± 6.7%
I monitored data to figure out how well an activity to improve efficiency was working. (Item E8)	**18%** ± 6.1%	**23%** ± 5.0%

Note: The item's survey location is shown in parentheses after the item text. The margin of error is displayed below the percent positive response.

A3: Results by Ownership

Note 1: The number of medical offices and respondents by ownership type is shown in each table. A medical office was included if they had at least three respondents answer a specific survey item. The number of medical offices and respondents corresponding to each table and data cell will vary because of the omission of a specific survey item and individual nonresponse/missing data.

Note 2: The margin of error is displayed below the percent positive response and represents the range within which the true percent positive estimate for each category is likely to fall, 95% of the time. See the Explanation of Calculations in the main report for more information.

Table A3-1. Composite Measure Average Percent Positive Response and Margin of Error by Ownership

Value and Efficiency Composite Measures	Ownership	
	Provider(s) and/or Physician(s)	Community Health Center
# Medical Offices	25	23
# Respondents	303	288
1. Efficiency and Waste Reduction	**71%** ± 4.4%	**80%** ± 4.6%
2. Owner, Managing Partner, Leadership Support for Improving Efficiency and Reducing Waste	**63%** ± 5.1%	**62%** ± 7.7%
3. Empowerment To Improve Efficiency	**57%** ± 5.4%	**59%** ± 7.5%
4. Patient Centeredness and Efficiency	**51%** ± 7.9%	**60%** ± 6.7%
Composite Measure Average	**61%** ± 4.5%	**67%** ± 6.9%

Note: The margin of error is displayed below the percent positive response.

Table A3-2. Item Average Percent Positive Response and Margin of Error by Ownership

Survey Items by Value and Efficiency Composite Measure	Ownership	
	Provider(s) and/or Physician(s)	Community Health Center
# Medical Offices	25	23
# Respondents	303	288
1. Efficiency and Waste Reduction	% Always/Most of the time	
We try to find ways to reduce waste (such as wasted time, materials, steps, etc.) in how we do our work. (Item B1)	**66%** ± 5.2%	**73%** ± 4.8%
In our office, we are working to improve patient flow. (Item B2)	**76%** ± 7.4%	**87%** ± 5.8%
We focus on eliminating unnecessary tests and procedures for patients. (Item B3)	**70%** ± 7.4%	**79%** ± 6.8%
2. Owner, Managing Partner, Leadership Support for Improving Efficiency and Reducing Waste	% Strongly Agree/Agree	
Recognize us for our ideas to improve efficiency. (Item D1)	**48%** ± 6.1%	**53%** ± 9.8%
Provide us with reports on our office performance. (Item D2)	**67%** ± 8.0%	**70%** ± 8.8%
Take action to address workflow problems that are brought to their attention. (Item D3)	**66%** ± 7.4%	**61%** ± 8.4%
Place a high priority on doing work efficiently without compromising patient care. (Item D4)	**71%** ± 7.2%	**63%** ± 8.3%

Note: The item's survey location is shown in parentheses after the item text. The margin of error is displayed below the percent positive response. Owner, Managing Partner, Leadership Support for Improving Efficiency and Reducing Waste results only include those respondents who answered "No" to being an owner, a managing partner or in a leadership position with responsibility for making financial decisions in the medical office.

Table A3-2. Item Average Percent Positive Response and Margin of Error by Ownership (continued)

Survey Items by Value and Efficiency Composite Measure	Ownership	
	Provider(s) and/or Physician(s)	Community Health Center
# Medical Offices	25	23
# Respondents	303	288
3. Empowerment To Improve Efficiency	% Strongly Agree/Agree	
We are encouraged to come up with ideas for more efficient ways to do our work. (Item A1)	**66%** ± 7.3%	**73%** ± 10.1%
We are involved in making decisions about changes to our work processes. (Item A2)	**48%** ± 6.1%	**51%** ± 13.1%
We are given opportunities to try out solutions to workflow problems. (Item A3)	**56%** ± 5.6%	**54%** ± 8.0%
4. Patient Centeredness and Efficiency	% Strongly Agree/Agree	
We take steps to reduce patient wait time. (Item C1)	**69%** ± 8.5%	**80%** ± 8.0%
We ask for patient or family member input on ways to make patient visits more efficient. (Item C2)	**44%** ± 9.8%	**57%** ± 7.3%
Patient and family member preferences have led to changes in our workflow. (Item C3)	**38%** ± 10.8%	**41%** ± 9.9%

Note: The item's survey location is shown in parentheses after the item text. The margin of error is displayed below the percent positive response.

