**Attachment C – Draft Pretest Survey for Hospital VE Survey**

**Hospital Value and Efficiency Survey**

**1-17-13**

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| **Hospital Value and Efficiency Survey**  Form Approved OMB No. 0935-XXXX Exp. Date XX/XX/20XX |
| **Instructions** | |

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

**If a question does not apply to you or your hospital unit or you don’t know the answer, please check “Does Not Apply or Don’t Know.”**

**For the purposes of this survey, the following definitions apply to several items in this survey:**

* **Waste**⎯such as wasted time, wasted materials, extra steps in a process, repeating work, etc.⎯is anything that does not add value for patients or staff.

* **Efficiency** in health care means removing waste from the system and establishing care and business processes that are as streamlined and simplified as possible.
* **Value** includes quality, cost, and outcomes and is ideally driven by patient preferences of care.

Public reporting burden for this collection of information is estimated to average 15 minutes per response, the estimated time required to complete the survey. An agency may not conduct or sponsor, and a person is not required to respond to, a collection of information unless it displays a currently valid OMB control number. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to: AHRQ Reports Clearance Officer Attention: PRA, Paperwork Reduction Project (0935-XXXX) AHRQ, 540 Gaither Road, Room # 5036, Rockville, MD 20850.

**SECTION A: Your Work Area/Unit**

**In this survey, think of your “unit” as the work area, department, or clinical area of the hospital where you spend *most* of your work time or provide *most* of your clinical services.**

**What is your primary work area or unit in this hospital? Select ONE answer.**

a. Many different hospital units/No specific unit

b. Medical/surgical unit

c. Operating room

d. Obstetrics

e. Pediatrics

f. Emergency department

g. Intensive care unit (any type)

h. Psychiatry/mental health

i. Rehabilitation

j. Pharmacy

k. Laboratory

l. Radiology

m. Anesthesiology

n. Other, please specify:

1. **Manager support for value/efficiency/waste reduction**

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| --- | --- | --- | --- | --- | --- | --- |
| **How much do you agree or disagree with the following statements?**  **Think about your WORK AREA/UNIT when answering:** | **Strongly Disagree** ⯆ | **Disagree** ⯆ | **Neither**  **Agree nor Disagree ⯆** | **Agree** ⯆ | **Strongly Agree** ⯆ | **Does Not Apply or Don’t Know**  ⯆ |
| 1. Managers expect staff to identify ways to simplify work processes | 🞎1 | 🞎2 | 🞎3 | 🞎4 | 🞎5 | 🞎9 |
| 1. Managers encourage staff to come up with more efficient ways of doing things | 🞎1 | 🞎2 | 🞎3 | 🞎4 | 🞎5 | 🞎9 |
| 1. Managers follow up with staff about their suggestions to improve work processes | 🞎1 | 🞎2 | 🞎3 | 🞎4 | 🞎5 | 🞎9 |
| 1. Managers discuss workflow problems with staff but don’t follow through with solutions | 🞎1 | 🞎2 | 🞎3 | 🞎4 | 🞎5 | 🞎9 |
| 1. Managers recognize staff for their ideas to improve efficiency | 🞎1 | 🞎2 | 🞎3 | 🞎4 | 🞎5 | 🞎9 |
| 1. Managers recognize staff for implementing an improvement effort | 🞎1 | 🞎2 | 🞎3 | 🞎4 | 🞎5 | 🞎9 |

1. **Staff engagement & empowerment**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **How much do you agree or disagree with the following statements?**  **Think about your WORK AREA/UNIT when answering:** | **Strongly Disagree** ⯆ | **Disagree** ⯆ | **Neither**  **Agree nor Disagree ⯆** | **Agree** ⯆ | **Strongly Agree** ⯆ | **Does Not Apply or Don’t Know**  ⯆ |
| 1. Staff are asked for their opinions when changes to their work processes are proposed | 🞎1 | 🞎2 | 🞎3 | 🞎4 | 🞎5 | 🞎9 |
| 1. Decisions about work processes are made with little involvement from those doing the work | 🞎1 | 🞎2 | 🞎3 | 🞎4 | 🞎5 | 🞎9 |
| 1. Staff are encouraged to come up with more efficient ways of doing things | 🞎1 | 🞎2 | 🞎3 | 🞎4 | 🞎5 | 🞎9 |
| 1. Staff feel empowered to try solutions for their own workflow problems | 🞎1 | 🞎2 | 🞎3 | 🞎4 | 🞎5 | 🞎9 |
| 1. Staff in this hospital take responsibility for improving work processes | 🞎1 | 🞎2 | 🞎3 | 🞎4 | 🞎5 | 🞎9 |
| 1. Staff are treated as experts on how to improve their work processes | 🞎1 | 🞎2 | 🞎3 | 🞎4 | 🞎5 | 🞎9 |
| 1. Staff prefer to just do what they are told rather than try to improve things | 🞎1 | 🞎2 | 🞎3 | 🞎4 | 🞎5 | 🞎9 |
| 1. Staff are comfortable making suggestions to managers/senior leaders about ways to make their jobs more efficient | 🞎1 | 🞎2 | 🞎3 | 🞎4 | 🞎5 | 🞎9 |

