
SOPS® Value and Efficiency Supplemental Item Set for the SOPS Medical Office Survey

Language: English

- **Purpose:** This supplemental item set was 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:** This supplemental item set 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 this supplemental item set 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 this supplemental item set to the AHRQ [SOPS Medical Office Survey Database](#), and to enable comparisons to the Database, administer the supplemental item set in its 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 Item Set for medical offices can be used to calculate results. To request this tool, email DatabasesOnSafetyCulture@westat.com.
- For assistance with this supplemental item set, please contact the SOPS Help Line at 1-888-324-9749 or SafetyCultureSurveys@westat.com.



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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.....	<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 are involved in making decisions about changes to 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. We are given opportunities to try out solutions to workflow problems.....	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 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.....	<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. In our office, we are working to improve patient flow.....	<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 focus on eliminating unnecessary tests and procedures 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

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.	<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 ask for patient or family member 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
3. Patient and family member preferences have led to changes in 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

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	<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. Provide us with reports on our office performance	<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. Take action to address workflow problems that are brought to their attention	<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. Place a high priority on doing work efficiently without compromising patient 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

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	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂
2. I helped to map a workflow process to identify wasted time, materials, steps in a process, etc.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂
3. I shadowed/followed patients in this office to identify ways to improve their care experience.....	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂
4. I looked at visual displays or graphs to see how well my office was performing.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂
5. I made a suggestion to management about improving an inefficient work process.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂
6. I made a suggestion to management about improving patients' care experiences.....	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂
7. I served on a team or committee to make a work process more efficient.....	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂
8. I monitored data to figure out how well an activity to improve efficiency was working .	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