

This report has been customized and prepared specifically for:

CPS 2016 Database

Rollup

HOSPITAL PATIENT SAFETY CULTURE FEEDBACK REPORT

SURVEY PERIOD

01/01/2016 to 12/31/2016



This safety culture survey is administered by the Center for Patient Safety
www.centerforpatientsafety.org | 888.935.8272

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RESULT HIGHLIGHTS

- CPS 2016 Database - Rollup had 14765 respondents
- The majority of staff responding to this survey gave a patient safety grade of B
- This report utilizes the most recent compare databases for percentile rankings
- 7 dimensions (out of 12 total) are equal to or higher than the 50th AHRQ Percentile
- 0 dimensions (out of 12 total) are equal to or higher than the 90th AHRQ Percentile
- 23 questions (out of 40 total) are equal to or higher than the 50th AHRQ Percentile
- 1 question (out of 40 total) is equal to or higher than the 90th AHRQ Percentile

For more highlights, view the Dashboard on page 5.

TIPS FOR REVIEWING THIS REPORT...

Once you've explored your dashboard and the rest of the report, set aside time to fully review the information contained in each section. Consider starting at the back of the report, then work your way forward.

Consider starting at the back of the report:

- 1. Review the Comments.** Read the valuable feedback provided by your survey respondents.
- 2. Review the Details by Question.** This includes details for each question's results. Look at the graphs on the right-hand side - more red indicates poor scores; more green indicates more positive results. Questions require at least 5 responses to maintain anonymity.
- 3. Review the Results by Question.** This section includes the positive percent response desired and includes up to two years of previous survey results. Trends are provided if historical data is available.
- 4. Review the Priorities by Question.** Questions are sorted from lowest-performing to highest-performing. The lowest scoring questions are considered your "top priorities".
- 5. Review the Results by Dimension.** Questions are rolled up into respective categories, or dimensions. Trends are provided if historical data is available.
- 6. Review the Priorities by Dimension.** Your results are displayed compared to available benchmarks and compare groups.
- 7. Review the Demographics.** Consider the summary of those taking your survey. Were any areas not represented as well as others?
- 8. Review the Dashboard.** Use this as a snapshot to present to executive leaders, employees, or others as a high-level overview of your current culture's strengths and opportunities.

HOSPITAL CULTURE OF SAFETY

SURVEY RESULTS FOR CPS 2016 DATABASE

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DASHBOARD

Survey period: 01/01/16 to 12/31/16

2016 survey respondents: 14765

WEAKNESSES - TOP PRIORITIES

These are the dimensional areas (and specific questions) that staff have indicated as current weaknesses.

BY DIMENSION	2016			
	Positive	AHRQ Percentile	AHRQ 50th Percentile	AHRQ 90th Percentile
Handoffs & Transitions	42.6%	25th	46.3%	62.5%
Non- punitive Response to Error	50.4%	75th	45.0%	56.7%
Staffing	54.0%	50th	53.5%	67.8%

BY QUESTION	2016			
Question	Positive	AHRQ Percentile	AHRQ 50th Percentile	AHRQ 90th Percentile
*Things "fall between the cracks" when transferring patients from one unit to another.	35.6%	25th	41.0%	58.0%
*Staff worry that mistakes they make are kept in their personnel file.	42.1%	75th	36.0%	48.0%
*Problems often occur in the exchange of information across hospital units.	42.1%	25th	45.0%	61.0%

STRENGTHS

These are the dimensional areas (and specific questions) that staff have indicated as current strengths.

BY DIMENSION	2016			
	Positive	AHRQ Percentile	AHRQ 50th Percentile	AHRQ 90th Percentile
Teamwork Within Units	84.2%	50th	82.0%	88.3%
Suprvsr/ Manager Expectations & Actions Promoting Patient Safety	78.6%	50th	78.5%	87.3%
Org Learning— Continuous Improvement	72.7%	50th	68.3%	78.8%

BY QUESTION	2016			
Question	Positive	AHRQ Percentile	AHRQ 50th Percentile	AHRQ 90th Percentile
People support one another in this unit.	90.2%	50th	88.0%	93.0%
When a lot of work needs to be done quickly, we work together as a team to get the work done.	88.9%	50th	87.0%	93.0%
We are actively doing things to improve patient safety.	83.6%	90th	71.9%	82.3%

