SOPS® Value and Efficiency Supplemental Items for the SOPS Medical Office Survey

Language: English

- **Purpose:** These supplemental items were designed for use with the core SOPS® Medical Office Survey to help medical offices assess the extent to which their organizations place a priority on and adopt practices to promote efficiency, waste reduction, patient centeredness and high-quality care at a reasonable cost.

- **Placement:** These supplemental items should be added to the end of the SOPS Medical Office Survey, after Section G: Overall Ratings, just before the Background Questions section. Be sure to include the introductory text and subheadings. Add the SOPS Medical Office Background Questions *after* these Value and Efficiency items.

- **Composite Measures:** A composite measure is a grouping of two or more survey items that assess the same area of culture related to value and efficiency. The composite measures assessed in these supplemental items are listed below along with the internal consistency reliability scores (Cronbach's alpha). [1]
    - Empowerment to Improve Efficiency (3 items) *(Cronbach's alpha = .86)*
    - Efficiency and Waste Reduction (3 items) *(Cronbach's alpha = .78)*
    - Patient Centeredness and Efficiency (3 items) *(Cronbach's alpha = .78)*
    - Owner, Managing Partner, Leadership Support for Improving Efficiency and Reducing Waste (4 items) *(Cronbach's alpha = .85)*

- **Additional Measures:**
    - Experience with Activities to Improve Efficiency (8 items)

- **Administration Instructions:** To submit data from these supplemental items to the AHRQ SOPS Medical Office Survey Database, and to enable comparisons to the Database, administer the supplemental items in their entirety without modifications or deletions:
    - No changes to any of the survey item text and response options.
    - No reordering of survey items.

- **Calculating Results:** For more information on preparing and analyzing data and calculating results, please refer to Chapter 5 in the Medical Office Survey User's Guide. Additionally, the Data Entry and Analysis Tool for the Value and Efficiency Supplemental Items for medical offices can be used to calculate results. To request this tool, email DatabasesOnSafetyCulture@westat.com.

- For assistance with these supplemental items, please contact the SOPS Help Line at 1-888-324-9749 or SafetyCultureSurveys@westat.com.

Surveys on Patient Safety Culture™

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[1] Sorra, J., Zebrak, K., Yount, N., Famolaro, T., Gray, L., Franklin, M., Smith, S., and Streagle, S. (2021). Development and pilot testing of survey items to assess the culture of value and efficiency in hospitals and medical offices. BMJ Quality and Safety. Available at: https://qualitysafety.bmj.com/content/early/2021/08/19/bmjqs-2020-012407.

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.....	☐1	☐2	☐3	☐4	☐5	☐9
2. We are involved in making decisions about changes to our work processes.	☐1	☐2	☐3	☐4	☐5	☐9
3. We are given opportunities to try out solutions to workflow problems.....	☐1	☐2	☐3	☐4	☐5	☐9

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.....	☐1	☐2	☐3	☐4	☐5	☐9
2. In our office, we are working to improve patient flow.	☐1	☐2	☐3	☐4	☐5	☐9
3. We focus on eliminating unnecessary tests and procedures for patients.	☐1	☐2	☐3	☐4	☐5	☐9

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.	☐1	☐2	☐3	☐4	☐5	☐9
2. We ask for patient or family member input on ways to make patient visits more efficient.....	☐1	☐2	☐3	☐4	☐5	☐9
3. Patient and family member preferences have led to changes in our workflow.....	☐1	☐2	☐3	☐4	☐5	☐9

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?

☐1 Yes → ***Go to Section E (Experience With Activities to Improve Efficiency)***

☐2 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	☐1	☐2	☐3	☐4	☐5	☐9
2. Provide us with reports on our office performance	☐1	☐2	☐3	☐4	☐5	☐9
3. Take action to address workflow problems that are brought to their attention	☐1	☐2	☐3	☐4	☐5	☐9
4. Place a high priority on doing work efficiently **without** compromising patient care	☐1	☐2	☐3	☐4	☐5	☐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 medical office?

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