



MEDICAL OFFICE SURVEY ON PATIENT SAFETY CULTURE



2016 USER COMPARATIVE DATABASE REPORT



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PATIENT
SAFETY

Medical Office Survey on Patient Safety Culture: 2016 User Comparative Database Report

Part II

Appendix A—Overall Results by Medical Office Characteristics

Appendix B—Overall Results by Respondent Characteristics

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Executive Summary

Part II—Appendixes A and B: Overall Results by Medical Office and Respondent Characteristics

Appendixes A and B present data tables that show average percent positive scores on the survey composites and items across database medical offices broken down by the following medical office and respondent characteristics:

Appendix A: Overall Results by Medical Office Characteristics

- Number of Providers
- Single vs. Multi-specialty
- Specific Specialties
- Primary Care Specialties
- Ownership
- Geographic Region

Appendix B: Overall Results by Respondent Characteristics

- Staff Position
- Tenure in Medical Office

Highlights from these results by medical office and respondent characteristics were presented in the main body of the report, *Part I: User Comparative Database Report*, at the end of Chapter 6 and are also shown on the next two pages. Highlights were based on results for the 10 patient safety culture composites, five Overall Ratings on Quality, and patient safety grade. In the bottom row of the composite-level tables, an overall average across composites is shown as a summary statistic for comparing across breakout categories.

Comparing Your Results

You can compare your medical office's percent positive scores on the patient safety culture composites and items against the averages shown in Appendix A for medical offices with your same number of providers, single or multi-specialty, specific specialties, primary care specialties, ownership, or geographic region. You can use a 5 percentage point difference as a rule of thumb for determining what differences to pay attention to.

To compare your medical office's results against Appendix B, your medical office will have to compute percent positive scores on the patient safety culture composites and items broken down by staff positions and tenure in the medical office. You can then compare your medical office's percent positive scores against the averages shown in the tables. Again, you can use a 5 percentage point difference as a rule of thumb.

Highlights From Appendix A: Overall Results by Medical Office Characteristics

Number of Providers (Tables A-1, A-3, A-4)

- Medical offices with *one provider* had the highest average percent positive across the composites (79 percent); medical offices with *20 or more providers* had the lowest (66 percent).
- Percent positive scores for all five Overall Ratings on Quality (those responding “Excellent” or “Very Good”) were the highest for medical offices with *one provider* and the lowest for medical offices with *20 or more providers*.
- Medical offices with *one provider* had the highest percentage of respondents who gave their medical office an Overall Rating on Patient Safety of “Excellent” or “Very Good” (79 percent); medical offices with *20 or more providers* had the lowest (55 percent).

Single vs. Multi-Specialty (Tables A-5, A-7, A-8)

- *Single specialty* medical offices were generally more positive than *Multi-specialty* medical offices on all 10 patient safety culture composites.
- *Single specialty* medical offices had higher percent positive scores for all five Overall Ratings on Quality (those responding “Excellent” or “Very Good”).
- *Single specialty* medical offices had a higher percentage of respondents who gave their medical office an Overall Rating on Patient Safety of “Excellent” or “Very Good” (70 percent) than *Multi-specialty* medical offices (65 percent).

Specific Specialties (Tables A-9, A-11, A-12)

- Medical offices that only specialized in *Surgery/General Surgery* had the highest average percent positive across the composites (79 percent); *Orthopedics* had the lowest (68 percent).
- Medical offices that only specialized in *Surgery/General Surgery* had the highest percent positive scores for four of the five Overall Ratings on Quality (those responding “Excellent” or “Very Good”).
- Medical offices that only specialized in *Surgery/General Surgery* had the highest Overall Rating on Patient Safety (those responding “Excellent” or “Very Good”) (78 percent); *Pulmonary Medicine* had the lowest (63 percent).

Highlights From Appendix A: Overall Results by Medical Office Characteristics continued

Primary Care Specialties (Tables A-13, A-15, A-16)

- *Family Practice/Family Medicine* medical offices had the highest average percent positive response across the composites (75 percent); *General Practice* had the lowest (69 percent).
- *Pediatrics* had the highest percent positive scores (those responding “Excellent” or “Very Good”) on three of the five Overall Ratings on Quality. (A fourth rating was a tie.)
- *OB/GYN* medical offices had the highest Overall Rating on Patient Safety (those responding “Excellent” or “Very Good”) (71 percent); *General Practice* had the lowest (64 percent).

Ownership (Tables A-17, A-19, A-20)

- *Hospital or health system* owned medical offices had the highest average percent positive response across the composites (74 percent); *Community health centers* had the lowest (67 percent).
- *Hospital or health system* owned medical offices had the highest percent positive scores (those responding “Excellent” or “Very Good”) on three of the five Overall Ratings on Quality. (A fourth rating was a tie.)
- *Hospital or health system* owned medical offices had the highest Overall Rating on Patient Safety (those responding “Excellent” or “Very Good”) (70 percent); *Community health center* owned medical offices had the lowest (55 percent).

Geographic Region (Tables A-21, A-23, A-24)

- *South Atlantic* medical offices had the highest average percent positive response across the composites (76 percent); *Pacific* had the lowest (59 percent).
- *South Atlantic* medical offices had the highest percent positive scores (those responding “Excellent” or “Very Good”) on four of the five Overall Ratings on Quality.
- *South Atlantic* medical offices had the highest percentage of respondents who gave their medical office an Overall Rating on Patient Safety of “Excellent” or “Very Good” (72 percent). *Pacific* medical offices had the lowest (42 percent).

Highlights From Appendix B: Overall Results by Respondent Characteristics

Staff Position (Tables B-1, B-3, B-4)

- *Management* had the highest average percent positive response across the composites (84 percent); *Nurses (RN/LVN/LPN)*, *Physician Assistant/NP/Midwife/etc.*, and *Other Clinical or Clinical Support Staff* tied for the lowest (72 percent).
- *Management* had the highest percent positive scores for four of the five Overall Ratings on Quality (those responding “Excellent” or “Very Good”). (They are tied with physicians on the fifth rating.)
- *Management* had the highest percentage who gave their medical office an Overall Rating on Patient Safety of “Excellent” or “Very Good” (83 percent); *Nurses (RN/LVN/LPN)* had the lowest (65 percent).

Tenure in Medical Office (Tables B-5, B-7, B-8)

- Respondents with *less than 1 year* in their current medical office had the highest average percent positive response across the composites (77 percent); respondents with *3 years to less than 6 years* had the lowest (70 percent).
- Respondents with *less than 1 year* in their current medical office had the highest percent positive scores for three of the five Overall Ratings on Quality (those responding “Excellent” or “Very Good”).
- Respondents with *less than 1 year* or *11 years or more* in their current medical office had the highest percentage of respondents who gave their medical office an Overall Rating on Patient Safety of “Excellent” or “Very Good” (70 percent); respondents with *3 years to less than 6 years* had the lowest (64 percent).

Part II

Appendix A: Overall Results by Medical Office Characteristics

(1) Number of Providers

Note: The number of medical offices and respondents by number of providers is shown in each table. However, the precise number of medical offices and respondents corresponding to each data cell in a table will vary because medical offices may have omitted a specific survey item and because of individual nonresponse/missing data.