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DEMOGRAPHICS

PATIENT SAFETY GRADE

A/Excellent

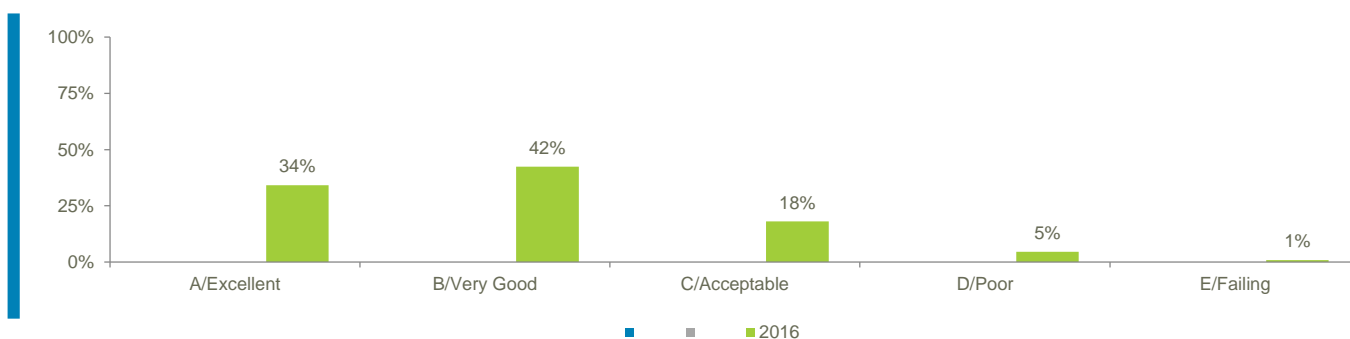
B/Very Good

C/Acceptable

D/Poor

E/Failing

2016			
Average Percent	AHRQ Percentile	AHRQ 50th Percentile	AHRQ 90th Percentile
76.5%	25th	77.0%	88.0%
18.0%			
4.6%			
0.9%			



HOSPITAL CULTURE OF SAFETY

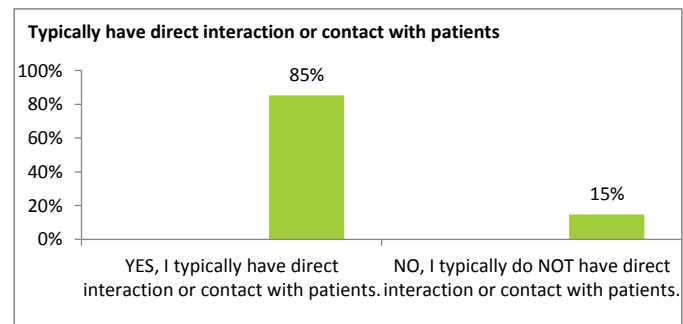
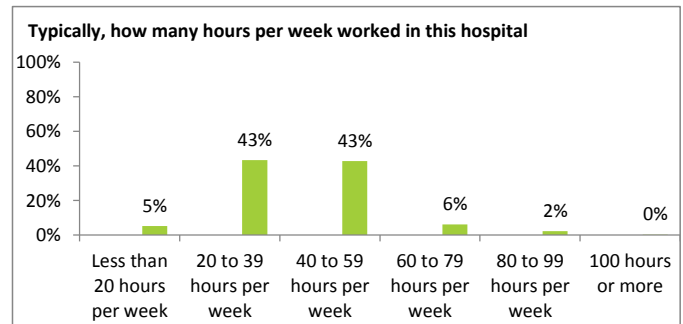
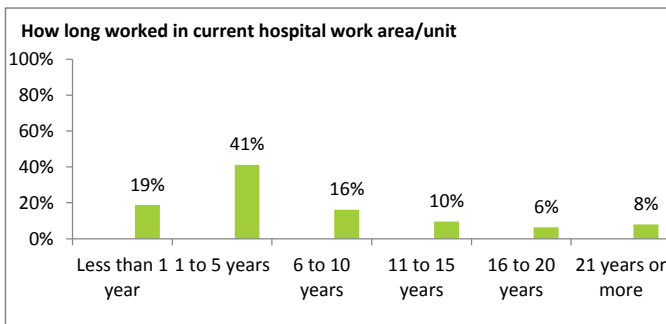
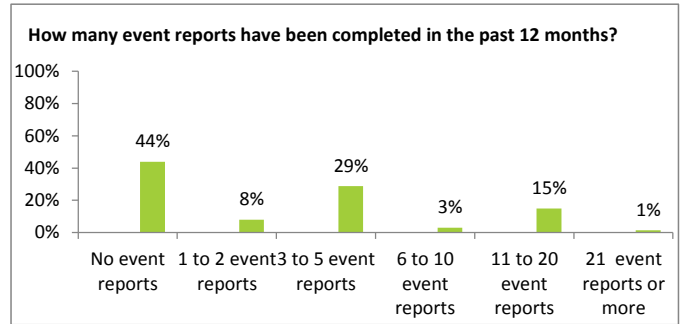
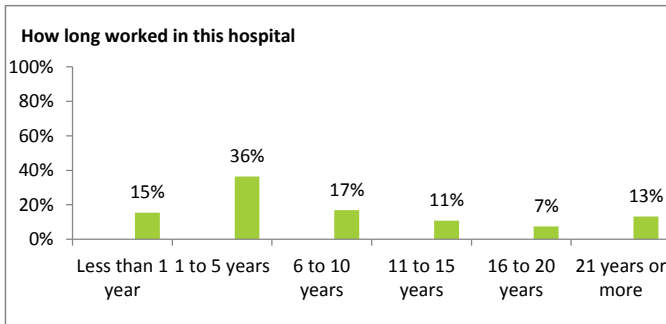
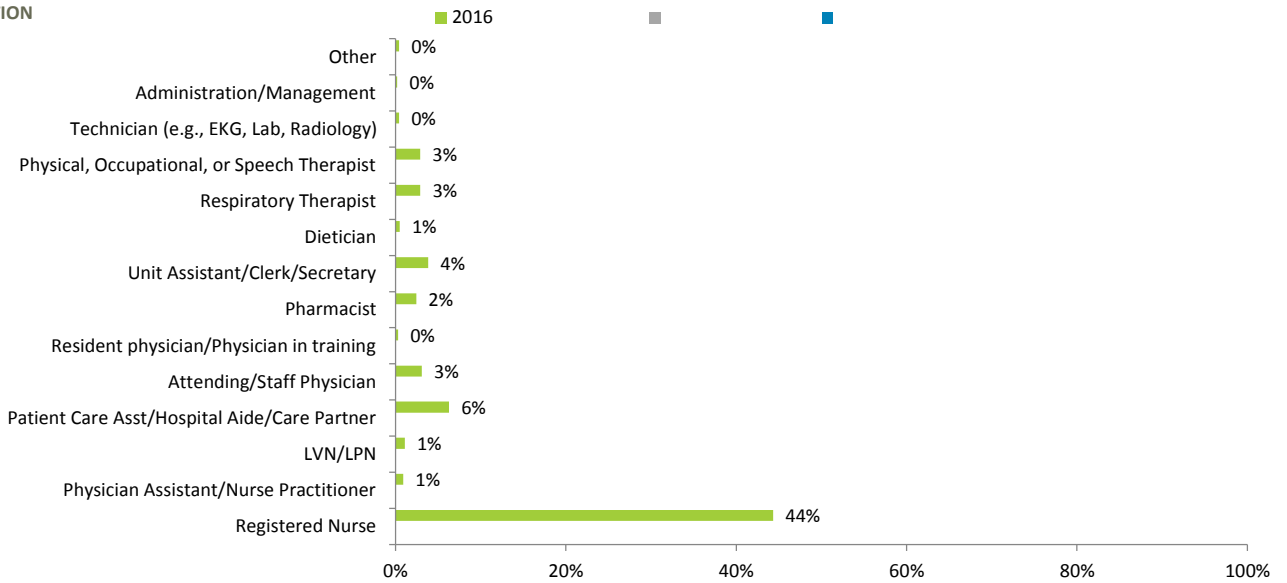
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DEMOGRAPHICS

