

**Attachment D – Draft Pretest Survey for Medical Office VE Survey**

**Medical Office Value and Efficiency Survey**

**1-17-13**

# Medical Office Value and Efficiency Survey

## Instructions

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

If a question does not apply to you or your medical office 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:

- The term **provider** refers to physicians, physician assistants, and nurse practitioners who diagnose, treat patients, and prescribe medications. The term **staff** refers to all others who work in the office.
- **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.

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

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

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

Think about your medical office 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. Staff are asked for their opinions when changes to their work processes are proposed.....	□ <sub>1</sub>	□ <sub>2</sub>	□ <sub>3</sub>	□ <sub>4</sub>	□ <sub>5</sub>	□ <sub>9</sub>
2. Decisions about work processes are made with little involvement from those doing the work.....	□ <sub>1</sub>	□ <sub>2</sub>	□ <sub>3</sub>	□ <sub>4</sub>	□ <sub>5</sub>	□ <sub>9</sub>
3. Staff are encouraged to come up with more efficient ways of doing things.....	□ <sub>1</sub>	□ <sub>2</sub>	□ <sub>3</sub>	□ <sub>4</sub>	□ <sub>5</sub>	□ <sub>9</sub>
4. Staff feel empowered to try solutions for their own workflow problems.....	□ <sub>1</sub>	□ <sub>2</sub>	□ <sub>3</sub>	□ <sub>4</sub>	□ <sub>5</sub>	□ <sub>9</sub>
5. Staff in this office take responsibility for improving work processes.....	□ <sub>1</sub>	□ <sub>2</sub>	□ <sub>3</sub>	□ <sub>4</sub>	□ <sub>5</sub>	□ <sub>9</sub>
6. Staff are treated as experts on how to improve their work processes.....	□ <sub>1</sub>	□ <sub>2</sub>	□ <sub>3</sub>	□ <sub>4</sub>	□ <sub>5</sub>	□ <sub>9</sub>
7. Staff prefer to just do what they are told rather than try to improve things.....	□ <sub>1</sub>	□ <sub>2</sub>	□ <sub>3</sub>	□ <sub>4</sub>	□ <sub>5</sub>	□ <sub>9</sub>
8. Staff are comfortable making suggestions to managers/senior leaders about ways to make their jobs more efficient.....	□ <sub>1</sub>	□ <sub>2</sub>	□ <sub>3</sub>	□ <sub>4</sub>	□ <sub>5</sub>	□ <sub>9</sub>

### 3. Waste reduction

How often do the following statements apply to your medical office?	ever □	N arely □	R ometimes □	S ost of the time □	M lways □	A oes Not Apply or Don't Know □	D
1. We examine our work processes to get rid of unnecessary steps.....	<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 waste time looking for needed supplies or equipment.....	<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 waste time trying to get necessary information from providers or staff.....	<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 keep supplies where they are commonly used at the point of care.....	<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. Providers spend too much time on tasks that others could do.....	<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. Staff spend too much time on tasks that others should be doing.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 9	
7. Different providers expect staff to follow different processes to do the same things.....	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 9	
8. Physicians in this office tend to resist efforts that promote standard ways for them to do things.....	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 9	
9. Staff have to duplicate work that has already been done.....	<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. Measurement & data monitoring**

How often do the following statements apply to your medical office?	Never	Rarely	Sometimes	Most of the time	Always	Does Not Apply or Don't Know
1. This office 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 office 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 office 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 office uses 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 office 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?	N either A					D
Think about your medical office when answering:	S trongly Disagree □ 1	S isagree □ 2	Dgree nor Disagree □ 3	gree □ 4	A trongly Agree □ 5	Does Not Apply or Don't Know □ 9
1. Patients/caregivers participate in our workflow redesign efforts.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. We consider what patients value when we change our workflow.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. We remove steps in the care process that don't add value for patients.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. We take steps to reduce patient wait time.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. We obtain patient input on ways to make patient visits more efficient.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

How much do you agree or disagree with the following statements?	N either A					D
Think about your medical office when answering:	S trongly Disagree □	isagree □	Dgree nor Disagree □	gree □	A strongly Agree □	oes 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.....	<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. Senior leaders provide time and resources for staff to identify ways to make their work processes 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
3. Senior leaders support staff efforts to reduce waste in systems and procedures.....	<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. Senior leaders are committed to reducing waste in the way we do things.....	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 9



## 7. Priority on value and efficiency

How much do you agree or disagree with the following statements?	N either A					D
Think about your medical office when answering:	S trongly Disagree □ 1	□ 2	Dgree nor Disagree □ 3	□ 4	A strongly Agree □ 5	Does Not Apply or Don't Know □ 9
1. This office places a high priority on finding cost-effective ways to improve patient care.....	□ <sub>1</sub>	□ <sub>2</sub>	□ <sub>3</sub>	□ <sub>4</sub>	□ <sub>5</sub>	□ <sub>9</sub>
2. A major goal in our office is to increase efficiency without compromising patient care.....	□ <sub>1</sub>	□ <sub>2</sub>	□ <sub>3</sub>	□ <sub>4</sub>	□ <sub>5</sub>	□ <sub>9</sub>
3. This office pays attention to both costs and quality outcomes when we implement changes in work processes.....	□ <sub>1</sub>	□ <sub>2</sub>	□ <sub>3</sub>	□ <sub>4</sub>	□ <sub>5</sub>	□ <sub>9</sub>
4. In this office, we continually look for more efficient ways to do our jobs.....	□ <sub>1</sub>	□ <sub>2</sub>	□ <sub>3</sub>	□ <sub>4</sub>	□ <sub>5</sub>	□ <sub>9</sub>
5. We strive to improve patient flow throughout our office.....	□ <sub>1</sub>	□ <sub>2</sub>	□ <sub>3</sub>	□ <sub>4</sub>	□ <sub>5</sub>	□ <sub>9</sub>

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

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

**9. In my experience, improvement efforts in this medical office tend to result in:**

**Mark ONE answer**

- <sub>1</sub> Long-term or lasting change
- <sub>2</sub> Initial or temporary changes, but the changes don't last
- <sub>3</sub> No change—no noticeable improvement

## 10. Overall rating

Thinking back on your survey answers, what overall rating would you provide for your medical office 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 Question

What is your position in this office? Check ONE category that best applies to your job.

a. Physician (MD or DO)

b. Physician Assistant, Nurse Practitioner, Clinical Nurse Specialist, Nurse Midwife, Advanced Practice Nurse, etc.

c. Management

Practice Manager

Nurse Manager

Office Manager

Lab Manager

Office Administrator

Other Manager

Business Manager

d. Administrative or clerical staff

Insurance Processor

Front Desk

Billing Staff

Receptionist

Referral Staff

Scheduler (appointments, surgery, etc.)

Medical Records

Other administrative or clerical staff position

e. Nurse (RN), Licensed Vocational Nurse (LVN), Licensed Practical Nurse (LPN)

f. Other clinical staff or clinical support staff

Medical Assistant

Technician (all types)

Nursing Aide

Therapist (all types)

Other clinical staff or clinical support staff

g. Other position; please specify:

## 12. Your Comments

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



Thank you for completing this survey.