

Appendix A. 2009 Hospital Survey on Patient Safety Culture results for 37 hospitals by group

HSOPS Dimensions and Items	Intervention Group Categories				
	Static Group Mean % Positive (n=13)	Inter- vention Group Mean % Positive (n=24)	Early Adopter Mean % Positive (n=6)	Early/ Late Majority Mean % Positive (n= 12)	Laggard Mean % Positive (n= 6)
Overall Perception of Safety (Cronbach's α)	72 (.71)	74 (.70)	79§ (.68)	75 (.68)	67 (.77)
A15. Patient safety is never sacrificed to get more work done.*	73	74	77	75	72
A18. Our procedures and systems are good at preventing errors from happening.*	74	76	81	78	69
A10. It is just by chance that more serious mistakes don't happen around here.†	69	72	79	75	60
A17. We have patient safety problems in this department.†	72	73	79	73	67
Frequency of Events Reported (Cronbach's α)	61 (.83)	64 (.85)	71 (.87)	65 (.84)	56 (.86)
D1. When a mistake is made, but is caught and corrected before affecting the patient, how often is this reported?‡	50	56	64	58	44
D2. When a mistake is made, but has no potential to harm the patient, how often is this reported?‡	57	59	67	59	53
D3. When a mistake is made that could harm the patient, but does not, how often is this reported?‡	74	76	81	77	70
Supervisor/Manager Expectations & Actions Promoting Patient Safety (Cronbach's α)	76 (.78)	79 (.75)	82§ (.74)	80 (.73)	74 (.80)
B1. My supervisor/manager says a good word when he/she sees a job done according to established patient safety procedures.*	69	72	74	74	68
B2. My supervisor/manager seriously considers staff suggestions for improving patient safety.*	77	79	81	81	74
B3. Whenever pressure builds up, my supervisor/ manager wants us to work faster, even if it means taking shortcuts.†	81	83	89	83	78
B4. My supervisor/manager overlooks patient safety problems that happen over and over.†	77	80	83	80	76
Organizational Learning—Continuous Improvement (Cronbach's α)	71(.63)	76¶ (.66)	82§ (.67)	79 (.66)	68 (.65)
A6. We are actively doing things to improve patient safety.*	83	87	90	89	79
A9. Mistakes have led to positive changes here.*	62	70	76	70	61

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A13. After we make changes to improve patient safety, we evaluate their effectiveness.*	67	72	78	75	61
Teamwork Within Departments (Cronbach's α)	80 (.82)	82¶ (.79)	85§ (.82)	85 (.77)	78 (.81)
A1. People support one another in this department.*	86	88	89	90	82
A3. When a lot of work needs to be done quickly, we work together as a team to get the work done.*	87	91	91	91	89
A4. In this department, people treat each other with respect.*	75	79	81	81	73
A1. When one area in this department gets really busy, others help out.*	66	70	75	72	62
Communication Openness (Cronbach's α)	60 (.71)	63 (.73)	67§ (.73)	65 (.73)	56 (.73)
C2. Staff will freely speak up if they see something that may negatively affect patient care.*	73	76	80	79	67
C4. Staff feel free to question the decisions or actions of those with more authority.*	43	47	51	49	40
C6. Staff are afraid to ask questions when something does not seem right.†	61	64	67	65	59
Feedback and Communication About Error (Cronbach's α)	62 (.78)	65 (.75)	69§ (.72)	68 (.77)	56 (.72)
C1. We are given feedback about changes put into place based on event reports.*	47	52	54	57	41
C3. We are informed about errors that happen in this department.*	67	68	73	69	62
C5. In this department, we discuss ways to prevent errors from happening again.*	71	73	77	76	64
Nonpunitive Response to Error (Cronbach's α)	50 (.75)	54 (.77)	56§ (.80)	56 (.76)	47 (.76)
A8. Staff feel like their mistakes are held against them.†	58	59	59	62	55
A12. When an event is reported, it feels like the person is being written up, not the problem.†	49	55	58	58	46
A16. Staff worry that mistakes they make are kept in their personnel file.†	43	48	51	50	40
Staffing (Cronbach's α)	67(.57)	70 (.59)	76 (.59)	70 (.61)	64 (.57)
A2. We have enough staff to handle the workload.*	72	75	82	75	69
A5. Staff in this department work longer hours than is best for patient care.†	61	64	70	64	58

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A7. We use more agency/temporary staff than is best for patient care.†	74	73	79	74	65
A14. We work in “crisis mode” trying to do too much, too quickly.†	61	66	72	65	63
Hospital Management Support for Patient Safety (Cronbach’s α)	82 (.76)	81 (.78)	89 (.76)	83 (.78)	75 (.80)
F1. Hospital management provides a work climate that promotes patient safety.*	89	90	94	91	84
F8. The actions of hospital management show that patient safety is a top priority.*	82	82	88	83	75
F9. Hospital management seems interested in patient safety only after an adverse event happens.†	72	72	81	71	63
Teamwork Across Hospital Departments (Cronbach’s α)	62 (.78)	67¶ (.81)	71§ (.84)	71 (.79)	57 (.82)
F4. There is good cooperation among hospital departments that need to work together.*	61	69	72	72	59
F10. Hospital departments work well together to provide the best care for patients.*	73	76	79	79	65
F2. Hospital departments do not coordinate well with each other.†	48	56	59	59	44
F6. It is often unpleasant to work with staff from other hospital departments.†	62	67	71	70	58
Hospital Handoffs and Transitions (Cronbach’s α)	52 (.79)	54 (.82)	60§ (.81)	55 (.81)	45 (.84)
F3. Things “fall between the cracks” when transferring patients from one department to another.†	51	53	58	54	45
F5. Important patient care information is often lost during shift changes.†	55	54	62	55	44
F7. Problems often occur in the exchange of information across hospital departments.†	49	49	54	52	39
F11. Shift changes are problematic for patients in this hospital.†	55	58	65	57	53
Patient Safety Grade					
A – Excellent	27	26	31	27	19
B – Very Good	51	54	51	56	51
C – Acceptable	19	17	14	14	25
D/E – Poor/Failing	3	4	4	2	5
Number of Events Reported					

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No events reported	56	52	53	51	52
1 to 2 events reported	25	26	25	26	27
3 to 5 events reported	12	13	13	13	12
6 to 10 events reported	5	5	6	5	5
11 events reported or more	3	4	3	5	4
Team Training Evaluation Items					
<u>Training</u> : Completed training in Some/All Modules or Master Trainer	5	59¶	83§	62	27
<u>Learning</u> : Correctly answered three of four TeamSTEPPS knowledge questions	2	25¶	44§	27	11
<u>Transfer</u> : Reported that four of five team behaviors are performed Most of the Time/Always in their department	12	15	26	18	7

*Agree and Strongly Agree are positive responses

†Strongly Disagree and Disagree are positive responses

‡Most of the time and Always are positive responses

§Significant difference between Early Adopter and Laggard Categories

||Significant difference between Early Adopter and Early/Late Majority Categories and between Early Adopter and Laggard Categories

¶Significant difference between Static Group and Intervention Group