SURVEY RESPONDENT DEMOGRAPHICS

BY POSITION



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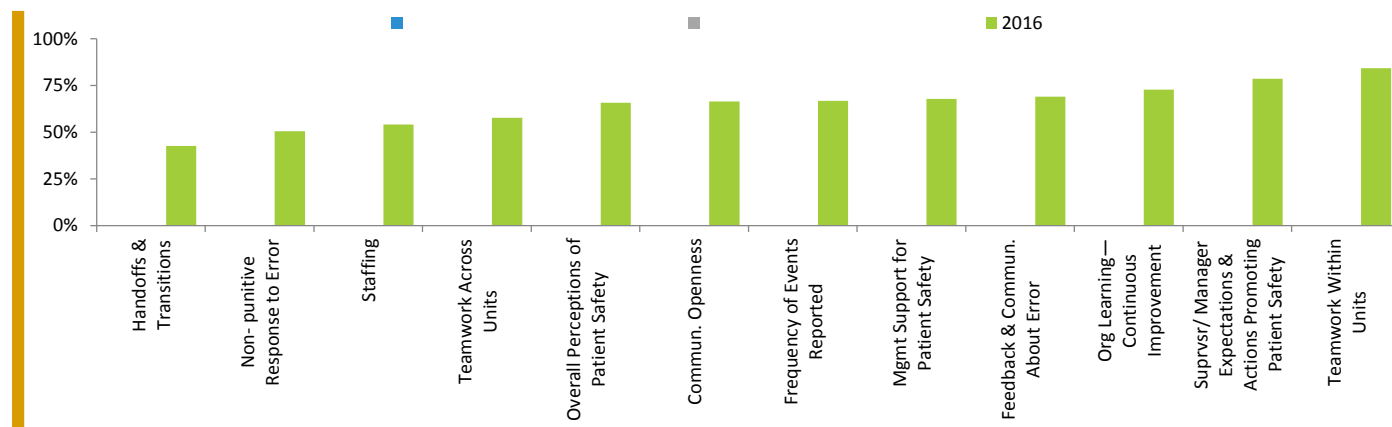
Rollup

TOP PRIORITIES BY DIMENSION

Listed in order of lowest positive score to highest positive score

Dimensions with positive scores in green are the areas in which your facility is successful. Top priorities for the period are those with positive scores noted in red (lowest scoring). Some shifts in priorities can occur over time. Dimensions in red for the current period should be the first addressed. A period change of 5% or greater is statistically significant.