Table A3-3. Item Average Percent Positive Response and Margin of Error for Experience With Activities To Improve Efficiency by Ownership

Experience With Activities To Improve Efficiency	Ownership	
	Provider(s) and/or Physician(s)	Community Health Center
# Medical Offices	25	23
# Respondents	303	288
In the past 12 MONTHS, have you done the following activities to improve efficiency, add value, or reduce waste in your medical office?	% Yes	
I received training on how to identify waste and inefficiencies in my work. (Item E1)	**44%** ± 4.9%	**51%** ± 8.7%
I helped to map a workflow process to identify wasted time, materials, steps in a process, etc. (Item E2)	**27%** ± 5.9%	**25%** ± 6.4%
I shadowed/followed patients in this office to identify ways to improve their care experience. (Item E3)	**25%** ± 5.9%	**17%** ± 4.8%
I looked at visual displays or graphs to see how well my office was performing. (Item E4)	**37%** ± 7.4%	**44%** ± 9.4%
I made a suggestion to management about improving an inefficient work process. (Item E5)	**64%** ± 7.8%	**51%** ± 7.4%
I made a suggestion to management about improving patients' care experiences. (Item E6)	**52%** ± 6.4%	**43%** ± 8.2%
I served on a team or committee to make a work process more efficient. (Item E7)	**27%** ± 6.5%	**16%** ± 6.0%
I monitored data to figure out how well an activity to improve efficiency was working. (Item E8)	**21%** ± 4.1%	**17%** ± 6.4%

Note: The item's survey location is shown in parentheses after the item text. The margin of error is displayed below the percent positive response.

A4: Results by Geographic Region

Note 1: The number of medical offices and respondents by geographic region is shown in each table. A medical office was included if they had at least three respondents answer a specific survey item. The number of medical offices and respondents corresponding to each table and data cell will vary because of the omission of a specific survey item and individual nonresponse/missing data.

Note 2: The margin of error is displayed below the percent positive response and represents the range within which the true percent positive estimate for each category is likely to fall, 95% of the time. See the Explanation of Calculations in the main report for more information.

Note 3: States and territories are categorized into geographic regions as follows:

- **Northeast**: Conn., Mass., Maine, N.H., N.J., N.Y., Pa., R.I., Vt.
- **Midwest**: Iowa, Ill., Ind., Kan., Mich., Minn., Mo., N.D., Neb., Ohio, S.D., Wis.
- **South**: Ala., Ark., District of Columbia, Del., Fla., Ga., Ky., La., Md., Miss., N.C., Okla., S.C., Tenn., Texas, Va., W.Va., Puerto Rico, U.S. Virgin Islands
- **West**: Alaska, American Samoa, Ariz., Calif., Colo., Guam, Hawaii, Idaho, Marshall Islands, Northern Mariana Islands, Mont., N.M., Nev., Utah, Ore., Wash., Wyo.

Table A4-1. Composite Measure Average Percent Positive Response and Margin of Error by Geographic Region

Value and Efficiency Composite Measures	Geographic Region		
	Northeast	Midwest	South
# Medical Offices	15	13	26
# Respondents	163	235	332
1. Efficiency and Waste Reduction	**72%** ± 8.9%	**82%** ± 5.2%	**72%** ± 4.5%
2. Owner, Managing Partner, Leadership Support for Improving Efficiency and Reducing Waste	**64%** ± 12.7%	**58%** ± 8.4%	**64%** ± 5.1%
3. Empowerment To Improve Efficiency	**60%** ± 6.4%	^	**58%** ± 5.7%
4. Patient Centeredness and Efficiency	**56%** ± 7.9%	**59%** ± 10.9%	**52%** ± 8.4%
Composite Measure Average	**63%** ± 8.0%	^	**62%** ± 4.9%

Note: A caret (^) is shown for a composite measure when fewer than 10 medical offices had at least three respondents for half of the items required to calculate the composite measure. A caret (^) is also shown for the composite measure average when fewer than 10 medical offices had enough respondents to calculate all four composite measures. The margin of error is displayed below the percent positive response.