Table A-1. Composite-Level Average Percent Positive Response by Number of Providers – 2016 Database Medical Offices

Patient Safety Culture Composites	Number of Providers						
	1	2	3	4 to 9	10 to 13	14 to 19	20 or more
<i># Medical Offices</i>	153	203	253	594	114	77	134
<i># Respondents</i>	1,008	1,545	2,231	8,068	2,532	1,920	7,823
1. Teamwork	91%	88%	89%	87%	83%	85%	83%
2. Patient Care Tracking/Follow-up	88%	88%	88%	86%	82%	82%	79%
3. Overall Perceptions of Patient Safety and Quality	85%	83%	83%	80%	72%	75%	71%
4. Organizational Learning	84%	82%	83%	80%	73%	75%	72%
5. Staff Training	80%	77%	77%	74%	69%	71%	67%
6. Communication About Error	79%	75%	74%	70%	65%	64%	64%
7. Communication Openness	79%	73%	73%	68%	63%	63%	59%
8. Office Processes and Standardization	77%	73%	73%	68%	60%	61%	60%
9. Owner/Managing Partner/Leadership Support for Patient Safety	72%	68%	71%	69%	63%	67%	63%
10. Work Pressure and Pace	58%	53%	54%	49%	44%	43%	40%
Average Across Composites	79%	76%	77%	73%	67%	69%	66%

Table A-2. Item-level Average Percent Positive Response by Number of Providers – 2016 Database Medical Offices (Page 1 of 6)

Survey Items by Composite	Number of Providers						
	1	2	3	4 to 9	10 to 13	14 to 19	20 or more
# Medical Offices	153	203	253	594	114	77	134
# Respondents	1,008	1,545	2,231	8,068	2,532	1,920	7,823
1. Teamwork							
1. When someone in this office gets really busy, others help out. (C1)	90%	88%	89%	86%	81%	85%	82%
2. In this office, there is a good working relationship between staff and providers. (C2)	94%	90%	91%	90%	87%	88%	87%
3. In this office, we treat each other with respect. (C5)	90%	87%	88%	85%	81%	83%	82%
4. This office emphasizes teamwork in taking care of patients. (C13)	90%	87%	88%	86%	81%	83%	82%
2. Patient Care Tracking/Follow-up							
1. This office reminds patients when they need to schedule an appointment for preventive or routine care. (D3)	91%	89%	89%	87%	84%	84%	83%
2. This office documents how well our chronic-care patients follow their treatment plans. (D5)	83%	81%	83%	80%	75%	75%	71%
3. Our office follows up when we do not receive a report we are expecting from an outside provider. (D6)	88%	90%	90%	87%	82%	81%	78%
4. This office follows up with patients who need monitoring. (D9)	92%	92%	92%	90%	87%	86%	86%
3. Overall Perceptions of Patient Safety and Quality							
1. Our office processes are good at preventing mistakes that could affect patients. (F2)	91%	89%	89%	87%	78%	82%	77%
2. Mistakes happen more than they should in this office. (F3R)	87%	85%	83%	81%	72%	75%	72%
3. It is just by chance that we don't make more mistakes that affect our patients. (F4R)	84%	83%	81%	79%	74%	77%	71%
4. In this office, getting more work done is more important than quality of care. (F6R)	80%	77%	77%	73%	63%	68%	62%

Note: The item's survey location is shown after the item text. An "R" indicates a negatively worded item, where the percent positive response is based on those who responded "Strongly Disagree" or "Disagree" or "Never" or "Rarely" (depending on the response category used for the item).

Table A-2. Item-level Average Percent Positive Response by Number of Providers – 2016 Database Medical Offices (Page 2 of 6)

Survey Items by Composite	Number of Providers						
	1	2	3	4 to 9	10 to 13	14 to 19	20 or more
# Medical Offices	153	203	253	594	114	77	134
# Respondents	1,008	1,545	2,231	8,068	2,532	1,920	7,823
4. Organizational Learning							
1. When there is a problem in our office, we see if we need to change the way we do things. (F1)	87%	86%	88%	84%	79%	78%	77%
2. This office is good at changing office processes to make sure the same problems don't happen again. (F5)	84%	82%	84%	80%	72%	75%	72%
3. After this office makes changes to improve the patient care process, we check to see if the changes worked. (F7)	79%	78%	77%	76%	68%	71%	68%
5. Staff Training							
1. This office trains staff when new processes are put into place. (C4)	83%	79%	80%	77%	72%	74%	71%
2. This office makes sure staff get the on-the-job training they need. (C7)	83%	78%	79%	76%	70%	72%	70%
3. Staff in this office are asked to do tasks they haven't been trained to do. (C10R)	75%	73%	72%	70%	66%	67%	62%
6. Communication About Error							
1. Staff feel like their mistakes are held against them. (D7R)	72%	67%	65%	60%	55%	56%	53%
2. Providers and staff talk openly about office problems. (D8)	73%	66%	66%	60%	57%	52%	55%
3. In this office, we discuss ways to prevent errors from happening again. (D11)	89%	86%	85%	82%	76%	75%	77%
4. Staff are willing to report mistakes they observe in this office. (D12)	82%	82%	82%	77%	71%	73%	71%

Note: The item's survey location is shown after the item text. An "R" indicates a negatively worded item, where the percent positive response is based on those who responded "Strongly Disagree" or "Disagree" or "Never" or "Rarely" (depending on the response category used for the item).

Table A-2. Item-level Average Percent Positive Response by Number of Providers – 2016 Database Medical Offices (Page 3 of 6)

Survey Items by Composite	Number of Providers						
	1	2	3	4 to 9	10 to 13	14 to 19	20 or more
# Medical Offices	153	203	253	594	114	77	134
# Respondents	1,008	1,545	2,231	8,068	2,532	1,920	7,823
7. Communication Openness							
1. Providers in this office are open to staff ideas about how to improve office processes. (D1)	82%	77%	76%	71%	67%	65%	61%
2. Staff are encouraged to express alternative viewpoints in this office. (D2)	81%	74%	75%	70%	65%	66%	63%
3. Staff are afraid to ask questions when something does not seem right. (D4R)	83%	78%	77%	73%	67%	70%	65%
4. It is difficult to voice disagreement in this office. (D10R)	72%	63%	63%	57%	53%	51%	49%
8. Office Processes and Standardization							
1. This office is more disorganized than it should be. (C8R)	75%	70%	72%	65%	55%	54%	56%
2. We have good procedures for checking that work in this office was done correctly. (C9)	77%	78%	75%	72%	64%	66%	65%
3. We have problems with workflow in this office. (C12R)	69%	60%	59%	54%	44%	44%	42%
4. Staff in this office follow standardized processes to get tasks done. (C15)	87%	86%	86%	83%	76%	78%	77%

Note: The item's survey location is shown after the item text. An "R" indicates a negatively worded item, where the percent positive response is based on those who responded "Strongly Disagree" or "Disagree" or "Never" or "Rarely" (depending on the response category used for the item).

Table A-2. Item-level Average Percent Positive Response by Number of Providers – 2016 Database Medical Offices (Page 4 of 6)

Survey Items by Composite	Number of Providers						
	1	2	3	4 to 9	10 to 13	14 to 19	20 or more
# Medical Offices	153	203	253	594	114	77	134
# Respondents	1,008	1,545	2,231	8,068	2,532	1,920	7,823
9. Owner/Managing Partner/Leadership Support for Patient Safety							
1. They aren't investing enough resources to improve the quality of care in this office. (E1R)	56%	47%	54%	51%	47%	48%	42%
2. They overlook patient care mistakes that happen over and over. (E2R)	85%	84%	84%	82%	74%	81%	77%
3. They place a high priority on improving patient care processes. (E3)	82%	80%	82%	81%	79%	78%	77%
4. They make decisions too often based on what is best for the office rather than what is best for patients. (E4R)	64%	63%	65%	62%	53%	61%	54%
10. Work Pressure and Pace							
1. In this office, we often feel rushed when taking care of patients. (C3R)	51%	43%	41%	37%	31%	32%	29%
2. We have too many patients for the number of providers in this office. (C6R)	55%	52%	56%	50%	45%	44%	40%
3. We have enough staff to handle our patient load. (C11)	59%	53%	54%	49%	45%	43%	42%
4. This office has too many patients to be able to handle everything effectively. (C14R)	69%	63%	65%	61%	57%	53%	51%

Note: The item's survey location is shown after the item text. An "R" indicates a negatively worded item, where the percent positive response is based on those who responded "Strongly Disagree" or "Disagree" or "Never" or "Rarely" (depending on the response category used for the item).