DIMENSION	Priority	2016				Period to Period Trend
		Positive	AHRQ Percentile	AHRQ 50th Percentile	AHRQ 90th Percentile	
Handoffs & Transitions	1st	42.6%	25th	46%	63%	
Non- punitive Response to Error	2nd	50.4%	75th	45%	57%	
Staffing	3rd	54.0%	50th	54%	68%	
Teamwork Across Units	4th	57.6%	25th	61%	74%	
Overall Perceptions of Patient Safety	5th	65.7%	25th	66%	79%	
Commun. Openness	6th	66.3%	50th	64%	73%	
Frequency of Events Reported	7th	66.7%	25th	67%	77%	
Mgmt Support for Patient Safety	8th	67.8%	25th	73%	84%	
Feedback & Commun. About Error	9th	69.0%	50th	69%	78%	
Org Learning— Continuous Improvement	10th	72.7%	50th	68%	79%	
Suprvsr/ Manager Expectations & Actions Promoting Patient Safety	11th	78.6%	50th	79%	87%	
Teamwork Within Units	12th	84.2%	50th	82%	88%	



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RESULTS BY DIMENSION

DIMENSION									2016						
									Responses	Missing	Negative	Neutral	Positive	Period to Period Trend	Distribution Negative Neutral Positive
Teamwork Within Units									14349.0	416.0	7.6%	8.2%	84.2%		
Suprvsr/ Manager Expectations & Actions Promoting Patient Safety									13958.3	806.8	9.1%	12.3%	78.6%		
Org Learning— Continuous Improvement									14203.0	562.0	7.7%	19.6%	72.7%		
Mgmt Support for Patient Safety									13471.7	1293.3	16.1%	16.1%	67.8%		
Overall Perceptions of Patient Safety									14238.0	527.0	16.9%	17.4%	65.7%		
Feedback & Commun. About Error									13906.7	858.3	8.7%	22.3%	69.0%		
Frequency of Events Reported									13360.7	1404.3	10.4%	22.9%	66.7%		
Commun. Openness									13944.7	820.3	11.3%	22.4%	66.3%		
Teamwork Across Units									13355.3	1409.8	17.5%	24.9%	57.6%		
Staffing									14191.8	573.3	25.4%	20.6%	54.0%		
Handoffs & Transitions									13133.5	1631.5	25.4%	31.9%	42.6%		
Non- punitive Response to Error									14211.7	553.3	22.6%	27.0%	50.4%		

NOTE:

· Addressing more than one or two dimensions at a time can be overwhelming. Start with low-hanging fruit in the form of the lowest scoring questions (see Dashboard), then tackle one dimension at a time. Some dimensions may have similar underlying themes and could be addressed simultaneously. For example, the dimensions "Nonpunitive Response to Error" and "Frequency of Events Reported" both link to a just culture that supports open communication and supports the reporting of errors. Review the recommendations provided for you at the end of this report.

· Areas in which dimensional positive scores are greater than 80% are considered to have a "consensus of excellence". The number of positive responses for these areas represent breadth and depth of a safety culture. It reflects staff awareness and consistency in the methods and processes for ensuring safe and high-quality patient care.

· Areas in which dimensional positive scores are lower than 60% require intervention. The number of low-scoring dimensions may point to a lack of consistent beliefs about the culture of the organization. Policies and processes regarding safe and high-quality patient care may not be embedded in the organization.

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TOP PRIORITIES BY QUESTION

Listed in order of lowest positive score to highest positive score

Questions with positive scores in green are the areas in which your facility is successful. Top priorities for the period are those with positive scores noted in red (lowest scoring). Some shifts in priorities can occur over time. Questions in red for the current period should be the first addressed. A period change of 5% or greater is statistically significant.

* Question is reverse-worded

DIMENSION	QUESTION	Priority	2016				Period to Period Trend
			Positive	AHRQ Percentile	AHRQ 50th Percentile	AHRQ 90th Percentile	
Handoffs & Transitions	*Things "fall between the cracks" when transferring patients from one unit to another.	1st	35.6%	25th	41%	58%	
Non- punitive Response to Error	*Staff worry that mistakes they make are kept in their personnel file.	2nd	42.1%	75th	36%	48%	
Handoffs & Transitions	*Problems often occur in the exchange of information across hospital units.	3rd	42.1%	25th	45%	61%	
Handoffs & Transitions	*Shift changes are problematic for patients in this hospital.	4th	43.4%	25th	46%	64%	
Teamwork Across Units	*Hospital units do not coordinate well with each other.	5th	44.5%	25th	48%	63%	
Staffing	*We work in "crisis mode" trying to do too much, too quickly.	6th	48.9%	50th	48%	64%	
Handoffs & Transitions	*Important patient care information is often lost during shift changes.	7th	49.3%	25th	53%	67%	
Staffing	*Staff in this unit work longer hours than is best for patient care.	8th	50.6%	50th	50%	63%	
Staffing	We have enough staff to handle the workload.	9th	51.8%	50th	51%	67%	
Non- punitive Response to Error	*When an event is reported, it feels like the person is being written up, not the problem.	10th	52.7%	50th	48%	59%	
Commun. Openness	Staff feel free to question the decisions or actions of those with more authority.	11th	52.8%	50th	48%	59%	
Mgmt Support for Patient Safety	*Hospital mgmt seems interested in patient safety only after an adverse event happens.	12th	54.1%	25th	60%	74%	
Non- punitive Response to Error	*Staff feel like their mistakes are held against them.	13th	56.3%	75th	51%	63%	
Teamwork Across Units	There is good cooperation among hospital units that need to work together.	14th	58.3%	25th	62%	75%	
Overall Perceptions of Patient Safety	Patient safety is never sacrificed to get more work done.	15th	59.8%	25th	64%	76%	
Teamwork Across Units	*It is often unpleasant to work with staff from other hospital units.	16th	60.2%	25th	63%	74%	
Feedback & Commun. About Error	We are given feedback about changes put into place based on event reports.	17th	61.3%	50th	61%	73%	
Frequency of Events Reported	When a mistake is made, but has no potential to harm the patient, how often is this reported?	18th	62.0%	25th	63%	74%	
Frequency of Events Reported	When a mistake is made, but is caught and corrected before affecting the patient, how often is this reported?	19th	62.2%	50th	62%	73%	
Overall Perceptions of Patient Safety	*It is just by chance that more serious mistakes don't happen around here.	20th	64.2%	50th	62%	75%	
Staffing	*We use more agency/temporary staff than is best for patient care.	21st	64.6%	25th	65%	77%	