1. **Waste reduction**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **How often do the following statements apply to your WORK AREA/UNIT?** | **Never** ⯆ | **Rarely** ⯆ | **Sometimes  ⯆** | **Most of the time** ⯆ | **Always** ⯆ | **Does Not Apply or Don’t Know**  ⯆ |
| 1. We examine our work processes to get rid of unnecessary steps | 🞎1 | 🞎2 | 🞎3 | 🞎4 | 🞎5 | 🞎9 |
| 1. We waste time looking for needed supplies or equipment | 🞎1 | 🞎2 | 🞎3 | 🞎4 | 🞎5 | 🞎9 |
| 1. We waste time trying to get necessary information from physicians or staff | 🞎1 | 🞎2 | 🞎3 | 🞎4 | 🞎5 | 🞎9 |
| 1. We keep supplies where they are commonly used at the point of care | 🞎1 | 🞎2 | 🞎3 | 🞎4 | 🞎5 | 🞎9 |
| 1. Physicians spend too much time on tasks that others could do | 🞎1 | 🞎2 | 🞎3 | 🞎4 | 🞎5 | 🞎9 |
| 1. Staff spend too much time on tasks that others should be doing | 🞎1 | 🞎2 | 🞎3 | 🞎4 | 🞎5 | 🞎9 |
| 1. Different physicians expect staff to follow different processes to do the same things | 🞎1 | 🞎2 | 🞎3 | 🞎4 | 🞎5 | 🞎9 |
| 1. Physicians in this hospital tend to resist efforts that promote standard ways for them to do things | 🞎1 | 🞎2 | 🞎3 | 🞎4 | 🞎5 | 🞎9 |
| 1. Staff have to duplicate work that has already been done | 🞎1 | 🞎2 | 🞎3 | 🞎4 | 🞎5 | 🞎9 |

1. **Measurement & data monitoring**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **How often do the following statements apply to your WORK AREA/UNIT?** | **Never** ⯆ | **Rarely** ⯆ | **Sometimes  ⯆** | **Most of the time** ⯆ | **Always** ⯆ | **Does Not Apply or Don’t Know**  ⯆ |
| 1. This unit uses data to see how well improvement efforts are working | 🞎1 | 🞎2 | 🞎3 | 🞎4 | 🞎5 | 🞎9 |
| 1. This unit collects and reviews data to guide our work processes | 🞎1 | 🞎2 | 🞎3 | 🞎4 | 🞎5 | 🞎9 |
| 1. This unit uses data/information to make changes to improve our work | 🞎1 | 🞎2 | 🞎3 | 🞎4 | 🞎5 | 🞎9 |
| 1. This unit use visual displays or graphs to show us how well we are performing | 🞎1 | 🞎2 | 🞎3 | 🞎4 | 🞎5 | 🞎9 |
| 1. This unit examines costs when evaluating the success of improvement initiatives | 🞎1 | 🞎2 | 🞎3 | 🞎4 | 🞎5 | 🞎9 |

1. **Patient centeredness**

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| --- | --- | --- | --- | --- | --- | --- |
| **How much do you agree or disagree with the following statements?**  **Think about your WORK AREA/UNIT when answering:** | **Strongly Disagree** ⯆ | **Disagree** ⯆ | **Neither**  **Agree nor Disagree ⯆** | **Agree** ⯆ | **Strongly Agree** ⯆ | **Does Not Apply or Don’t Know**  ⯆ |
| 1. Patients/caregivers participate in our workflow redesign efforts | 🞎1 | 🞎2 | 🞎3 | 🞎4 | 🞎5 | 🞎9 |
| 1. We consider what patients value when we change our workflow | 🞎1 | 🞎2 | 🞎3 | 🞎4 | 🞎5 | 🞎9 |
| 1. We remove steps in the care process that don’t add value for patients | 🞎1 | 🞎2 | 🞎3 | 🞎4 | 🞎5 | 🞎9 |
| 1. We take steps to reduce patient wait time | 🞎1 | 🞎2 | 🞎3 | 🞎4 | 🞎5 | 🞎9 |
| 1. We obtain patient input on ways to make patient visits more efficient | 🞎1 | 🞎2 | 🞎3 | 🞎4 | 🞎5 | 🞎9 |