Table A-2. Item-level Average Percent Positive Response by Number of Providers – 2016 Database Medical Offices (Page 5 of 6)

Survey Items	Number of Providers						
	1	2	3	4 to 9	10 to 13	14 to 19	20 or more
<i># Medical Offices</i>	153	203	253	594	114	77	134
<i># Respondents</i>	1,008	1,545	2,231	8,068	2,532	1,920	7,823
List of Patient Safety and Quality Issues							
Access to Care							
1. A patient was unable to get an appointment within 48 hours for an acute/serious problem. (A1)	78%	80%	80%	79%	75%	76%	73%
Patient Identification							
2. The wrong chart/medical record was used for a patient. (A2)	98%	98%	99%	98%	96%	97%	95%
Charts/Medical Records							
3. A patient's chart/medical record was not available when needed. (A3)	95%	95%	95%	93%	91%	94%	89%
4. Medical information was filed, scanned, or entered into the wrong patient's chart/medical record. (A4)	98%	97%	97%	96%	95%	95%	95%
Medical Equipment							
5. Medical equipment was not working properly or was in need of repair or replacement. (A5)	93%	92%	93%	91%	86%	87%	83%
Medication							
6. A pharmacy contacted our office to clarify or correct a prescription. (A6)	69%	65%	64%	58%	55%	59%	57%
7. A patient's medication list was not updated during his or her visit. (A7)	88%	85%	86%	82%	76%	75%	75%
Diagnostics & Tests							
8. The results from a lab or imaging test were not available when needed. (A8)	85%	84%	82%	81%	74%	79%	78%
9. A critical abnormal result from a lab or imaging test was not followed up within 1 business day. (A9)	95%	97%	96%	95%	90%	93%	91%

Note: The item's survey location is shown after the item text. An "R" indicates a negatively worded item, where the percent positive response is based on those who responded "Strongly Disagree" or "Disagree" or "Never" or "Rarely" (depending on the response category used for the item).

Table A-2. Item-level Average Percent Positive Response by Number of Providers – 2016 Database Medical Offices (Page 6 of 6)

Survey Items	Number of Providers						
	1	2	3	4 to 9	10 to 13	14 to 19	20 or more
<i># Medical Offices</i>	153	203	253	594	114	77	134
<i># Respondents</i>	1,008	1,545	2,231	8,068	2,532	1,920	7,823
Information Exchange With Other Settings							
1. Outside labs/imaging centers? (B1)	87%	85%	83%	80%	75%	76%	75%
2. Other medical offices/Outside physicians? (B2)	87%	84%	84%	79%	74%	76%	75%
3. Pharmacies? (B3)	87%	83%	85%	79%	76%	76%	76%
4. Hospitals? (B4)	90%	90%	87%	84%	80%	83%	81%

Note: The item's survey location is shown after the item text. An “R” indicates a negatively worded item, where the percent positive response is based on those who responded “Strongly Disagree” or “Disagree” or “Never” or “Rarely” (depending on the response category used for the item).

Table A-3. Item-level Average Percentages of Overall Ratings by Number of Providers – 2016 Database Medical Offices (Page 1 of 3)

Survey Items by Overall Ratings on Quality	Number of Providers						
	1	2	3	4 to 9	10 to 13	14 to 19	20 or more
# Medical Offices	153	203	253	594	114	77	134
# Respondents	1,008	1,545	2,231	8,068	2,532	1,920	7,823
1. Patient Centered - Is responsive to individual patient preferences, needs, and values. (G1a)							
Excellent or Very Good	80%	74%	77%	70%	61%	64%	59%
5 - Excellent	48%	38%	40%	35%	29%	32%	25%
4 - Very Good	32%	36%	37%	35%	32%	33%	34%
3 - Good	16%	20%	20%	24%	30%	27%	30%
2 - Fair	4%	4%	3%	5%	7%	8%	10%
1 - Poor	0%	1%	1%	1%	2%	1%	1%
2. Effective - Is based on scientific knowledge. (G1b)							
Excellent or Very Good	78%	73%	74%	70%	65%	66%	61%
5 - Excellent	43%	35%	35%	33%	28%	33%	27%
4 - Very Good	35%	38%	39%	37%	37%	33%	34%
3 - Good	19%	22%	22%	25%	29%	26%	31%
2 - Fair	3%	4%	3%	4%	5%	7%	8%
1 - Poor	0%	0%	0%	1%	1%	1%	1%

Note: Percentages may not add to 100 due to rounding.

Table A-3. Item-level Average Percentages of Overall Ratings by Number of Providers – 2016 Database Medical Offices (Page 2 of 3)

Survey Items by Overall Ratings on Quality	Number of Providers						
	1	2	3	4 to 9	10 to 13	14 to 19	20 or more
<i># Medical Offices</i>	153	203	253	594	114	77	134
<i># Respondents</i>	1,008	1,545	2,231	8,068	2,532	1,920	7,823
3. Timely - Minimizes waits and potentially harmful delays. (G1c)							
Excellent or Very Good	68%	61%	61%	55%	47%	48%	43%
5 - Excellent	35%	24%	26%	23%	18%	19%	15%
4 - Very Good	33%	36%	35%	32%	28%	29%	28%
3 - Good	20%	25%	26%	27%	31%	32%	31%
2 - Fair	9%	12%	10%	14%	17%	16%	18%
1 - Poor	3%	3%	3%	4%	6%	4%	7%
4. Efficient - Ensures cost-effective care (avoids waste, overuse, and misuse of services). (G1d)							
Excellent or Very Good	72%	68%	68%	62%	53%	51%	46%
5 - Excellent	38%	33%	31%	27%	21%	18%	16%
4 - Very Good	34%	35%	37%	34%	33%	33%	30%
3 - Good	22%	24%	25%	29%	33%	34%	35%
2 - Fair	5%	6%	5%	8%	11%	13%	16%
1 - Poor	1%	2%	1%	2%	3%	3%	3%

Note: Percentages may not add to 100 due to rounding.

Table A-3. Item-level Average Percentages of Overall Ratings by Number of Providers – 2016 Database Medical Offices (Page 3 of 3)

Survey Items by Overall Ratings on Quality	Number of Providers						
	1	2	3	4 to 9	10 to 13	14 to 19	20 or more
<i># Medical Offices</i>	153	203	253	594	114	77	134
<i># Respondents</i>	1,008	1,545	2,231	8,068	2,532	1,920	7,823
5. Equitable - Provides the same quality of care to all individuals regardless of gender, race, ethnicity, socioeconomic status, language, etc. (G1e)							
Excellent or Very Good	89%	86%	85%	83%	78%	79%	73%
5 - Excellent	67%	62%	61%	56%	51%	54%	46%
4 - Very Good	22%	23%	25%	27%	28%	25%	28%
3 - Good	8%	11%	12%	14%	17%	16%	19%
2 - Fair	2%	2%	2%	2%	3%	4%	6%
1 - Poor	0%	0%	1%	1%	2%	1%	2%

Note: Percentages may not add to 100 due to rounding.

Table A-4. Average Percentage of Respondents Giving Their Medical Office an Overall Rating on Patient Safety by Number of Providers – 2016 Database Medical Offices

Overall, how would you rate the systems and clinical processes your medical office has in place to prevent, catch, and correct problems that have the potential to affect patients? (G2)	Number of Providers						
	1	2	3	4 to 9	10 to 13	14 to 19	20 or more
<i># Medical Offices</i>	153	203	253	594	114	77	134
<i># Respondents</i>	1,008	1,545	2,231	8,068	2,532	1,920	7,823
Excellent or Very Good	79%	73%	73%	68%	60%	60%	55%
5 - Excellent	41%	35%	30%	29%	21%	23%	18%
4 - Very Good	38%	38%	42%	39%	39%	37%	37%
3 - Good	17%	21%	22%	24%	28%	28%	32%
2 - Fair	4%	5%	5%	6%	10%	10%	11%
1 - Poor	0%	0%	1%	1%	2%	1%	2%

Note: Percentages may not add to 100 due to rounding.

Appendix A: Overall Results by Medical Office Characteristics

(2) Single vs. Multi-specialty

Note: The number of medical offices and respondents by Single vs. Multi-specialty is shown in each table. However, the precise number of medical offices and respondents corresponding to each data cell in a table will vary because medical offices may have omitted a specific survey item and because of individual nonresponse/missing data.