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TOP PRIORITIES BY QUESTION

Listed in order of lowest positive score to highest positive score

Questions with positive scores in green are the areas in which your facility is successful. Top priorities for the period are those with positive scores noted in red (lowest scoring). Some shifts in priorities can occur over time. Questions in red for the current period should be the first addressed. A period change of 5% or greater is statistically significant.

* Question is reverse-worded

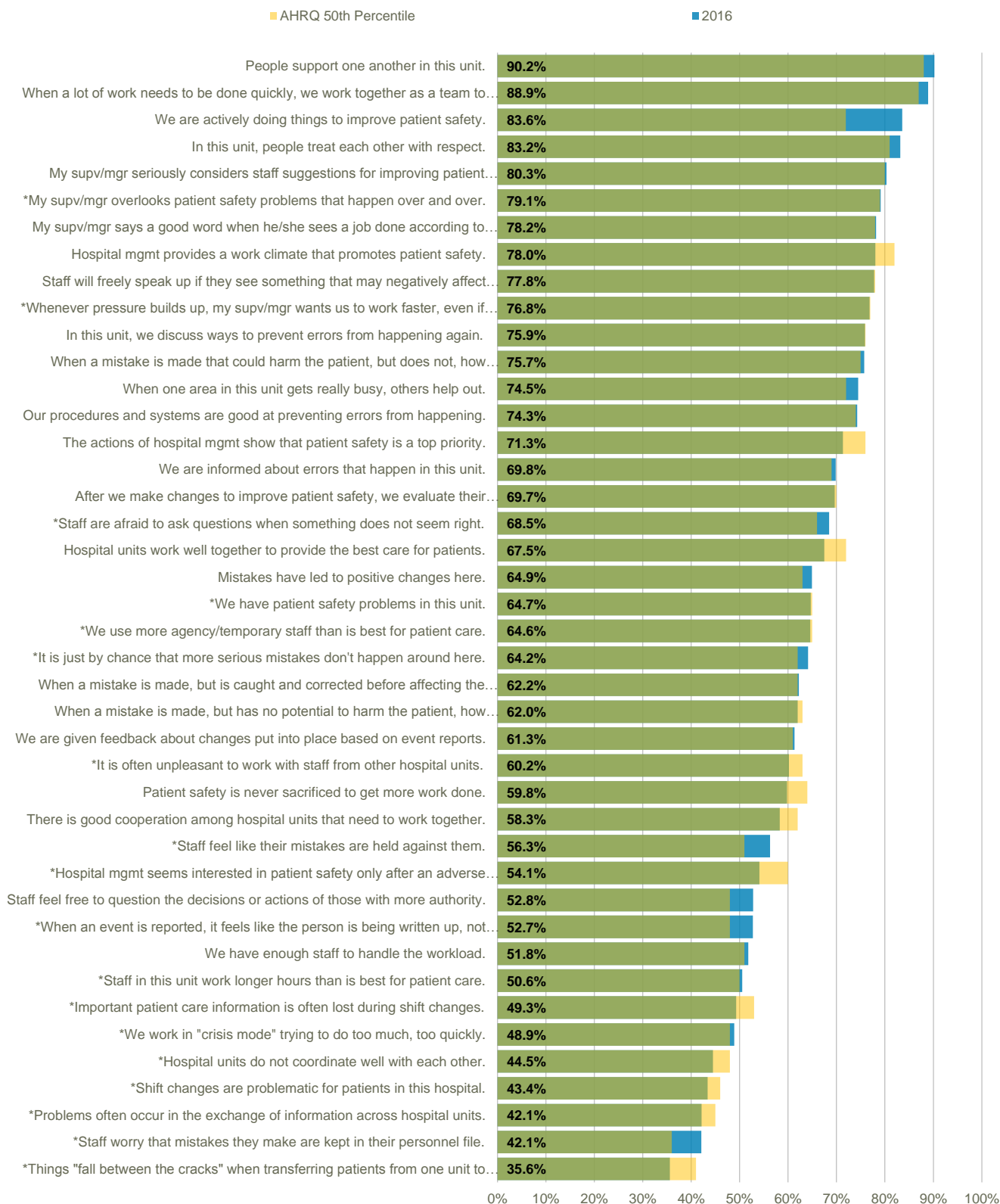
DIMENSION	QUESTION	Priority	2016				Period to Period Trend	
			Positive	AHRQ Percentile	AHRQ 50th Percentile	AHRQ 90th Percentile		
Overall Perceptions of Patient Safety	*We have patient safety problems in this unit.	22nd		64.7%	25th	65%	79%	
Org Learning—Continuous Improvement	Mistakes have led to positive changes here.	23rd		64.9%	50th	63%	73%	
Teamwork Across Units	Hospital units work well together to provide the best care for patients.	24th		67.5%	25th	72%	84%	
Commun. Openness	*Staff are afraid to ask questions when something does not seem right.	25th		68.5%	50th	66%	74%	
Org Learning—Continuous Improvement	After we make changes to improve patient safety, we evaluate their effectiveness.	26th		69.7%	25th	70%	81%	
Feedback & Commun. About Error	We are informed about errors that happen in this unit.	27th		69.8%	50th	69%	78%	
Mgmt Support for Patient Safety	The actions of hospital mgmt show that patient safety is a top priority.	28th		71.3%	25th	76%	87%	
Overall Perceptions of Patient Safety	Our procedures and systems are good at preventing errors from happening.	29th		74.3%	50th	74%	84%	
Teamwork Within Units	When one area in this unit gets really busy, others help out.	30th		74.5%	50th	72%	79%	
Frequency of Events Reported	When a mistake is made that could harm the patient, but does not, how often is this reported?	31st		75.7%	50th	75%	83%	
Feedback & Commun. About Error	In this unit, we discuss ways to prevent errors from happening again.	32nd		75.9%	25th	76%	84%	
Suprvsr/ Manager Expectations & Actions Promoting Patient Safety	*Whenever pressure builds up, my supv/mgr wants us to work faster, even if it means taking shortcuts.	33rd		76.8%	25th	77%	87%	
Commun. Openness	Staff will freely speak up if they see something that may negatively affect patient care.	34th		77.8%	25th	78%	86%	
Mgmt Support for Patient Safety	Hospital mgmt provides a work climate that promotes patient safety.	35th		78.0%	25th	82%	91%	
Suprvsr/ Manager Expectations & Actions Promoting Patient Safety	My supv/mgr says a good word when he/she sees a job done according to established patient safety procedures.	36th		78.2%	50th	78%	87%	
Suprvsr/ Manager Expectations & Actions Promoting Patient Safety	*My supv/mgr overlooks patient safety problems that happen over and over.	37th		79.1%	50th	79%	87%	
Suprvsr/ Manager Expectations & Actions Promoting Patient Safety	My supv/mgr seriously considers staff suggestions for improving patient safety.	38th		80.3%	50th	80%	88%	
Teamwork Within Units	In this unit, people treat each other with respect.	39th		83.2%	50th	81%	88%	
Org Learning—Continuous Improvement	We are actively doing things to improve patient safety.	40th		83.6%	90th	72%	82%	
Teamwork Within Units	When a lot of work needs to be done quickly, we work together as a team to get the work done.	41st		88.9%	50th	87%	93%	
Teamwork Within Units	People support one another in this unit.	42nd		90.2%	50th	88%	93%	