Table A4-2. Item Average Percent Positive Response and Margin of Error by Geographic Region

Survey Items by Value and Efficiency Composite Measure	Geographic Region		
	Northeast	Midwest	South
# Medical Offices	15	13	26
# Respondents	163	235	332
1. Efficiency and Waste Reduction	% Always/Most of the time		
We try to find ways to reduce waste (such as wasted time, materials, steps, etc.) in how we do our work. (Item B1)	**64%** ± 8.5%	**75%** ± 6.1%	**67%** ± 5.4%
In our office, we are working to improve patient flow. (Item B2)	**80%** ± 11.2%	**88%** ± 4.9%	**77%** ± 7.2%
We focus on eliminating unnecessary tests and procedures for patients. (Item B3)	**70%** ± 10.9%	**84%** ± 7.2%	**71%** ± 7.3%
2. Owner, Managing Partner, Leadership Support for Improving Efficiency and Reducing Waste	% Strongly Agree/Agree		
Recognize us for our ideas to improve efficiency. (Item D1)	**61%** ± 12.2%	**43%** ± 11.4%	**49%** ± 6.1%
Provide us with reports on our office performance. (Item D2)	**63%** ± 15.0%	**73%** ± 7.9%	**68%** ± 7.8%
Take action to address workflow problems that are brought to their attention. (Item D3)	**66%** ± 13.6%	**55%** ± 8.7%	**67%** ± 7.3%
Place a high priority on doing work efficiently without compromising patient care. (Item D4)	**66%** ± 13.4%	**58%** ± 9.1%	**71%** ± 7.1%

Note: The item's survey location is shown in parentheses after the item text. The margin of error is displayed below the percent positive response. Owner, Managing Partner, Leadership Support for Improving Efficiency and Reducing Waste results only include those respondents who answered "No" to being an owner, a managing partner or in a leadership position with responsibility for making financial decisions in the medical office.

Table A4-2. Item Average Percent Positive Response and Margin of Error by Geographic Region (continued)

Survey Items by Value and Efficiency Composite Measure	Geographic Region		
	Northeast	Midwest	South
# Medical Offices	15	13	26
# Respondents	163	235	332
3. Empowerment To Improve Efficiency	% Strongly Agree/Agree		
We are encouraged to come up with ideas for more efficient ways to do our work. (Item A1)	**72%** ± 7.7%	^	**67%** ± 7.3%
We are involved in making decisions about changes to our work processes. (Item A2)	**53%** ± 10.3%	^	**49%** ± 6.4%
We are given opportunities to try out solutions to workflow problems. (Item A3)	**54%** ± 7.6%	^	**57%** ± 5.8%
4. Patient Centeredness and Efficiency	% Strongly Agree/Agree		
We take steps to reduce patient wait time. (Item C1)	**74%** ± 11.1%	**79%** ± 11.1%	**70%** ± 8.3%
We ask for patient or family member input on ways to make patient visits more efficient. (Item C2)	**54%** ± 9.0%	**55%** ± 11.9%	**46%** ± 10.4%
Patient and family member preferences have led to changes in our workflow. (Item C3)	**40%** ± 10.2%	**42%** ± 14.6%	**41%** ± 11.4%

Note: The item's survey location is shown in parentheses after the item text. A caret (^) is shown when fewer than 10 medical offices had at least three respondents to the item. The margin of error is displayed below the percent positive response.

Table A4-3. Item Average Percent Positive Response and Margin of Error for Experience With Activities To Improve Efficiency by Geographic Region