**Table A-5. Composite-Level Average Percent Positive Response by Single vs. Multi-Specialty – 2016
Database Medical Offices**

Patient Safety Culture Composites	Single vs. Multi-Specialty		
	Single Specialty	Multi-Specialty	
	<i># Medical Offices</i>	1,177	351
	<i># Respondents</i>	15,155	9,972
1. Teamwork	87%	86%	
2. Patient Care Tracking/Follow-up	86%	84%	
3. Overall Perceptions of Patient Safety and Quality	80%	79%	
4. Organizational Learning	80%	78%	
5. Staff Training	76%	72%	
6. Communication About Error	71%	70%	
7. Communication Openness	69%	68%	
8. Office Processes and Standardization	69%	68%	
9. Owner/Managing Partner/Leadership Support for Patient Safety	70%	63%	
10. Work Pressure and Pace	50%	48%	
Average Across Composites	74%	72%	

Table A-6. Item-level Average Percent Positive Response by Single vs. Multi-Specialty – 2016 Database Medical Offices (Page 1 of 6)

Survey Items by Composite	Single vs. Multi-Specialty	
	Single Specialty	Multi-Specialty
# Medical Offices	1,177	351
# Respondents	15,155	9,972
1. Teamwork		
1. When someone in this office gets really busy, others help out. (C1)	87%	84%
2. In this office, there is a good working relationship between staff and providers. (C2)	90%	89%
3. In this office, we treat each other with respect. (C5)	86%	85%
4. This office emphasizes teamwork in taking care of patients. (C13)	87%	84%
2. Patient Care Tracking/Follow-up		
1. This office reminds patients when they need to schedule an appointment for preventive or routine care. (D3)	88%	87%
2. This office documents how well our chronic-care patients follow their treatment plans. (D5)	80%	79%
3. Our office follows up when we do not receive a report we are expecting from an outside provider. (D6)	87%	82%
4. This office follows up with patients who need monitoring. (D9)	91%	88%
3. Overall Perceptions of Patient Safety and Quality		
1. Our office processes are good at preventing mistakes that could affect patients. (F2)	87%	85%
2. Mistakes happen more than they should in this office. (F3R)	80%	82%
3. It is just by chance that we don't make more mistakes that affect our patients. (F4R)	80%	79%
4. In this office, getting more work done is more important than quality of care. (F6R)	75%	69%

Note: The item's survey location is shown after the item text. An "R" indicates a negatively worded item, where the percent positive response is based on those who responded "Strongly Disagree" or "Disagree" or "Never" or "Rarely" (depending on the response category used for the item).

Table A-6. Item-level Average Percent Positive Response by Single vs. Multi-Specialty – 2016 Database Medical Offices (Page 2 of 6)

Survey Items by Composite	Single vs. Multi-Specialty	
	Single Specialty	Multi-Specialty
# Medical Offices	1,177	351
# Respondents	15,155	9,972
4. Organizational Learning		
1. When there is a problem in our office, we see if we need to change the way we do things. (F1)	84%	83%
2. This office is good at changing office processes to make sure the same problems don't happen again. (F5)	80%	79%
3. After this office makes changes to improve the patient care process, we check to see if the changes worked. (F7)	76%	73%
5. Staff Training		
1. This office trains staff when new processes are put into place. (C4)	78%	74%
2. This office makes sure staff get the on-the-job training they need. (C7)	77%	74%
3. Staff in this office are asked to do tasks they haven't been trained to do. (C10R)	71%	66%
6. Communication About Error		
1. Staff feel like their mistakes are held against them. (D7R)	63%	57%
2. Providers and staff talk openly about office problems. (D8)	62%	63%
3. In this office, we discuss ways to prevent errors from happening again. (D11)	83%	82%
4. Staff are willing to report mistakes they observe in this office. (D12)	78%	77%

Note: The item's survey location is shown after the item text. An "R" indicates a negatively worded item, where the percent positive response is based on those who responded "Strongly Disagree" or "Disagree" or "Never" or "Rarely" (depending on the response category used for the item).

Table A-6. Item-level Average Percent Positive Response by Single vs. Multi-Specialty – 2016 Database Medical Offices (Page 3 of 6)

Survey Items by Composite	Single vs. Multi-Specialty	
	Single Specialty	Multi-Specialty
# Medical Offices	1,177	351
# Respondents	15,155	9,972
7. Communication Openness		
1. Providers in this office are open to staff ideas about how to improve office processes. (D1)	72%	73%
2. Staff are encouraged to express alternative viewpoints in this office. (D2)	71%	71%
3. Staff are afraid to ask questions when something does not seem right. (D4R)	75%	72%
4. It is difficult to voice disagreement in this office. (D10R)	59%	57%
8. Office Processes and Standardization		
1. This office is more disorganized than it should be. (C8R)	66%	66%
2. We have good procedures for checking that work in this office was done correctly. (C9)	73%	70%
3. We have problems with workflow in this office. (C12R)	55%	54%
4. Staff in this office follow standardized processes to get tasks done. (C15)	83%	82%

Note: The item's survey location is shown after the item text. An "R" indicates a negatively worded item, where the percent positive response is based on those who responded "Strongly Disagree" or "Disagree" or "Never" or "Rarely" (depending on the response category used for the item).

Table A-6. Item-level Average Percent Positive Response by Single vs. Multi-Specialty – 2016 Database Medical Offices (Page 4 of 6)

Survey Items by Composite	Single vs. Multi-Specialty	
	Single Specialty	Multi-Specialty
# Medical Offices	1,177	351
# Respondents	15,155	9,972
9. Owner/Managing Partner/Leadership Support for Patient Safety		
1. They aren't investing enough resources to improve the quality of care in this office. (E1R)	52%	44%
2. They overlook patient care mistakes that happen over and over. (E2R)	83%	78%
3. They place a high priority on improving patient care processes. (E3)	81%	79%
4. They make decisions too often based on what is best for the office rather than what is best for patients. (E4R)	64%	53%
10. Work Pressure and Pace		
1. In this office, we often feel rushed when taking care of patients. (C3R)	39%	38%
2. We have too many patients for the number of providers in this office. (C6R)	51%	48%
3. We have enough staff to handle our patient load. (C11)	50%	48%
4. This office has too many patients to be able to handle everything effectively. (C14R)	62%	58%

Note: The item's survey location is shown after the item text. An "R" indicates a negatively worded item, where the percent positive response is based on those who responded "Strongly Disagree" or "Disagree" or "Never" or "Rarely" (depending on the response category used for the item).

Table A-6. Item-level Average Percent Positive Response by Single vs. Multi-Specialty – 2016 Database Medical Offices (Page 5 of 6)

Survey Items	Single vs. Multi-Specialty	
	Single Specialty	Multi-Specialty
# Medical Offices	1,177	351
# Respondents	15,155	9,972
List of Patient Safety and Quality Issues		
Access to Care		
1. A patient was unable to get an appointment within 48 hours for an acute/serious problem. (A1)	79%	75%
Patient Identification		
2. The wrong chart/medical record was used for a patient. (A2)	98%	98%
Charts/Medical Records		
3. A patient's chart/medical record was not available when needed. (A3)	93%	94%
4. Medical information was filed, scanned, or entered into the wrong patient's chart/medical record. (A4)	96%	97%
Medical Equipment		
5. Medical equipment was not working properly or was in need of repair or replacement. (A5)	91%	89%
Medication		
6. A pharmacy contacted our office to clarify or correct a prescription. (A6)	63%	54%
7. A patient's medication list was not updated during his or her visit. (A7)	83%	78%
Diagnostics & Tests		
8. The results from a lab or imaging test were not available when needed. (A8)	82%	79%
9. A critical abnormal result from a lab or imaging test was not followed up within 1 business day. (A9)	95%	93%

Note: For items A1-A9 and B1-B4, the percent positive response is based on those who responded “Not in the past 12 months,” “Once or twice in the past 12 months,” or “Several times in the past 12 months.”

Table A-6. Item-level Average Percent Positive Response by Single vs. Multi-Specialty – 2016 Database Medical Offices (Page 6 of 6)

Survey Items	Single vs. Multi-Specialty	
	Single Specialty	Multi-Specialty
<i># Medical Offices</i>	1,177	351
<i># Respondents</i>	15,155	9,972
Information Exchange With Other Settings		
1. Outside labs/imaging centers? (B1)	81%	79%
2. Other medical offices/Outside physicians? (B2)	81%	79%
3. Pharmacies? (B3)	81%	79%
4. Hospitals? (B4)	86%	85%

Note: For items A1-A9 and B1-B4, the percent positive response is based on those who responded “Not in the past 12 months,” “Once or twice in the past 12 months,” or “Several times in the past 12 months.”