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GRAPH: TOP PRIORITIES BY QUESTION



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RESULTS BY QUESTION

						2016					
						Responses	Missing	Negative	Neutral	Positive	Period to Period Trend
Teamwork Within Units	42nd	People support one another in this unit.				14408	357	5.0%	4.8%	90.2%	
	41st	When a lot of work needs to be done quickly, we work together as a team to get the work done.				14373	392	4.7%	6.3%	88.9%	
	39th	In this unit, people treat each other with respect.				14380	385	7.6%	9.2%	83.2%	
	30th	When one area in this unit gets really busy, others help out.				14235	530	13.0%	12.5%	74.5%	
Supvnr/ Manager Expectations & Actions Promoting Patient Safety	36th	My supv/mgr says a good word when he/she sees a job done according to established patient safety procedures.				13986	779	9.7%	12.1%	78.2%	
	38th	My supv/mgr seriously considers staff suggestions for improving patient safety.				13949	816	7.8%	11.8%	80.3%	
	33rd	*Whenever pressure builds up, my supv/mgr wants us to work faster, even if it means taking shortcuts.				13962	803	8.6%	14.6%	76.8%	
	37th	*My supv/mgr overlooks patient safety problems that happen over and over.				13936	829	10.2%	10.6%	79.1%	
Org Learning— Continuous Improvement	40th	We are actively doing things to improve patient safety.				14247	518	5.2%	11.2%	83.6%	
	23rd	Mistakes have led to positive changes here.				14169	596	8.3%	26.8%	64.9%	
	26th	After we make changes to improve patient safety, we evaluate their effectiveness.				14193	572	9.5%	20.8%	69.7%	
Mgmt Support for Patient Safety	35th	Hospital mgmt provides a work climate that promotes patient safety.				13543	1222	10.3%	11.7%	78.0%	
	28th	The actions of hospital mgmt show that patient safety is a top priority.				13451	1314	11.4%	17.2%	71.3%	
	12th	*Hospital mgmt seems interested in patient safety only after an adverse event happens.				13421	1344	26.6%	19.3%	54.1%	
Overall Perceptions of Patient Safety	20th	*It is just by chance that more serious mistakes don't happen around here.				14210	555	17.4%	18.5%	64.2%	
	15th	Patient safety is never sacrificed to get more work done.				14232	533	23.3%	16.9%	59.8%	
	22nd	*We have patient safety problems in this unit.				14233	532	18.0%	17.4%	64.7%	
	29th	Our procedures and systems are good at preventing errors from happening.				14277	488	8.9%	16.8%	74.3%	
Feedback & Commun. About Error	17th	We are given feedback about changes put into place based on event reports.				13897	868	11.8%	26.9%	61.3%	
	27th	We are informed about errors that happen in this unit.				13876	889	8.3%	21.9%	69.8%	
	32nd	In this unit, we discuss ways to prevent errors from happening again.				13947	818	6.0%	18.1%	75.9%	

