

Attachment C – Draft Pretest Survey for Hospital VE Survey

Hospital Value and Efficiency Survey

1-17-13

Hospital Value and Efficiency Survey

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

How much do you agree or disagree with the following statements?	S					N	A					D
Think about your WORK AREA/UNIT when answering:	trongly Disagree	isagree	Dgree Disagree	nor	gree	A trongly Agree		S	oes Not Apply or Don't Know	D		
	□ ₁	□ ₂	□ ₃	□ ₄	□ ₅	□ ₅		□ ₉	□ ₉	□ ₉		
1. Managers expect staff to identify ways to simplify work processes.....	□ ₁	□ ₂	□ ₃	□ ₄	□ ₅	□ ₅		□ ₉	□ ₉	□ ₉		
2. Managers encourage staff to come up with more efficient ways of doing things.....	□ ₁	□ ₂	□ ₃	□ ₄	□ ₅	□ ₅		□ ₉	□ ₉	□ ₉		
3. Managers follow up with staff about their suggestions to improve work processes.....	□ ₁	□ ₂	□ ₃	□ ₄	□ ₅	□ ₅		□ ₉	□ ₉	□ ₉		
4. Managers discuss workflow problems with staff but don't follow through with solutions.....	□ ₁	□ ₂	□ ₃	□ ₄	□ ₅	□ ₅		□ ₉	□ ₉	□ ₉		
5. Managers recognize staff for their ideas to improve efficiency.....	□ ₁	□ ₂	□ ₃	□ ₄	□ ₅	□ ₅		□ ₉	□ ₉	□ ₉		
6. Managers recognize staff for implementing an improvement effort.....	□ ₁	□ ₂	□ ₃	□ ₄	□ ₅	□ ₅		□ ₉	□ ₉	□ ₉		

2. Staff engagement & empowerment

How much do you agree or disagree with the following statements?

Think about your WORK AREA/UNIT when answering:

	S	D	N	A	S	D
	trongly Disagree	isagree	either Dgree nor Disagree	gree	A trongly Agree	oes Not Apply or Don't Know
	□ 1	□ 2	□ 3	□ 4	□ 5	□ 9
1. Staff are asked for their opinions when changes to their work processes are proposed.....	□ ₁	□ ₂	□ ₃	□ ₄	□ ₅	□ ₉
2. Decisions about work processes are made with little involvement from those doing the work.....	□ ₁	□ ₂	□ ₃	□ ₄	□ ₅	□ ₉
3. Staff are encouraged to come up with more efficient ways of doing things.....	□ ₁	□ ₂	□ ₃	□ ₄	□ ₅	□ ₉
4. Staff feel empowered to try solutions for their own workflow problems.....	□ ₁	□ ₂	□ ₃	□ ₄	□ ₅	□ ₉
5. Staff in this hospital take responsibility for improving work processes.....	□ ₁	□ ₂	□ ₃	□ ₄	□ ₅	□ ₉
6. Staff are treated as experts on how to improve their work processes.....	□ ₁	□ ₂	□ ₃	□ ₄	□ ₅	□ ₉
7. Staff prefer to just do what they are told rather than try to improve things.....	□ ₁	□ ₂	□ ₃	□ ₄	□ ₅	□ ₉
8. Staff are comfortable making suggestions to managers/senior leaders about ways to make their jobs more efficient.....	□ ₁	□ ₂	□ ₃	□ ₄	□ ₅	□ ₉

3. Waste reduction

How often do the following statements apply to your WORK AREA/UNIT?	Never	N	R	S	M	Does Not Apply or Don't Know
	1	2	3	4	5	9
1. We examine our work processes to get rid of unnecessary steps.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. We waste time looking for needed supplies or equipment.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. We waste time trying to get necessary information from physicians or staff.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. We keep supplies where they are commonly used at the point of care.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Physicians spend too much time on tasks that others could do.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Staff spend too much time on tasks that others should be doing.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Different physicians expect staff to follow different processes to do the same things.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Physicians in this hospital tend to resist efforts that promote standard ways for them to do things.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Staff have to duplicate work that has already been done.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. Measurement & data monitoring