Table A-7. Item-level Average Percentages of Overall Ratings by Single vs. Multi-Specialty – 2016 Database Medical Offices (Page 1 of 3)

Survey Items by Overall Ratings on Quality	Single vs. Multi-Specialty	
	Single Specialty	Multi-Specialty
<i># Medical Offices</i>	1,177	351
<i># Respondents</i>	15,155	9,972
1. Patient Centered - Is responsive to individual patient preferences, needs, and values. (G1a)		
Excellent or Very Good	72%	66%
5 – Excellent	38%	31%
4 - Very Good	34%	35%
3 – Good	22%	27%
2 – Fair	5%	6%
1 – Poor	1%	1%
2. Effective - Is based on scientific knowledge. (G1b)		
Excellent or Very Good	72%	63%
5 – Excellent	36%	27%
4 - Very Good	37%	36%
3 – Good	23%	30%
2 – Fair	4%	5%
1 - Poor	1%	1%

Note: Percentages may not add to 100 due to rounding.

Table A-7. Item-level Average Percentages of Overall Ratings by Single vs. Multi-Specialty – 2016 Database Medical Offices (Page 2 of 3)

Survey Items by Overall Ratings on Quality	Single vs. Multi-Specialty	
	Single Specialty	Multi-Specialty
<i># Medical Offices</i>	1,177	351
<i># Respondents</i>	15,155	9,972
3. Timely - Minimizes waits and potentially harmful delays. (G1c)		
Excellent or Very Good	57%	52%
5 - Excellent	24%	20%
4 - Very Good	33%	32%
3 - Good	26%	30%
2 - Fair	13%	13%
1 - Poor	4%	4%
4. Efficient - Ensures cost-effective care (avoids waste, overuse, and misuse of services). (G1d)		
Excellent or Very Good	63%	58%
5 - Excellent	29%	24%
4 - Very Good	34%	33%
3 - Good	27%	31%
2 - Fair	8%	9%
1 - Poor	2%	2%

Note: Percentages may not add to 100 due to rounding.

Table A-7. Item-level Average Percentages of Overall Ratings by Single vs. Multi-Specialty – 2016 Database Medical Offices (Page 3 of 3)

Survey Items by Overall Ratings on Quality	Single vs. Multi-Specialty	
	Single Specialty	Multi-Specialty
# Medical Offices	1,177	351
# Respondents	15,155	9,972
5. Equitable - Provides the same quality of care to all individuals regardless of gender, race, ethnicity, socioeconomic status, language, etc. (G1e)		
Excellent or Very Good	84%	79%
5 - Excellent	59%	51%
4 - Very Good	25%	28%
3 - Good	13%	16%
2 - Fair	3%	3%
1 - Poor	1%	1%

Note: Percentages may not add to 100 due to rounding.

Table A-8. Average Percentage of Respondents Giving Their Medical Office an Overall Rating on Patient Safety by Single vs. Multi-Specialty – 2016 Database Medical Offices

Overall, how would you rate the systems and clinical processes your medical office has in place to prevent, catch, and correct problems that have the potential to affect patients? (G2)	Single vs. Multi-Specialty	
	Single Specialty	Multi-Specialty
<i># Medical Offices</i>	1,177	351
<i># Respondents</i>	15,155	9,972
Excellent or Very Good	70%	65%
5 - Excellent	31%	26%
4 - Very Good	39%	39%
3 - Good	23%	26%
2 - Fair	6%	8%
1 - Poor	1%	1%

Note: Percentages may not add to 100 due to rounding.

Appendix A: Overall Results by Medical Office Characteristics

(3) Specific Specialties

Note: The number of medical offices and respondents by specialty is shown in each table. However, the precise number of medical offices and respondents corresponding to each data cell in a table will vary because medical offices may have omitted a specific survey item and because of individual nonresponse/missing data. Specialties listed had at least 20 medical offices.

Table A-9. Composite-Level Average Percent Positive Response by Specific Specialties – 2016 Database Medical Offices

Patient Safety Culture Composites	Specific Specialties								
	Cardiology	Endocrinology	Hematology/Oncology	Neurology	Orthopedics	Physical Medicine	Pulmonary Medicine	Surgery/Gen. Surg.	Urology
<i># Medical Offices</i>	52	20	55	29	42	34	28	53	26
<i># Respondents</i>	806	195	857	305	543	419	280	505	219
1. Teamwork	88%	86%	87%	86%	82%	87%	88%	90%	86%
2. Patient Care Tracking/Follow-up	88%	89%	91%	83%	84%	83%	86%	90%	90%
3. Overall Perceptions of Patient Safety and Quality	76%	83%	82%	80%	75%	72%	74%	87%	84%
4. Organizational Learning	76%	79%	79%	85%	74%	75%	75%	83%	78%
5. Staff Training	75%	78%	74%	75%	69%	71%	72%	78%	81%
6. Communication About Error	66%	74%	72%	69%	63%	76%	67%	78%	72%
7. Communication Openness	65%	74%	67%	68%	62%	72%	65%	73%	73%
8. Office Processes and Standardization	68%	69%	68%	70%	61%	63%	63%	76%	71%
9. Owner/Managing Partner/Leadership Support for Patient Safety	65%	71%	68%	70%	68%	65%	63%	76%	73%
10. Work Pressure and Pace	43%	51%	50%	50%	46%	51%	46%	61%	56%
Average Across Composites	71%	75%	74%	74%	68%	72%	70%	79%	76%

Note: Specialties are listed for single-specialty offices only and represent non-primary care specialties with at least 20 medical offices in the database.

Table A-10. Item-level Average Percent Positive Response by Specific Specialties – 2016 Database Medical Offices (Page 1 of 6)

Survey Items by Composite	Specific Specialties								
	Cardiology	Endocrinology	Hematology/Oncology	Neurology	Orthopedics	Physical Medicine	Pulmonary Medicine	Surgery/Gen. Surg.	Urology
# Medical Offices	52	20	55	29	42	34	28	53	26
# Respondents	806	195	857	305	543	419	280	505	219
1. Teamwork									
1. When someone in this office gets really busy, others help out. (C1)	87%	85%	86%	86%	81%	89%	87%	90%	84%
2. In this office, there is a good working relationship between staff and providers. (C2)	91%	89%	90%	90%	88%	86%	94%	93%	89%
3. In this office, we treat each other with respect. (C5)	85%	84%	84%	82%	78%	89%	85%	89%	83%
4. This office emphasizes teamwork in taking care of patients. (C13)	89%	87%	88%	86%	79%	85%	87%	87%	87%
2. Patient Care Tracking/Follow-up									
1. This office reminds patients when they need to schedule an appointment for preventive or routine care. (D3)	90%	89%	92%	89%	84%	84%	90%	88%	93%
2. This office documents how well our chronic-care patients follow their treatment plans. (D5)	79%	89%	83%	72%	75%	85%	81%	84%	83%
3. Our office follows up when we do not receive a report we are expecting from an outside provider. (D6)	91%	86%	93%	87%	89%	83%	85%	91%	87%
4. This office follows up with patients who need monitoring. (D9)	93%	91%	95%	86%	91%	82%	87%	96%	93%
3. Overall Perceptions of Patient Safety and Quality									
1. Our office processes are good at preventing mistakes that could affect patients. (F2)	82%	87%	84%	85%	83%	78%	79%	90%	94%
2. Mistakes happen more than they should in this office. (F3R)	78%	83%	84%	80%	70%	71%	74%	86%	80%
3. It is just by chance that we don't make more mistakes that affect our patients. (F4R)	76%	85%	82%	77%	75%	76%	74%	87%	80%
4. In this office, getting more work done is more important than quality of care. (F6R)	66%	79%	79%	76%	72%	62%	70%	85%	82%

Note: The item's survey location is shown after the item text. An "R" indicates a negatively worded item, where the percent positive response is based on those who responded "Strongly Disagree" or "Disagree" or "Never" or "Rarely" (depending on the response category used for the item). Specialties are listed for single-specialty offices only and represent non-primary care specialties with at least 20 medical offices in the database.

