## Appendix A

### Survey questions

**P1: Supervisor/Manager expectations& actions promoting patient safety**

1. My supervisor/manager says a good word when he/she sees a job done according to established patient safety procedures
2. My supervisor/manager seriously considers staff suggestions for improving patient safety.
3. Whenever pressure builds up, my supervisor/manager wants us to work faster, even if it means taking shortcuts
4. My supervisor/manager overlooks patient safety problems that happen over and over

**P2: Organizational learning-continuous improvement**

5. We are actively doing things to improve patient safety
6. Mistakes have led to positive changes here
7. After we make changes to improve patient safety, we evaluate their effectiveness.

**P3: Team work within units**

8. People support one another in this unit
9. When a lot of work needs to be done quickly, we work together as a team to get the work done
10. In this unit, people treat each other with respect
11. When one area in this unit gets really busy, others help out

**P4: Communication Openness**

12. Staff will freely speak up if they see something that may negatively affect patient care
13. Staff feel free to question the decisions or actions of those with more authority
14. Staff are afraid to ask questions when something does not seem right

**P5: Feedback & Communication about error**

15. We are given feedback about changes put into place based on event reports
16. We are informed about errors that happen in this unit
17. In this unit, we discuss ways to prevent errors from happening again

**P6: Nonpunitive response to error**

18. Staff feel like their mistakes are held against them.
19. When an event is reported, it feels like the person is being written up, not the problem
20. Staff worry that mistakes they make are kept in their personnel file

**P7: Staffing**

21. We have enough staff to handle the workload
22. Staff in this unit work longer hours than is best for patient care
23. We use more agency/temporary staff than is best for patient care
24. We work in "crisis mode" trying to do too much, too quickly.

**P8: Hospital management support for patient safety**

25. Hospital management provides a work climate that promotes patient safety
26. The actions of hospital management show that patient safety is a top priority
27. Hospital management seems interested in patient safety only after an adverse event happens

**P9: Teamwork across hospital units**
<table>
<thead>
<tr>
<th></th>
<th>28. There is good cooperation among hospital units that need to work together</th>
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<tbody>
<tr>
<td>29.</td>
<td>Hospital units work well together to provide the best care for patients</td>
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<tr>
<td>30.</td>
<td>Hospital units do not coordinate well with each other</td>
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<tr>
<td>31.</td>
<td>It is often unpleasant to work with staff from other hospital units</td>
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<td>P10:</td>
<td>Hospital handoffs and transitions</td>
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<tr>
<td>32.</td>
<td>Things &quot;fall between the cracks&quot; when transferring patients from one unit to another</td>
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<tr>
<td>33.</td>
<td>Important patient care information is often lost during shift changes</td>
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<tr>
<td>34.</td>
<td>Problems often occur in the exchange of information across hospital units</td>
</tr>
<tr>
<td>35.</td>
<td>Shift changes are problematic for patients in this hospital</td>
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</tbody>
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