How often do the following statements apply to your WORK AREA/UNIT?	ever □	N arely □	R ometimes □	S ost of the time □	M lways □	Does Not Apply or Don't Know □
1. This unit uses data to see how well improvement efforts are working.....	<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. This unit collects and reviews data to guide 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. This unit uses data/information to make changes to improve 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
4. This unit use visual displays or graphs to show us how well we are performing.....	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 9
5. This unit examines costs when evaluating the success of improvement initiatives.....	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 9

5. Patient centeredness

How much do you agree or disagree with the following statements? Think about your WORK AREA/UNIT when answering:	S						D
	Strongly Disagree □	Disagree □	Neither Disagree nor Agree □	Agree □	Strongly Agree □		Does Not Apply or Don't Know □
1. Patients/caregivers participate in our workflow redesign efforts.....	<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 consider what patients value when we change 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
3. We remove steps in the care process that don't add value 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
4. 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
5. We obtain patient 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

6. Senior leadership support for value/efficiency/waste reduction

How much do you agree or disagree with the following statements?	S	S	N	A	S	D
Think about your HOSPITAL when answering:	tronly Disagree	isagree	either Disagree	A gree	A tronly Agree	oes Not Apply or Don't Know
	□ 1	□ 2	□ 3	□ 4	□ 5	□ 9
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
2. Senior leaders provide time and resources for staff to identify ways to make their work processes more efficient.....	□ ₁	□ ₂	□ ₃	□ ₄	□ ₅	□ ₉
3. Senior leaders support staff efforts to reduce waste in systems and procedures.....	□ ₁	□ ₂	□ ₃	□ ₄	□ ₅	□ ₉
4. Senior leaders are committed to reducing waste in the way we do things.....	□ ₁	□ ₂	□ ₃	□ ₄	□ ₅	□ ₉

7. Priority on value and efficiency

How much do you agree or disagree with the following statements?	Strongly Disagree					Agree					
	1	2	3	4	5	1	2	3	4	5	Does Not Apply or Don't Know
1. This hospital places a high priority on finding cost-effective ways to improve patient care.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. A major goal in our hospital is to increase efficiency without compromising patient care.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. This hospital pays attention to both costs and quality outcomes when we implement changes in work processes.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. In this hospital, we continually look for more efficient ways to do our jobs.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. We strive to improve patient flow throughout our hospital.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. Experience/Involvement with quality or process improvement activities

<u>In the past 12 months, have you done the following activities to improve efficiency, add value, or reduce waste in your WORK AREA/UNIT?</u>	es <input type="checkbox"/>	Y <input type="checkbox"/>	o <input type="checkbox"/>	N
1. I mapped a workflow process.	<input type="checkbox"/> 1		<input type="checkbox"/> 2	
2. I shadowed/followed patients to identify ways to improve their care experience.	<input type="checkbox"/> 1		<input type="checkbox"/> 2	
3. I made a suggestion to management about something that needed improvement.	<input type="checkbox"/> 1		<input type="checkbox"/> 2	
4. I identified inefficient work processes.	<input type="checkbox"/> 1		<input type="checkbox"/> 2	
5. I identified ways to reduce waste in work processes.	<input type="checkbox"/> 1		<input type="checkbox"/> 2	
6. I identified opportunities to standardize work processes.	<input type="checkbox"/> 1		<input type="checkbox"/> 2	
7. I participated in an improvement project in my work area.	<input type="checkbox"/> 1		<input type="checkbox"/> 2	
8. I implemented an improvement activity.	<input type="checkbox"/> 1		<input type="checkbox"/> 2	
9. I served on a team or committee to improve a work process.	<input type="checkbox"/> 1		<input type="checkbox"/> 2	
10. I collected data on the progress of an improvement activity.	<input type="checkbox"/> 1		<input type="checkbox"/> 2	
11. I tracked costs to determine if there were savings.	<input type="checkbox"/> 1		<input type="checkbox"/> 2	
12. I reviewed data to determine if an improvement activity was successful.	<input type="checkbox"/> 1		<input type="checkbox"/> 2	
13. I made a change to an improvement activity to make it better.	<input type="checkbox"/> 1		<input type="checkbox"/> 2	

9. 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

10. 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
▼	▼	▼	▼	▼
<input type="checkbox"/> _1	<input type="checkbox"/> _2	<input type="checkbox"/> _3	<input type="checkbox"/> _4	<input type="checkbox"/> _5

11. 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

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.

12. 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.

Thank you for completing this survey.