Table A-10. Item-level Average Percent Positive Response by Specific Specialties – 2016 Database Medical Offices (Page 2 of 6)

Survey Items by Composite	Specific Specialties								
	Cardiology	Endocrinology	Hematology/Oncology	Neurology	Orthopedics	Physical Medicine	Pulmonary Medicine	Surgery/Gen. Surg.	Urology
# Medical Offices	52	20	55	29	42	34	28	53	26
# Respondents	806	195	857	305	543	419	280	505	219
4. Organizational Learning									
1. When there is a problem in our office, we see if we need to change the way we do things. (F1)	79%	83%	84%	86%	78%	82%	81%	86%	84%
2. This office is good at changing office processes to make sure the same problems don't happen again. (F5)	76%	77%	76%	84%	74%	70%	75%	84%	81%
3. After this office makes changes to improve the patient care process, we check to see if the changes worked. (F7)	72%	76%	76%	83%	69%	72%	71%	79%	71%
5. Staff Training									
1. This office trains staff when new processes are put into place. (C4)	79%	79%	75%	78%	70%	77%	76%	81%	84%
2. This office makes sure staff get the on-the-job training they need. (C7)	76%	80%	76%	79%	70%	69%	73%	79%	82%
3. Staff in this office are asked to do tasks they haven't been trained to do. (C10R)	70%	75%	69%	68%	66%	68%	67%	75%	76%
6. Communication About Error									
1. Staff feel like their mistakes are held against them. (D7R)	59%	69%	65%	60%	58%	69%	58%	69%	62%
2. Providers and staff talk openly about office problems. (D8)	53%	64%	62%	61%	51%	66%	56%	66%	65%
3. In this office, we discuss ways to prevent errors from happening again. (D11)	81%	87%	83%	84%	74%	83%	78%	90%	84%
4. Staff are willing to report mistakes they observe in this office. (D12)	73%	78%	78%	72%	72%	80%	75%	86%	77%

Note: The item's survey location is shown after the item text. An "R" indicates a negatively worded item, where the percent positive response is based on those who responded "Strongly Disagree" or "Disagree" or "Never" or "Rarely" (depending on the response category used for the item). Specialties are listed for single-specialty offices only and represent non-primary care specialties with at least 20 medical offices in the database.

Table A-10. Item-level Average Percent Positive Response by Specific Specialties – 2016 Database Medical Offices (Page 3 of 6)

Survey Items by Composite	Specific Specialties								
	Cardi-ology	Endo-crinology	Hematology/Oncology	Neurology	Ortho-pedics	Physical Medicine	Pulmonary Medicine	Surgery/Gen. Surg.	Urology
# Medical Offices	52	20	55	29	42	34	28	53	26
# Respondents	806	195	857	305	543	419	280	505	219
7. Communication Openness									
1. Providers in this office are open to staff ideas about how to improve office processes. (D1)	65%	72%	69%	75%	66%	78%	66%	73%	74%
2. Staff are encouraged to express alternative viewpoints in this office. (D2)	65%	75%	69%	73%	65%	72%	68%	74%	78%
3. Staff are afraid to ask questions when something does not seem right. (D4R)	71%	77%	74%	69%	68%	78%	69%	82%	77%
4. It is difficult to voice disagreement in this office. (D10R)	60%	71%	57%	60%	48%	62%	56%	64%	64%
8. Office Processes and Standardization									
1. This office is more disorganized than it should be. (C8R)	65%	69%	65%	57%	57%	57%	63%	75%	69%
2. We have good procedures for checking that work in this office was done correctly. (C9)	73%	72%	71%	77%	65%	68%	68%	79%	71%
3. We have problems with workflow in this office. (C12R)	49%	54%	52%	60%	47%	49%	45%	60%	62%
4. Staff in this office follow standardized processes to get tasks done. (C15)	83%	79%	82%	88%	74%	78%	76%	87%	84%

Note: The item's survey location is shown after the item text. An "R" indicates a negatively worded item, where the percent positive response is based on those who responded "Strongly Disagree" or "Disagree" or "Never" or "Rarely" (depending on the response category used for the item). Specialties are listed for single-specialty offices only and represent non-primary care specialties with at least 20 medical offices in the database.

Table A-10. Item-level Average Percent Positive Response by Specific Specialties – 2016 Database Medical Offices (Page 4 of 6)

Survey Items by Composite	Specific Specialties								
	Cardiology	Endocrinology	Hematology/Oncology	Neurology	Orthopedics	Physical Medicine	Pulmonary Medicine	Surgery/Gen. Surg.	Urology
# Medical Offices	52	20	55	29	42	34	28	53	26
# Respondents	806	195	857	305	543	419	280	505	219
9. Owner/Managing Partner/Leadership Support for Patient Safety									
1. They aren't investing enough resources to improve the quality of care in this office. (E1R)	49%	56%	47%	54%	48%	48%	49%	60%	54%
2. They overlook patient care mistakes that happen over and over. (E2R)	77%	81%	84%	82%	80%	80%	80%	91%	82%
3. They place a high priority on improving patient care processes. (E3)	79%	85%	78%	79%	81%	77%	72%	83%	85%
4. They make decisions too often based on what is best for the office rather than what is best for patients. (E4R)	55%	62%	61%	67%	62%	54%	52%	69%	71%
10. Work Pressure and Pace									
1. In this office, we often feel rushed when taking care of patients. (C3R)	36%	42%	39%	47%	32%	35%	36%	48%	43%
2. We have too many patients for the number of providers in this office. (C6R)	45%	46%	52%	43%	46%	52%	45%	62%	59%
3. We have enough staff to handle our patient load. (C11)	38%	49%	50%	50%	47%	57%	50%	62%	56%
4. This office has too many patients to be able to handle everything effectively. (C14R)	54%	67%	61%	61%	59%	59%	53%	73%	65%

Note: The item's survey location is shown after the item text. An "R" indicates a negatively worded item, where the percent positive response is based on those who responded "Strongly Disagree" or "Disagree" or "Never" or "Rarely" (depending on the response category used for the item). Specialties are listed for single-specialty offices only and represent non-primary care specialties with at least 20 medical offices in the database.

Table A-10. Item-level Average Percent Positive Response by Specific Specialties – 2016 Database Medical Offices (Page 5 of 6)

Survey Items	Specific Specialties									
	Cardiology	Endocrinology	Hematology/Oncology	Neurology	Orthopedics	Physical Medicine	Pulmonary Medicine	Surgery/Gen. Surg.	Urology	
# Medical Offices	52	20	55	29	42	34	28	53	26	
# Respondents	806	195	857	305	543	419	280	505	219	
List of Patient Safety and Quality Issues										
Access to Care										
1. A patient was unable to get an appointment within 48 hours for an acute/serious problem. (A1)	76%	69%	89%	64%	80%	77%	73%	88%	87%	
Patient Identification										
2. The wrong chart/medical record was used for a patient. (A2)	97%	99%	97%	98%	96%	97%	98%	98%	99%	
Charts/Medical Records										
3. A patient's chart/medical record was not available when needed. (A3)	93%	95%	91%	96%	92%	85%	91%	94%	96%	
4. Medical information was filed, scanned, or entered into the wrong patient's chart/medical record. (A4)	96%	98%	94%	97%	94%	96%	95%	97%	99%	
Medical Equipment										
5. Medical equipment was not working properly or was in need of repair or replacement. (A5)	87%	97%	89%	95%	91%	90%	87%	94%	95%	
Medication										
6. A pharmacy contacted our office to clarify or correct a prescription. (A6)	62%	55%	77%	68%	77%	92%	54%	79%	75%	
7. A patient's medication list was not updated during his or her visit. (A7)	79%	85%	85%	86%	83%	90%	83%	91%	87%	
Diagnostics & Tests										
8. The results from a lab or imaging test were not available when needed. (A8)	78%	81%	79%	81%	82%	85%	76%	85%	85%	
9. A critical abnormal result from a lab or imaging test was not followed up within 1 business day. (A9)	92%	97%	96%	94%	95%	89%	94%	97%	93%	

Note: For items A1-A9 and B1-B4, the percent positive response is based on those who responded “Not in the past 12 months,” “Once or twice in the past 12 months,” or “Several times in the past 12 months.” Specialties are listed for single-specialty offices only and represent non-primary care specialties with at least 20 medical offices in the database.