Experience With Activities To Improve Efficiency	Geographic Region		
	Northeast	Midwest	South
# Medical Offices	15	13	26
# Respondents	163	235	332
In the past 12 MONTHS, have you done the following activities to improve efficiency, add value, or reduce waste in your medical office?		% Yes	
I received training on how to identify waste and inefficiencies in my work. (Item E1)	**47%** ± 10.7%	**53%** ± 10.5%	**46%** ± 5.3%
I helped to map a workflow process to identify wasted time, materials, steps in a process, etc. (Item E2)	**31%** ± 8.7%	**24%** ± 8.6%	**28%** ± 6.1%
I shadowed/followed patients in this office to identify ways to improve their care experience. (Item E3)	**23%** ± 8.8%	**16%** ± 4.3%	**27%** ± 7.5%
I looked at visual displays or graphs to see how well my office was performing. (Item E4)	**33%** ± 11.5%	**57%** ± 9.1%	**38%** ± 7.6%
I made a suggestion to management about improving an inefficient work process. (Item E5)	**58%** ± 10.5%	**52%** ± 8.3%	**63%** ± 7.6%
I made a suggestion to management about improving patients' care experiences. (Item E6)	**47%** ± 13.2%	**48%** ± 7.3%	**52%** ± 6.2%
I served on a team or committee to make a work process more efficient. (Item E7)	**23%** ± 11.6%	**20%** ± 7.4%	**29%** ± 6.9%
I monitored data to figure out how well an activity to improve efficiency was working. (Item E8)	**20%** ± 9.9%	**20%** ± 7.6%	**22%** ± 4.8%

Note: The item's survey location is shown in parentheses after the item text. The margin of error is displayed below the percent positive response.

Appendix B: Results by Respondent Characteristics

Table B-1 describes the characteristics of the 748 respondents with Value and Efficiency Supplemental Items data from the 2024 and 2026 SOPS Medical Office Survey Databases.

Table B-1. Respondent Characteristics from 2026 SOPS Medical Office Survey Database

Respondent Characteristics	Respondents	
Staff Position	**Number**	**Percent**
Administrative or clerical staff	85	16%
Management	37	7%
Physician (M.D. or D.O.)	27	5%
Physician assistant, nurse practitioner, clinical nurse specialist, nurse midwife, advanced practice nurse, etc.	57	11%
Registered nurse (RN), licensed vocational nurse (LVN), licensed practical nurse (LPN)	53	10%
Other clinical staff or clinical support staff	210	39%
Other position	70	13%
Total	**539**	**100%**
Missing	209	--
Overall total	748	--
Tenure in Medical Office	**Number**	**Percent**
Less than 2 months	10	2%
2 months to less than 1 year	79	15%
1 year to less than 3 years	168	31%
3 years to less than 6 years	112	21%
6 years to less than 11 years	79	15%
11 years or more	96	18%
Total	**544**	**100%**
Missing	204	--
Overall total	748	--

Note: Percentages may not add to 100 due to rounding.

Table B-1. Respondent Characteristics from 2026 SOPS Medical Office Survey Database (continued)

Respondent Characteristics	Respondents	
Hours Worked per Week in Medical Office	**Number**	**Percent**
1 to 4 hours	4	1%
5 to 16 hours	25	5%
17 to 24 hours	18	3%
25 to 32 hours	38	7%
33 to 40 hours	325	60%
41 hours or more	133	24%
Total	**543**	**100%**
Missing	205	--
Overall total	748	--

B1: Results by Staff Position

Note 1: The number of medical offices and respondents by staff position is shown in each table. A medical office was included if they had at least one respondent in the staff position category. The number of medical offices and respondents corresponding to each table and data cell will vary because of the omission of a specific survey item and individual nonresponse/missing data.

Note 2: The margin of error is displayed below the percent positive response and represents the range within which the true percent positive estimate for each category is likely to fall, 95% of the time. See the Explanation of Calculations in the main report for more information.

Table B1-1. Composite Measure Average Percent Positive Response and Margin of Error by Staff Position

Value and Efficiency Composite Measures	Staff Position					
	Admin./ Clerical Staff	Mgmt.	Nurse (RN/LVN/ LPN)	PA/NP/CNS/ Midwife/APN, etc.	Physician (M.D. or D.O.)	Other Clinical Staff or Clinical Support Staff
# Medical Offices	33	26	16	26	10	41
# Respondents	85	37	53	57	27	210
1. Efficiency and Waste Reduction	**74%** ± 9.1%	**76%** ± 12.6%	**69%** ± 17.9%	**69%** ± 13.3%	**75%** ± 16.6%	**70%** ± 7.0%
2. Owner, Managing Partner, Leadership Support for Improving Efficiency and Reducing Waste	**62%** ± 9.8%	**66%** ± 14.4%	**68%** ± 18.0%	**63%** ± 13.4%	^	**61%** ± 7.4%
3. Empowerment To Improve Efficiency	**56%** ± 11.7%	**68%** ± 13.7%	**71%** ± 16.6%	**47%** ± 14.3%	^	**53%** ± 7.6%
4. Patient Centeredness and Efficiency	**55%** ± 11.9%	**60%** ± 15.3%	**62%** ± 14.0%	**58%** ± 15.2%	^	**53%** ± 7.8%
Composite Measure Average	**62%** ± 7.8%	**70%** ± 9.5%	**67%** ± 12.6%	**58%** ± 13.3%	^	**59%** ± 4.6%