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RESULTS BY QUESTION

						2016					
						Responses	Missing	Negative	Neutral	Positive	Period to Period Trend
Frequency of Events Reported	19th	When a mistake is made, but is caught and corrected before affecting the patient, how often is this reported?				13402	1363	12.0%	25.8%	62.2%	
	18th	When a mistake is made, but has no potential to harm the patient, how often is this reported?				13347	1418	12.9%	25.1%	62.0%	
	31st	When a mistake is made that could harm the patient, but does not, how often is this reported?				13333	1432	6.4%	17.9%	75.7%	
Commun. Openness	34th	Staff will freely speak up if they see something that may negatively affect patient care.				13958	807	5.3%	17.0%	77.8%	
	11th	Staff feel free to question the decisions or actions of those with more authority.				13926	839	18.9%	28.3%	52.8%	
	25th	*Staff are afraid to ask questions when something does not seem right.				13950	815	9.8%	21.7%	68.5%	
Teamwork Across Units	5th	*Hospital units do not coordinate well with each other.				13397	1368	29.9%	25.6%	44.5%	
	14th	There is good cooperation among hospital units that need to work together.				13375	1390	15.8%	25.9%	58.3%	
	16th	*It is often unpleasant to work with staff from other hospital units.				13287	1478	15.2%	24.6%	60.2%	
	24th	Hospital units work well together to provide the best care for patients.				13362	1403	9.1%	23.4%	67.5%	
Staffing	9th	We have enough staff to handle the workload.				14342	423	35.1%	13.1%	51.8%	
	8th	*Staff in this unit work longer hours than is best for patient care.				14147	618	24.4%	25.0%	50.6%	
	21st	*We use more agency/temporary staff than is best for patient care.				14020	745	12.6%	22.8%	64.6%	
	6th	*We work in "crisis mode" trying to do too much, too quickly.				14258	507	29.5%	21.6%	48.9%	
Handoffs & Transitions	1st	*Things "fall between the cracks" when transferring patients from one unit to another.				13176	1589	33.4%	31.0%	35.6%	
	7th	*Important patient care information is often lost during shift changes.				13110	1655	20.9%	29.8%	49.3%	
	3rd	*Problems often occur in the exchange of information across hospital units.				13144	1621	25.0%	32.9%	42.1%	
	4th	*Shift changes are problematic for patients in this hospital.				13104	1661	22.5%	34.1%	43.4%	
Non-punitive Response to Error	13th	*Staff feel like their mistakes are held against them.				14271	494	19.9%	23.8%	56.3%	
	10th	*When an event is reported, it feels like the person is being written up, not the problem.				14201	564	20.1%	27.2%	52.7%	
	2nd	*Staff worry that mistakes they make are kept in their personnel file.				14163	602	27.9%	30.0%	42.1%	

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ACTUAL RESPONSES BY QUESTION

Grey-shaded boxes and percentages in **bold** indicate positive response desired
Priority rankings are indicated before each question for the most recent survey period

