

**A HIGH VALUE  
CULTURE  
CHANGE SURVEY  
– FOR USE IN  
A CHOOSING  
WISELY SERVICE**

## High Value Care Culture Survey (HVCCS)<sup>TM</sup>

This survey is to enable managers and other involved in Choosing Wisely services to capture specific areas for targeted value-improvement interventions and provide a pathway for health system managers to address the underlying culture within hospital divisions, practices, and training programmes.

1. How to completed the survey
2. Definitions
3. The triple aim for quality NZ health services
4. The survey
5. Contacts and other useful information

# High Value Care Culture Survey (HVCCS)<sup>TM</sup>

## 1 How to Complete the Survey

The High-Value Care Culture Survey (HVCCS) was designed in the USA for use by healthcare leaders and training programs.

The results of the HVCCS capture specific areas for targeted value-improvement interventions and provide a pathway for health system managers to address the underlying culture within hospital divisions, practices, and training programs.

Choosing Wisely in NZ has been given permission to adapt the survey language to meet NZ needs.

## 2 Definitions

For the purpose of this survey, please use the following definitions adapted from the Institute of Medicine and Choosing Wisely NZ:

- **High value care** is care that tries to maximise quality while minimising costs.
- **Quality** is defined as the degree to which health services increase the likelihood of desired health outcomes that are safe, effective, patient-centred, timely, and equitable and are consistent with current professional knowledge.
- **Harm** is defined as the negative financial, physical, and emotional effects to patients and the health system.
- **Team** represents the health professionals that you work with most closely on a regular basis.

## 3 The Triple Aim for quality NZ health services

Is defined as:

- Improved quality, safety and experience of care for people and their whānau;
- Improved health and equity for all populations;
- Best value for public health system resources.

Ref HQSC (Health Quality and Safety Commission) definition ([www.hqsc.govt.nz/about-us/](http://www.hqsc.govt.nz/about-us/))

Choosing Wisely New Zealand thanks Reshma Gupta, MD, MSHPM for enabling us to adapt this tool for NZ.

If you have any questions regarding the survey please contact <Insert name> via Email: [<Email address>](#) or phone <phone number>. **Complete the survey online here:**



## 4 The Survey

### Please tell us a little bit about yourself

(Tick the department and role that is most applicable to you)

Hospital \_\_\_\_\_

#### Allied Health

Psychology	<input type="checkbox"/>
Occupational Therapy	<input type="checkbox"/>
Physiotherapy	<input type="checkbox"/>
Dietitian	<input type="checkbox"/>
Social work	<input type="checkbox"/>
Radiology	<input type="checkbox"/>
Pharmacy	<input type="checkbox"/>
Pathology	<input type="checkbox"/>

Allied Health role

\_\_\_\_\_

Eg. Pharmacist,  
Manager of  
radiology etc.

#### Nursing/ Midwifery

Charge nurse/midwife Manager	<input type="checkbox"/>
Registered Nurse/ Midwife	<input type="checkbox"/>
Enrolled Nurse	<input type="checkbox"/>
Associate Charge Nurse/Midwife Manager	<input type="checkbox"/>
Clinical Nurse/Midwife specialist	<input type="checkbox"/>
Nurse/Midwife Educator	<input type="checkbox"/>
Community Mental Health Nurse	<input type="checkbox"/>
Health Care Assistant	<input type="checkbox"/>
Other	

#### Medical

SMO/Consultant/Specialist	<input type="checkbox"/>
Senior Registrar	<input type="checkbox"/>
Registrar/ Non-Training registrar/ MOSS	<input type="checkbox"/>
Senior house officer/ House officer	<input type="checkbox"/>

#### Department

Internal Medicine	<input type="checkbox"/>
Cancer care	<input type="checkbox"/>
Community	<input type="checkbox"/>
Emergency	<input type="checkbox"/>
ICU/HDU	<input type="checkbox"/>
Obs & Gyne	<input type="checkbox"/>
OP & Rehab	<input type="checkbox"/>
Outpatients	<input type="checkbox"/>
Paediatric	<input type="checkbox"/>
Psychiatry/ Mental Health	<input type="checkbox"/>
Surgery	<input type="checkbox"/>
Palliative care	<input type="checkbox"/>
Anaesthesiology	<input type="checkbox"/>

How much do you disagree or agree with the following statements?  
(Please check one box for each item).