Note: A caret (^) is shown for a composite measure when fewer than 10 medical offices had at least three respondents for half of the items required to calculate the composite measure. A caret (^) is also shown for the composite measure average when fewer than 10 medical offices had enough respondents to calculate all four composite measures. The margin of error is displayed below the percent positive response.

Table B1-2. Item Average Percent Positive Response and Margin of Error by Staff Position

Survey Items by Value and Efficiency Composite Measure	Staff Position					
	Admin./ Clerical Staff	Mgmt.	Nurse (RN/LVN/ LPN)	PA/NP/CNS/ Midwife/APN, etc.	Physician (M.D. or D.O.)	Other Clinical Staff or Clinical Support Staff
# Medical Offices	33	26	16	26	10	41
# Respondents	85	37	53	57	27	210
1. Efficiency and Waste Reduction	% Always/Most of the time					
We try to find ways to reduce waste (such as wasted time, materials, steps, etc.) in how we do our work. (Item B1)	**73%** ± 11.8%	**69%** ± 17.3%	**64%** ± 19.0%	**68%** ± 16.3%	**75%** ± 26.5%	**64%** ± 8.3%
In our office, we are working to improve patient flow. (Item B2)	**80%** ± 11.1%	**81%** ± 13.5%	**79%** ± 18.4%	**77%** ± 15.0%	**68%** ± 29.3%	**77%** ± 8.0%
We focus on eliminating unnecessary tests and procedures for patients. (Item B3)	**65%** ± 16.4%	**76%** ± 17.1%	**71%** ± 19.7%	**65%** ± 17.1%	**83%** ± 20.3%	**70%** ± 10.0%
2. Owner, Managing Partner, Leadership Support for Improving Efficiency and Reducing Waste	% Strongly Agree/Agree					
Recognize us for our ideas to improve efficiency. (Item D1)	**50%** ± 13.9%	**52%** ± 21.8%	**69%** ± 19.6%	**46%** ± 18.1%	^	**48%** ± 9.2%
Provide us with reports on our office performance. (Item D2)	**69%** ± 13.7%	**59%** ± 22.8%	**65%** ± 21.9%	**77%** ± 14.8%	^	**69%** ± 9.8%
Take action to address workflow problems that are brought to their attention. (Item D3)	**68%** ± 13.1%	**70%** ± 19.5%	**70%** ± 22.4%	**57%** ± 17.7%	^	**62%** ± 10.1%
Place a high priority on doing work efficiently without compromising patient care. (Item D4)	**62%** ± 12.8%	**80%** ± 17.0%	**67%** ± 21.9%	**72%** ± 15.8%	^	**70%** ± 9.7%

Note: The item's survey location is shown in parentheses after the item text. A caret (^) is shown when fewer than 10 medical offices had at least one respondent to the item. The margin of error is displayed below the percent positive response. Owner, Managing Partner, Leadership Support for Improving Efficiency and Reducing Waste results only include those respondents who answered "No" to being an owner, a managing partner or in a leadership position with responsibility for making financial decisions in the medical office.

Table B1-2. Item Average Percent Positive Response and Margin of Error by Staff Position (continued)