* Question is reverse-worded

		2016						Distribution	
		Responses	Missing	Strongly Disagree/ Never	Disagree/ Rarely	Neither/ Some-times	Agree/ Most of the time	Strongly Agree/ Always	Negative Neutral Positive
Teamwork Within Units	42nd	14408	357	1.1%	3.9%	4.8%	48.2%	42.0%	
	41st	14373	392	0.9%	3.8%	6.3%	48.7%	40.2%	
	39th	14380	385	1.7%	5.9%	9.2%	51.2%	32.0%	
	30th	14235	530	2.6%	10.3%	12.5%	51.3%	23.2%	
Supvnr/ Manager Expectations & Actions Promoting Patient Safety	36th	13986	779	2.6%	7.1%	12.1%	45.6%	32.6%	
	38th	13949	816	2.4%	5.4%	11.8%	46.7%	33.6%	
	33rd	13962	803	30.2%	46.6%	14.6%	6.4%	2.1%	
	37th	13936	829	39.6%	39.5%	10.6%	7.1%	3.1%	
Org Learning— Continuous Improvement	40th	14247	518	1.1%	4.1%	11.2%	53.4%	30.1%	
	23rd	14169	596	1.9%	6.4%	26.8%	52.1%	12.8%	
	26th	14193	572	1.7%	7.8%	20.8%	54.2%	15.5%	
Mgmt Support for Patient Safety	35th	13543	1222	2.3%	8.0%	11.7%	52.8%	25.2%	
	28th	13451	1314	3.0%	8.4%	17.2%	45.3%	26.0%	
	12th	13421	1344	15.5%	38.6%	19.3%	19.6%	7.0%	
Overall Perceptions of Patient Safety	20th	14210	555	24.1%	40.0%	18.5%	13.0%	4.4%	
	15th	14232	533	4.5%	18.8%	16.9%	38.2%	21.6%	
	22nd	14233	532	23.0%	41.6%	17.4%	14.0%	4.0%	
	29th	14277	488	2.2%	6.6%	16.8%	56.3%	18.0%	
Feedback & Commun. About Error	17th	13897	868	2.4%	9.4%	26.9%	37.8%	23.6%	
	27th	13876	889	1.3%	6.9%	21.9%	37.8%	32.0%	
	32nd	13947	818	1.2%	4.8%	18.1%	38.9%	36.9%	

HOSPITAL CULTURE OF SAFETY

SURVEY RESULTS FOR CPS 2016 DATABASE

Rollup

ACTUAL RESPONSES BY QUESTION

Grey-shaded boxes and percentages in **bold** indicate positive response desired
Priority rankings are indicated before each question for the most recent survey period

* Question is reverse-worded

		2016							Distribution	
		Responses	Missing	Strongly Disagree/ Never	Disagree/ Rarely	Neither/ Some- times	Agree/ Most of the time	Strongly Agree/ Always	Negative Neutral Positive	
Frequency of Events Reported	19th	When a mistake is made, but is caught and corrected before affecting the patient, how often is this reported?	13402	1363	1.8%	10.2%	25.8%	35.0%	27.2%	
	18th	When a mistake is made, but has no potential to harm the patient, how often is this reported?	13347	1418	1.9%	11.0%	25.1%	33.6%	28.4%	
	31st	When a mistake is made that could harm the patient, but does not, how often is this reported?	13333	1432	1.2%	5.2%	17.9%	35.8%	40.0%	
Commun. Openness	34th	Staff will freely speak up if they see something that may negatively affect patient care.	13958	807	1.0%	4.3%	17.0%	42.1%	35.7%	
	11th	Staff feel free to question the decisions or actions of those with more authority.	13926	839	4.6%	14.3%	28.3%	33.6%	19.1%	
	25th	*Staff are afraid to ask questions when something does not seem right.	13950	815	26.4%	42.1%	21.7%	7.2%	2.6%	
Teamwork Across Units	5th	*Hospital units do not coordinate well with each other.	13397	1368	8.8%	35.7%	25.6%	23.9%	5.9%	
	14th	There is good cooperation among hospital units that need to work together.	13375	1390	2.5%	13.4%	25.9%	48.1%	10.2%	
	16th	*It is often unpleasant to work with staff from other hospital units.	13287	1478	14.2%	46.0%	24.6%	12.7%	2.5%	
	24th	Hospital units work well together to provide the best care for patients.	13362	1403	1.4%	7.7%	23.4%	49.9%	17.6%	
Staffing	9th	We have enough staff to handle the workload.	14342	423	9.5%	25.6%	13.1%	38.4%	13.4%	
	8th	*Staff in this unit work longer hours than is best for patient care.	14147	618	12.4%	38.1%	25.0%	17.2%	7.2%	
	21st	*We use more agency/temporary staff than is best for patient care.	14020	745	33.1%	31.5%	22.8%	9.0%	3.6%	
	6th	*We work in "crisis mode" trying to do too much, too quickly.	14258	507	12.2%	36.7%	21.6%	22.3%	7.2%	
Handoffs & Transitions	1st	*Things "fall between the cracks" when transferring patients from one unit to another.	13176	1589	7.2%	28.4%	31.0%	27.6%	5.8%	
	7th	*Important patient care information is often lost during shift changes.	13110	1655	10.8%	38.5%	29.8%	18.0%	2.9%	
	3rd	*Problems often occur in the exchange of information across hospital units.	13144	1621	8.2%	33.9%	32.9%	22.6%	2.4%	
	4th	*Shift changes are problematic for patients in this hospital.	13104	1661	10.2%	33.2%	34.1%	18.5%	4.0%	
Non-punitive Response to Error	13th	*Staff feel like their mistakes are held against them.	14271	494	17.1%	39.2%	23.8%	15.1%	4.8%	
	10th	*When an event is reported, it feels like the person is being written up, not the problem.	14201	564	16.0%	36.7%	27.2%	15.8%	4.2%	
	2nd	*Staff worry that mistakes they make are kept in their personnel file.	14163	602	12.1%	30.1%	30.0%	22.4%	5.5%	