Leadership and Health System Messaging	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. Our team’s leadership provides a work climate that promotes the delivery of the Triple Aim. <b>The Triple Aim is:</b> <ul style="list-style-type: none"> <li>• Improved quality, safety and experience of care for people and their whānau</li> <li>• Improved health and equity for all populations</li> <li>• best value for public health system resources</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Delivering the Triple Aim is a top priority for the leaders of my team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. The leadership in our team value efforts to deliver the Triple Aim.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Leadership beyond our team provides support for system changes to improve delivery of the Triple Aim	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. My team encourages pointing out unnecessary practices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Leadership in our team seriously consider our suggestions to implement the Triple Aim.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. My team openly discuss ways to deliver the Triple Aim.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. The majority of my team consistently role model the Triple Aim.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. My team weigh best value for public resources in their clinical decision-making	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. My team encourages the consideration of best value for public resources in clinical decision-making	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. My team encourages frontline health professionals to pursue quality improvement projects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please  
Turn Over

<b>Leadership and Health System Messaging</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
12. My team take pride in being able to deliver best value for public resources for patients	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. My team is actively implementing projects that address best value for public resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. My team are willing to work with managers, administrators, staff, and other colleagues to identify opportunities and make changes that minimise inappropriate care	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Previous efforts to promote the Triple Aim in my team have been met with success	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. Core educational opportunities (Grand Rounds, continuing medical education) regularly address issues related to appropriate use, overuse, or best value for public resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. My team have access to information about the quality of care the group provides	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>Data Transparency and Access</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
1. When my team have questions about best use of public resources they know where to go to find answers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. My team have access to information about the harms of tests and procedures they order or provide	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>Comfort with Harms Conversations</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
1. My team are uncomfortable discussing the harms of tests or treatments with patients	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Patients that I see are uncomfortable discussing the harms of tests or treatments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>Comfort with Harms Conversations</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
3. My team feel that it is not the role of health professionals to discuss the harms of tests or treatments with patients	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>Blame-free Environment</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
1. My team fear disciplinary ramifications affects how often they order unneeded tests or procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Individual health professionals get blamed for medical or surgical complications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Q1.** Who were you referring to when a question referred to your 'team'? eg. If you are a nurse did you refer to other nurses and/or doctors?

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**Q2.** Who were you referring to when asked about your teams' leadership? Eg. Nursing unit manager, service manager, Chief medical officer etc

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***Please return all completed surveys to <Insert location>***

## Contacts and resources

### Choosing Wisely contacts

- **Dr Derek Sherwood: Clinical Chair** | Council of Medical Colleges  
Email: [enquiries@cmc.org.nz](mailto:enquiries@cmc.org.nz)
- **Sue Ineson: Choosing Wisely Facilitator** | Council of Medical Colleges  
Email: [sue.ineson@cmc.org.nz](mailto:sue.ineson@cmc.org.nz) | Ph: + 64 6 3642225 | m: 021 608 039
- **Lizzie Price: Media Advisor** | Email: [lizzie.price@cmc.org.nz](mailto:lizzie.price@cmc.org.nz)

### New Zealand Choosing Wisely resources

- **Starter kit for your Choosing Wisely campaign:** an introduction to the Choosing Wisely concepts.
- **Developing Choosing Wisely Recommendations:** to assist Colleges, societies and other organisations to develop a list of recommendations for the Choosing Wisely campaign.
- **Implementing Choosing Wisely principles in a service:** this guide is aimed at service delivery organisations, wanting to implement a Choosing Wisely programme, including Departments in DHBs and services in primary care.
- **Measuring the impact of Choosing Wisely:** provides basic information and tools to help you develop and measure your Choosing Wisely interventions.
- **How to write up your Choosing Wisely project:** how to record your successful implementation of a Choosing Wisely recommendation.
- **A Starter Kit for implementing Choosing Wisely in hospitals** which has been prepared to assist smaller hospitals with the implementation of Choosing Wisely.
- **Promoting shared decision making:** for information and resources on shared decision making.
- **Communicating risk, a guide for health professionals:** for information on risk and how to explain risk to consumers.
- **Behaviour change toolkit:** options for the range of tools available to implement Choosing Wisely initiatives to change health professional behaviour.
- **The High-Value Care Culture Survey (HVCCS)** captures specific areas for targeted value-improvement interventions and provides a pathway for health system managers to address the underlying culture within hospital divisions, practices, and training programmes.
- **A synopsis of Choosing Wisely literature:** this is a list of Choosing Wisely references arranged by year and alphabetically by author.
- **A combined list of all choosing wisely recommendations:** this is a list of all New Zealand Choosing Wisely recommendations on tests, treatments, and procedures health professionals should question, in one list for easy reference.

### For more information:

- New Zealand <https://choosingwisely.org.nz/>
- Australia - <https://www.choosingwisely.org.au/>



- Canada - <https://choosingwiselycanada.org/>
- USA - <https://www.choosingwisely.org/>
- UK - <https://www.choosingwisely.co.uk/about-choosing-wisely-uk/>

## Acknowledgements

Our thanks to the Choosing Wisely campaigns in USA, Canada and Australia for ideas and information which helped us develop our general Choosing Wisely resources.

And to Dr Belinda Loring Sue Ineson for the development of the New Zealand Choosing Wisely resources.

## Speakers' Group

Choosing Wisely has a list leading professional who can talk to groups about the campaign – contact the Choosing Wisely team if you need a speaker for your meeting or if you are willing to join our speakers' group.

## Thanks to our partner



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## Sincere thanks to all our supporters





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