Survey Items by Value and Efficiency Composite Measures	Staff Position					
	Admin./ Clerical Staff	Mgmt.	Nurse (RN/LVN/ LPN)	PA/NP/CNS/ Midwife/APN, etc.	Physician (M.D. or D.O.)	Other Clinical Staff or Clinical Support Staff
# Medical Offices	33	26	16	26	10	41
# Respondents	85	37	53	57	27	210
3. Empowerment To Improve Efficiency	% Strongly Agree/Agree					
We are encouraged to come up with ideas for more efficient ways to do our work. (Item A1)	**68%** ± 13.0%	**73%** ± 15.7%	**76%** ± 18.4%	**62%** ± 16.5%	^	**63%** ± 8.8%
We are involved in making decisions about changes to our work processes. (Item A2)	**48%** ± 13.6%	**60%** ± 18.1%	**68%** ± 19.6%	**39%** ± 17.2%	^	**46%** ± 9.1%
We are given opportunities to try out solutions to workflow problems. (Item A3)	**58%** ± 12.9%	**71%** ± 16.2%	**70%** ± 20.4%	**41%** ± 16.1%	^	**50%** ± 9.3%
4. Patient Centeredness and Efficiency	% Strongly Agree/Agree					
We take steps to reduce patient wait time. (Item C1)	**78%** ± 11.9%	**75%** ± 15.3%	**71%** ± 19.2%	**71%** ± 16.0%	^	**70%** ± 8.1%
We ask for patient or family member input on ways to make patient visits more efficient. (Item C2)	**50%** ± 17.4%	**52%** ± 20.8%	**64%** ± 20.4%	**55%** ± 18.6%	^	**46%** ± 11.2%
Patient and family member preferences have led to changes in our workflow. (Item C3)	**38%** ± 16.5%	**41%** ± 22.6%	**48%** ± 20.1%	**45%** ± 21.1%	^	**41%** ± 10.9%

Note: The item's survey location is shown in parentheses after the item text. A caret (^) is shown when fewer than 10 medical offices had at least one respondent to the item. The margin of error is displayed below the percent positive response.

Table B1-3. Item Average Percent Positive Response and Margin of Error for Experience With Activities To Improve Efficiency by Staff Position

Experience With Activities To Improve Efficiency	Staff Position					
	Admin./ Clerical Staff	Mgmt.	Nurse (RN/LVN/ LPN)	PA/NP/CNS/ Midwife/APN, etc.	Physician (M.D. or D.O.)	Other Clinical Staff or Clinical Support Staff
# Medical Offices	33	26	16	26	10	41
# Respondents	85	37	53	57	27	210
In the past 12 MONTHS, have you done the following activities to improve efficiency, add value, or reduce waste in your medical office?	% Yes					
I received training on how to identify waste and inefficiencies in my work. (Item E1)	**37%** ± 12.5%	**53%** ± 18.5%	**60%** ± 19.1%	**37%** ± 14.8%	**30%** ± 24.8%	**52%** ± 8.0%
I helped to map a workflow process to identify wasted time, materials, steps in a process, etc. (Item E2)	**20%** ± 9.6%	**52%** ± 18.5%	**38%** ± 19.0%	**21%** ± 11.9%	**24%** ± 22.4%	**34%** ± 9.3%
I shadowed/followed patients in this office to identify ways to improve their care experience. (Item E3)	**14%** ± 8.8%	**42%** ± 18.7%	**37%** ± 20.6%	**28%** ± 14.3%	**22%** ± 22.8%	**28%** ± 7.7%
I looked at visual displays or graphs to see how well my office was performing. (Item E4)	**27%** ± 11.4%	**53%** ± 18.1%	**48%** ± 20.4%	**24%** ± 13.1%	**64%** ± 28.4%	**38%** ± 9.0%
I made a suggestion to management about improving an inefficient work process. (Item E5)	**49%** ± 13.1%	**83%** ± 13.4%	**68%** ± 16.6%	**59%** ± 15.0%	**69%** ± 27.2%	**60%** ± 9.3%
I made a suggestion to management about improving patients' care experiences. (Item E6)	**32%** ± 12.3%	**71%** ± 16.6%	**64%** ± 19.1%	**51%** ± 15.7%	^	**47%** ± 9.3%
I served on a team or committee to make a work process more efficient. (Item E7)	**16%** ± 9.6%	**58%** ± 18.6%	**44%** ± 18.1%	**17%** ± 11.2%	**37%** ± 28.8%	**29%** ± 8.9%
I monitored data to figure out how well an activity to improve efficiency was working. (Item E8)	**14%** ± 10.0%	**60%** ± 18.1%	**18%** ± 12.1%	**15%** ± 11.4%	^	**20%** ± 6.4%

Note: The item's survey location is shown in parentheses after the item text. A caret (^) is shown when fewer than 10 medical offices had at least one respondent to the item. The margin of error is displayed below the percent positive response.