1. **Senior leadership support for value/efficiency/waste reduction**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **How much do you agree or disagree with the following statements?**  **Think about your HOSPITAL when answering:** | **Strongly Disagree** ⯆ | **Disagree** ⯆ | **Neither**  **Agree nor Disagree ⯆** | **Agree** ⯆ | **Strongly Agree** ⯆ | **Does Not Apply or Don’t Know**  ⯆ |
| 1. Senior leaders send a clear message that it is everyone’s job to look for ways to improve work processes | 🞎1 | 🞎2 | 🞎3 | 🞎4 | 🞎5 | 🞎9 |
| 1. Senior leaders provide time and resources for staff to identify ways to make their work processes more efficient | 🞎1 | 🞎2 | 🞎3 | 🞎4 | 🞎5 | 🞎9 |
| 1. Senior leaders support staff efforts to reduce waste in systems and procedures | 🞎1 | 🞎2 | 🞎3 | 🞎4 | 🞎5 | 🞎9 |
| 1. Senior leaders are committed to reducing waste in the way we do things | 🞎1 | 🞎2 | 🞎3 | 🞎4 | 🞎5 | 🞎9 |

1. **Priority on value and efficiency**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **How much do you agree or disagree with the following statements?**  **Think about your HOSPITAL when answering:** | **Strongly Disagree** ⯆ | **Disagree** ⯆ | **Neither**  **Agree nor Disagree ⯆** | **Agree** ⯆ | **Strongly Agree** ⯆ | **Does Not Apply or Don’t Know**  ⯆ |
| 1. This hospital places a high priority on finding cost-effective ways to improve patient care | 🞎1 | 🞎2 | 🞎3 | 🞎4 | 🞎5 | 🞎9 |
| 1. A major goal in our hospital is to increase efficiency without compromising patient care | 🞎1 | 🞎2 | 🞎3 | 🞎4 | 🞎5 | 🞎9 |
| 1. This hospital pays attention to both costs and quality outcomes when we implement changes in work processes | 🞎1 | 🞎2 | 🞎3 | 🞎4 | 🞎5 | 🞎9 |
| 1. In this hospital, we continually look for more efficient ways to do our jobs | 🞎1 | 🞎2 | 🞎3 | 🞎4 | 🞎5 | 🞎9 |
| 1. We strive to improve patient flow throughout our hospital | 🞎1 | 🞎2 | 🞎3 | 🞎4 | 🞎5 | 🞎9 |

1. **Experience/Involvement with quality or process improvement activities**

|  |  |  |
| --- | --- | --- |
| **In the past 12 months, have you done the following activities to improve efficiency, add value, or reduce waste in your WORK AREA/UNIT?** | **Yes** ⯆ | **No** ⯆ |
| 1. I mapped a workflow process. | 🞎1 | 🞎2 |
| 1. I shadowed/followed patients to identify ways to improve their care experience. | 🞎1 | 🞎2 |
| 1. I made a suggestion to management about something that needed improvement. | 🞎1 | 🞎2 |
| 1. I identified inefficient work processes. | 🞎1 | 🞎2 |
| 1. I identified ways to reduce waste in work processes. | 🞎1 | 🞎2 |
| 1. I identified opportunities to standardize work processes. | 🞎1 | 🞎2 |
| 1. I participated in an improvement project in my work area. | 🞎1 | 🞎2 |
| 1. I implemented an improvement activity. | 🞎1 | 🞎2 |
| 1. I served on a team or committee to improve a work process. | 🞎1 | 🞎2 |
| 1. I collected data on the progress of an improvement activity. | 🞎1 | 🞎2 |
| 1. I tracked costs to determine if there were savings. | 🞎1 | 🞎2 |
| 1. I reviewed data to determine if an improvement activity was successful. | 🞎1 | 🞎2 |
| 1. I made a change to an improvement activity to make it better. | 🞎1 | 🞎2 |

1. **In my experience, improvement efforts in this WORK AREA/UNIT tend to result in:**

***Mark ONE answer***

|  |  |
| --- | --- |
| 🞎1 | Long-term or lasting change |
| 🞎2 | Initial or temporary changes, but the changes don’t last |
| 🞎3 | No change—no noticeable improvement |

1. **Overall rating**

**Thinking back on your survey answers, what overall rating would you provide for your hospital on value, efficiency, and waste reduction?**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Poor**  **▼** | **Fair**  **▼** | **Good**  **▼** | **Very good**  **▼** | **Excellent**  **▼** |
| 🞎1 | 🞎2 | 🞎3 | 🞎4 | 🞎5 |

1. **Background Questions**

**What is your staff position in this hospital? Select ONE answer that best describes your staff position.**

a. Registered Nurse

b. Physician Assistant/Nurse Practitioner

c. LVN/LPN

d. Patient Care Asst/Hospital Aide/Care Partner

e. Attending/Staff Physician

f. Resident Physician/Physician in Training

g. Pharmacist

h. Dietician

i. Unit Assistant/Clerk/Secretary

j. Respiratory Therapist

k. Physical, Occupational, or Speech Therapist

l. Technician (e.g., EKG, Lab, Radiology)

m. Administration/Management

n. Other, please specify:

**In your staff position, do you typically have direct interaction or contact with patients?**

a. YES, I typically have direct interaction or contact with patients.

b. NO, I typically do NOT have direct interaction or contact with patients.

1. **Your Comments**

**Please feel free to write any comments about things you think could be improved in your hospital to increase efficiency, increase value, or reduce waste.**

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**Thank you for completing this survey.**