Table A-10. Item-level Average Percent Positive Response by Specific Specialties – 2016 Database Medical Offices (Page 6 of 6)

Survey Items	Specific Specialties								
	Cardi-ology	Endo-crinology	Hematology/Oncology	Neurology	Ortho-pedics	Physical Medicine	Pulmonary Medicine	Surgery/Gen. Surg.	Urology
<i># Medical Offices</i>	52	20	55	29	42	34	28	53	26
<i># Respondents</i>	806	195	857	305	543	419	280	505	219
Information Exchange With Other Settings									
1. Outside labs/imaging centers? (B1)	76%	65%	83%	77%	85%	87%	80%	79%	82%
2. Other medical offices/Outside physicians? (B2)	77%	68%	84%	80%	84%	74%	79%	80%	87%
3. Pharmacies? (B3)	76%	71%	88%	82%	91%	94%	81%	92%	89%
4. Hospitals? (B4)	78%	82%	90%	85%	89%	88%	87%	88%	92%

Note: For items A1-A9 and B1-B4, the percent positive response is based on those who responded “Not in the past 12 months,” “Once or twice in the past 12 months,” or “Several times in the past 12 months.” Specialties are listed for single-specialty offices only and represent non-primary care specialties with at least 20 medical offices in the database.

Table A-11. Item-level Average Percentages of Overall Ratings by Specific Specialties – 2016 Database Medical Offices (Page 1 of 3)

Survey Items by Overall Ratings on Quality	Specific Specialties								
	Cardi-ology	Endo-crinology	Hematology/Oncology	Neurology	Ortho-pedics	Physical Medicine	Pulmonary Medicine	Surgery/Gen. Surg.	Urology
# Medical Offices	52	20	55	29	42	34	28	53	26
# Respondents	806	195	857	305	543	419	280	505	219
1. Patient Centered - Is responsive to individual patient preferences, needs, and values. (G1a)									
Excellent or Very Good	67%	76%	80%	73%	69%	71%	71%	82%	66%
5 - Excellent	34%	42%	46%	36%	33%	41%	37%	45%	30%
4 - Very Good	34%	34%	34%	36%	36%	30%	34%	36%	36%
3 - Good	23%	19%	17%	21%	25%	24%	23%	15%	31%
2 - Fair	8%	3%	3%	5%	4%	4%	6%	3%	3%
1 - Poor	2%	1%	0%	2%	2%	1%	0%	0%	0%
2. Effective - Is based on scientific knowledge. (G1b)									
Excellent or Very Good	68%	75%	79%	66%	66%	74%	74%	80%	73%
5 - Excellent	33%	45%	45%	31%	29%	37%	31%	46%	33%
4 - Very Good	35%	30%	34%	35%	37%	37%	43%	34%	40%
3 - Good	25%	20%	17%	28%	28%	21%	23%	18%	22%
2 - Fair	4%	4%	4%	5%	5%	5%	3%	2%	5%
1 - Poor	2%	0%	0%	1%	0%	1%	0%	0%	0%

Note: Specialties are listed for single-specialty offices only and represent non-primary care specialties with at least 20 medical offices in the database. Percentages may not add to 100 due to rounding.

Table A-11. Item-level Average Percentages of Overall Ratings by Specific Specialties – 2016 Database Medical Offices (Page 2 of 3)

Survey Items by Overall Ratings on Quality	Specific Specialties								
	Cardi-ology	Endo-crinology	Hematology/Oncology	Neurology	Ortho-pedics	Physical Medicine	Pulmonary Medicine	Surgery/Gen. Surg.	Urology
# Medical Offices	52	20	55	29	42	34	28	53	26
# Respondents	806	195	857	305	543	419	280	505	219
3. Timely - Minimizes waits and potentially harmful delays. (G1c)									
Excellent or Very Good	52%	62%	62%	52%	48%	60%	52%	62%	55%
5 - Excellent	22%	31%	28%	28%	18%	30%	17%	28%	22%
4 - Very Good	30%	30%	34%	24%	30%	30%	35%	34%	33%
3 - Good	25%	19%	23%	27%	27%	28%	30%	21%	29%
2 - Fair	19%	15%	11%	17%	18%	10%	14%	13%	13%
1 - Poor	4%	4%	4%	4%	6%	2%	3%	3%	4%
4. Efficient - Ensures cost-effective care (avoids waste, overuse, and misuse of services). (G1d)									
Excellent or Very Good	57%	67%	65%	62%	57%	64%	65%	73%	56%
5 - Excellent	24%	37%	29%	30%	25%	29%	28%	39%	22%
4 - Very Good	33%	31%	36%	32%	32%	34%	37%	33%	33%
3 - Good	31%	27%	26%	27%	29%	25%	25%	22%	37%
2 - Fair	10%	5%	6%	9%	11%	9%	6%	4%	6%
1 - Poor	2%	0%	2%	3%	4%	2%	4%	1%	2%

Note: Specialties are listed for single-specialty offices only and represent non-primary care specialties with at least 20 medical offices in the database. Percentages may not add to 100 due to rounding.

Table A-11. Item-level Average Percentages of Overall Ratings by Specific Specialties – 2016 Database Medical Offices (Page 3 of 3)

Survey Items by Overall Ratings on Quality	Specific Specialties								
	Cardiology	Endocrinology	Hematology/Oncology	Neurology	Orthopedics	Physical Medicine	Pulmonary Medicine	Surgery/Gen. Surg.	Urology
# Medical Offices	52	20	55	29	42	34	28	53	26
# Respondents	806	195	857	305	543	419	280	505	219
5. Equitable - Provides the same quality of care to all individuals regardless of gender, race, ethnicity, socioeconomic status, language, etc. (G1e)									
Excellent or Very Good	82%	88%	85%	88%	76%	83%	87%	89%	86%
5 - Excellent	54%	61%	61%	65%	49%	61%	56%	68%	62%
4 - Very Good	29%	27%	25%	23%	27%	22%	31%	21%	23%
3 - Good	15%	10%	11%	9%	17%	15%	11%	8%	14%
2 - Fair	2%	2%	4%	2%	5%	1%	2%	2%	1%
1 - Poor	1%	0%	0%	1%	2%	1%	0%	1%	0%

Note: Specialties are listed for single-specialty offices only and represent non-primary care specialties with at least 20 medical offices in the database. Percentages may not add to 100 due to rounding.

Table A-12. Average Percentage of Respondents Giving Their Medical Office an Overall Rating on Patient Safety by Specific Specialties – 2016 Database Medical Offices

Overall, how would you rate the systems and clinical processes your medical office has in place to prevent, catch, and correct problems that have the potential to affect patients? (G2)	Specific Specialties								
	Cardiology	Endocrinology	Hematology/Oncology	Neurology	Orthopedics	Physical Medicine	Pulmonary Medicine	Surgery/Gen. Surg.	Urology
# Medical Offices	52	20	55	29	42	34	28	53	26
# Respondents	806	195	857	305	543	419	280	505	219
Excellent or Very Good	65%	73%	72%	73%	64%	66%	63%	78%	64%
5 - Excellent	26%	38%	30%	31%	25%	33%	24%	40%	27%
4 - Very Good	39%	35%	42%	42%	39%	32%	39%	38%	37%
3 - Good	28%	16%	20%	20%	25%	26%	28%	16%	32%
2 - Fair	5%	9%	6%	6%	10%	8%	8%	5%	4%
1 - Poor	2%	1%	1%	1%	2%	1%	1%	1%	1%

Note: Specialties are listed for single-specialty offices only and represent non-primary care specialties with at least 20 medical offices in the database. Percentages may not add to 100 due to rounding.

Appendix A: Overall Results by Medical Office Characteristics

(4) Primary Care Specialties

Note: The number of medical offices and respondents by primary care specialty is shown in each table. However, the precise number of medical offices and respondents corresponding to each data cell in a table will vary because medical offices may have omitted a specific survey item and because of individual nonresponse/missing data.