B2: Results by Tenure in Medical Office

Note 1: The number of medical offices and respondents by tenure is shown in each table. A medical office was included if they had at least one respondent in the tenure category. The number of medical offices and respondents corresponding to each table and data cell will vary because of the omission of a specific survey item and individual nonresponse/missing data.

Note 2: The margin of error is displayed below the percent positive response and represents the range within which the true percent positive estimate for each category is likely to fall, 95% of the time. See the Explanation of Calculations in the main report for more information.

Table B2-1. Composite Measure Average Percent Positive Response and Margin of Error by Tenure in Medical Office

Value and Efficiency Composite Measures	Tenure in Medical Office				
	<1 Year	1 Year to <3 Years	3 Years to <6 Years	6 Years to <11 Years	11 Years or More
# Medical Offices	28	39	37	31	27
# Respondents	89	168	112	79	96
1. Efficiency and Waste Reduction	**76%** ± 9.2%	**74%** ± 7.9%	**66%** ± 10.4%	**71%** ± 11.2%	**67%** ± 11.0%
2. Owner, Managing Partner, Leadership Support for Improving Efficiency and Reducing Waste	**69%** ± 12.6%	**61%** ± 8.6%	**68%** ± 10.0%	**60%** ± 12.1%	**63%** ± 10.6%
3. Empowerment To Improve Efficiency	**62%** ± 13.4%	**56%** ± 8.3%	**60%** ± 8.2%	**55%** ± 11.9%	**61%** ± 12.4%
4. Patient Centeredness and Efficiency	**56%** ± 11.2%	**44%** ± 8.8%	**58%** ± 11.6%	**57%** ± 11.1%	**52%** ± 11.9%
Composite Measure Average	**66%** ± 9.9%	**60%** ± 6.8%	**63%** ± 7.5%	**61%** ± 10.7%	**62%** ± 9.8%

Note: The margin of error is displayed below the percent positive response.

Table B2-2. Item Average Percent Positive Response and Margin of Error by Tenure in Medical Office

Survey Items by Value and Efficiency Composite Measure	Tenure in Medical Office: <1 Year	1 Year to <3 Years	3 Years to <6 Years	6 Years to <11 Years	11 Years or More
# Medical Offices	28	39	37	31	27
# Respondents	89	168	112	79	96
1. Efficiency and Waste Reduction	% Always/Most of the time				
We try to find ways to reduce waste (such as wasted time, materials, steps, etc.) in how we do our work. (Item B1)	**63%** ± 15.0%	**69%** ± 9.8%	**60%** ± 12.6%	**69%** ± 12.8%	**59%** ± 15.2%
In our office, we are working to improve patient flow. (Item B2)	**82%** ± 12.2%	**74%** ± 9.7%	**73%** ± 12.5%	**81%** ± 12.1%	**77%** ± 12.4%
We focus on eliminating unnecessary tests and procedures for patients. (Item B3)	**79%** ± 12.1%	**74%** ± 10.8%	**64%** ± 14.6%	**64%** ± 15.5%	**64%** ± 13.9%
2. Owner, Managing Partner, Leadership Support for Improving Efficiency and Reducing Waste	% Strongly Agree/Agree				
Recognize us for our ideas to improve efficiency. (Item D1)	**52%** ± 16.1%	**50%** ± 10.6%	**57%** ± 13.5%	**52%** ± 16.4%	**47%** ± 13.7%
Provide us with reports on our office performance. (Item D2)	**74%** ± 14.4%	**63%** ± 11.2%	**70%** ± 12.3%	**63%** ± 14.8%	**70%** ± 14.5%
Take action to address workflow problems that are brought to their attention. (Item D3)	**74%** ± 15.3%	**64%** ± 10.0%	**68%** ± 13.2%	**60%** ± 15.4%	**72%** ± 13.9%
Place a high priority on doing work efficiently without compromising patient care. (Item D4)	**73%** ± 14.5%	**67%** ± 9.7%	**80%** ± 11.1%	**65%** ± 14.4%	**64%** ± 14.2%

Note: The item's survey location is shown in parentheses after the item text. The margin of error is displayed below the percent positive response. Owner, Managing Partner, Leadership Support for Improving Efficiency and Reducing Waste results only include those respondents who answered "No" to being an owner, a managing partner or in a leadership position with responsibility for making financial decisions in the medical office.

Table B2-2. Item Average Percent Positive Response and Margin of Error by Tenure in Medical Office (continued)

Survey Items by Value and Efficiency Composite Measure	Tenure in Medical Office				
	<1 Year	1 Year to <3 Years	3 Years to <6 Years	6 Years to <11 Years	11 Years or More
# Medical Offices	28	39	37	31	27
# Respondents	89	168	112	79	96
3. Empowerment To Improve Efficiency	% Strongly Agree/Agree				
We are encouraged to come up with ideas for more efficient ways to do our work. (Item A1)	**70%** ± 14.6%	**64%** ± 10.7%	**69%** ± 10.6%	**67%** ± 13.3%	**72%** ± 13.4%
We are involved in making decisions about changes to our work processes. (Item A2)	**57%** ± 16.2%	**51%** ± 9.5%	**49%** ± 11.4%	**46%** ± 14.7%	**57%** ± 14.7%
We are given opportunities to try out solutions to workflow problems. (Item A3)	**61%** ± 15.6%	**53%** ± 9.2%	**59%** ± 11.0%	**54%** ± 14.7%	**53%** ± 15.7%
4. Patient Centeredness and Efficiency	% Strongly Agree/Agree				
We take steps to reduce patient wait time. (Item C1)	**75%** ± 13.4%	**65%** ± 11.0%	**67%** ± 12.8%	**78%** ± 12.7%	**68%** ± 12.8%
We ask for patient or family member input on ways to make patient visits more efficient. (Item C2)	**50%** ± 16.4%	**37%** ± 11.0%	**50%** ± 14.6%	**46%** ± 16.0%	**50%** ± 16.1%
Patient and family member preferences have led to changes in our workflow. (Item C3)	**38%** ± 16.5%	**29%** ± 10.3%	**51%** ± 15.4%	**45%** ± 16.3%	**38%** ± 15.4%

Note: The item's survey location is shown in parentheses after the item text. The margin of error is displayed below the percent positive response.

Table B2-3. Item Average Percent Positive Response and Margin of Error for Experience With Activities To Improve Efficiency by Tenure in Medical Office

Experience With Activities To Improve Efficiency	Tenure in Medical Office: <1 Year	1 Year to <3 Years	3 Years to <6 Years	6 Years to <11 Years	11 Years or More
# Medical Offices	28	39	37	31	27
# Respondents	89	168	112	79	96
In the past 12 MONTHS, have you done the following activities to improve efficiency, add value, or reduce waste in your medical office?			% Yes		
I received training on how to identify waste and inefficiencies in my work. (Item E1)	**52%** ± 14.1%	**35%** ± 9.0%	**49%** ± 11.8%	**47%** ± 14.0%	**43%** ± 11.9%
I helped to map a workflow process to identify wasted time, materials, steps in a process, etc. (Item E2)	**17%** ± 10.0%	**22%** ± 7.7%	**38%** ± 11.8%	**31%** ± 13.2%	**37%** ± 12.3%
I shadowed/followed patients in this office to identify ways to improve their care experience. (Item E3)	**23%** ± 11.3%	**21%** ± 8.1%	**24%** ± 10.1%	**25%** ± 12.1%	**32%** ± 12.8%
I looked at visual displays or graphs to see how well my office was performing. (Item E4)	**30%** ± 12.4%	**34%** ± 10.3%	**40%** ± 10.6%	**42%** ± 13.3%	**44%** ± 15.1%
I made a suggestion to management about improving an inefficient work process. (Item E5)	**46%** ± 14.3%	**59%** ± 9.5%	**61%** ± 11.7%	**66%** ± 13.9%	**77%** ± 10.1%
I made a suggestion to management about improving patients' care experiences. (Item E6)	**34%** ± 12.5%	**52%** ± 10.2%	**53%** ± 11.6%	**51%** ± 14.8%	**56%** ± 14.2%
I served on a team or committee to make a work process more efficient. (Item E7)	**18%** ± 9.9%	**22%** ± 8.3%	**33%** ± 9.9%	**30%** ± 12.3%	**44%** ± 14.6%
I monitored data to figure out how well an activity to improve efficiency was working. (Item E8)	**15%** ± 10.6%	**13%** ± 5.9%	**25%** ± 9.2%	**23%** ± 10.9%	**30%** ± 12.8%

Note: The item's survey location is shown in parentheses after the item text. The margin of error is displayed below the percent positive response.