**Table A-13. Composite-Level Average Percent Positive Response by Primary Care Specialties – 2016
Database Medical Offices**

Patient Safety Culture Composites	Primary Care Specialties				
	Family Pract./ Family Med.	General Pract.	Internal Med.	OB/GYN	Pediatrics
<i># Medical Offices</i>	290	15	99	90	100
<i># Respondents</i>	4,132	177	1,679	890	1,615
1. Teamwork	87%	84%	85%	87%	90%
2. Patient Care Tracking/Follow-up	85%	77%	84%	88%	82%
3. Overall Perceptions of Patient Safety and Quality	81%	74%	79%	81%	84%
4. Organizational Learning	81%	74%	80%	80%	82%
5. Staff Training	77%	73%	75%	75%	76%
6. Communication About Error	72%	66%	68%	71%	69%
7. Communication Openness	71%	66%	67%	68%	67%
8. Office Processes and Standardization	69%	63%	68%	69%	69%
9. Owner/Managing Partner/Leadership Support for Patient Safety	72%	62%	69%	74%	71%
10. Work Pressure and Pace	50%	49%	51%	50%	53%
Average Across Composites	75%	69%	73%	74%	74%

Table A-14. Item-level Average Percent Positive Response by Primary Care Specialties – 2016 Database Medical Offices (Page 1 of 6)

Survey Items by Composite	Primary Care Specialties				
	Family Pract./ Family Med.	General Pract.	Internal Med.	OB/GYN	Pediatrics
# Medical Offices	290	15	99	90	100
# Respondents	4,132	177	1,679	890	1,615
1. Teamwork					
1. When someone in this office gets really busy, others help out. (C1)	87%	82%	85%	85%	91%
2. In this office, there is a good working relationship between staff and providers. (C2)	90%	91%	90%	90%	90%
3. In this office, we treat each other with respect. (C5)	86%	77%	82%	86%	88%
4. This office emphasizes teamwork in taking care of patients. (C13)	86%	86%	84%	87%	89%
2. Patient Care Tracking/Follow-up					
1. This office reminds patients when they need to schedule an appointment for preventive or routine care. (D3)	86%	83%	86%	89%	82%
2. This office documents how well our chronic-care patients follow their treatment plans. (D5)	79%	54%	79%	82%	74%
3. Our office follows up when we do not receive a report we are expecting from an outside provider. (D6)	85%	85%	86%	89%	82%
4. This office follows up with patients who need monitoring. (D9)	90%	85%	87%	93%	91%
3. Overall Perceptions of Patient Safety and Quality					
1. Our office processes are good at preventing mistakes that could affect patients. (F2)	87%	85%	85%	87%	90%
2. Mistakes happen more than they should in this office. (F3R)	81%	68%	79%	81%	84%
3. It is just by chance that we don't make more mistakes that affect our patients. (F4R)	79%	72%	77%	80%	83%
4. In this office, getting more work done is more important than quality of care. (F6R)	76%	72%	74%	75%	79%

Note: The item's survey location is shown after the item text. An "R" indicates a negatively worded item, where the percent positive response is based on those who responded "Strongly Disagree" or "Disagree" or "Never" or "Rarely" (depending on the response category used for the item).

Table A-14. Item-level Average Percent Positive Response by Primary Care Specialties – 2016 Database Medical Offices (Page 2 of 6)

Survey Items by Composite	Primary Care Specialties				
	Family Pract./ Family Med.	General Pract.	Internal Med.	OB/GYN	Pediatrics
# Medical Offices	290	15	99	90	100
# Respondents	4,132	177	1,679	890	1,615
4. Organizational Learning					
1. When there is a problem in our office, we see if we need to change the way we do things. (F1)	85%	77%	85%	84%	87%
2. This office is good at changing office processes to make sure the same problems don't happen again. (F5)	82%	77%	79%	81%	83%
3. After this office makes changes to improve the patient care process, we check to see if the changes worked. (F7)	77%	68%	76%	76%	75%
5. Staff Training					
1. This office trains staff when new processes are put into place. (C4)	80%	79%	77%	78%	79%
2. This office makes sure staff get the on-the-job training they need. (C7)	78%	75%	77%	77%	77%
3. Staff in this office are asked to do tasks they haven't been trained to do. (C10R)	73%	65%	69%	72%	73%
6. Communication About Error					
1. Staff feel like their mistakes are held against them. (D7R)	63%	55%	59%	63%	62%
2. Providers and staff talk openly about office problems. (D8)	65%	51%	57%	58%	58%
3. In this office, we discuss ways to prevent errors from happening again. (D11)	83%	80%	81%	83%	82%
4. Staff are willing to report mistakes they observe in this office. (D12)	79%	76%	74%	81%	76%

Note: The item's survey location is shown after the item text. An "R" indicates a negatively worded item, where the percent positive response is based on those who responded "Strongly Disagree" or "Disagree" or "Never" or "Rarely" (depending on the response category used for the item).

Table A-14. Item-level Average Percent Positive Response by Primary Care Specialties – 2016 Database Medical Offices (Page 3 of 6)

Survey Items by Composite	Primary Care Specialties				
	Family Pract./ Family Med.	General Pract.	Internal Med.	OB/GYN	Pediatrics
# Medical Offices	290	15	99	90	100
# Respondents	4,132	177	1,679	890	1,615
7. Communication Openness					
1. Providers in this office are open to staff ideas about how to improve office processes. (D1)	75%	76%	69%	68%	68%
2. Staff are encouraged to express alternative viewpoints in this office. (D2)	75%	69%	69%	69%	69%
3. Staff are afraid to ask questions when something does not seem right. (D4R)	75%	67%	72%	76%	73%
4. It is difficult to voice disagreement in this office. (D10R)	60%	53%	56%	59%	59%
8. Office Processes and Standardization					
1. This office is more disorganized than it should be. (C8R)	65%	55%	64%	66%	66%
2. We have good procedures for checking that work in this office was done correctly. (C9)	73%	70%	72%	75%	73%
3. We have problems with workflow in this office. (C12R)	54%	47%	52%	56%	55%
4. Staff in this office follow standardized processes to get tasks done. (C15)	84%	82%	82%	81%	82%

Note: The item's survey location is shown after the item text. An "R" indicates a negatively worded item, where the percent positive response is based on those who responded "Strongly Disagree" or "Disagree" or "Never" or "Rarely" (depending on the response category used for the item).

Table A-14. Item-level Average Percent Positive Response by Primary Care Specialties – 2016 Database Medical Offices (Page 4 of 6)

Survey Items by Composite	Primary Care Specialties				
	Family Pract./ Family Med.	General Pract.	Internal Med.	OB/GYN	Pediatrics
<i># Medical Offices</i>	290	15	99	90	100
<i># Respondents</i>	4,132	177	1,679	890	1,615
9. Owner/Managing Partner/Leadership Support for Patient Safety					
1. They aren't investing enough resources to improve the quality of care in this office. (E1R)	55%	38%	47%	56%	53%
2. They overlook patient care mistakes that happen over and over. (E2R)	83%	77%	84%	85%	84%
3. They place a high priority on improving patient care processes. (E3)	84%	80%	82%	82%	81%
4. They make decisions too often based on what is best for the office rather than what is best for patients. (E4R)	67%	60%	63%	71%	64%
10. Work Pressure and Pace					
1. In this office, we often feel rushed when taking care of patients. (C3R)	36%	34%	43%	39%	39%
2. We have too many patients for the number of providers in this office. (C6R)	53%	52%	51%	49%	54%
3. We have enough staff to handle our patient load. (C11)	48%	50%	51%	50%	54%
4. This office has too many patients to be able to handle everything effectively. (C14R)	63%	59%	61%	63%	66%

Note: The item's survey location is shown after the item text. An "R" indicates a negatively worded item, where the percent positive response is based on those who responded "Strongly Disagree" or "Disagree" or "Never" or "Rarely" (depending on the response category used for the item).

Table A-14. Item-level Average Percent Positive Response by Primary Care Specialties – 2016 Database Medical Offices (Page 5 of 6)

Survey Items	Primary Care Specialties				
	Family Pract./ Family Med.	General Pract.	Internal Med.	OB/GYN	Pediatrics
<i># Medical Offices</i>	290	15	99	90	100
<i># Respondents</i>	4,132	177	1,679	890	1,615
List of Patient Safety and Quality Issues					
Access to Care					
1. A patient was unable to get an appointment within 48 hours for an acute/serious problem. (A1)	78%	89%	76%	77%	85%
Patient Identification					
2. The wrong chart/medical record was used for a patient. (A2)	97%	98%	96%	97%	98%
Charts/Medical Records					
3. A patient's chart/medical record was not available when needed. (A3)	93%	97%	95%	90%	93%
4. Medical information was filed, scanned, or entered into the wrong patient's chart/medical record. (A4)	95%	95%	94%	95%	97%
Medical Equipment					
5. Medical equipment was not working properly or was in need of repair or replacement. (A5)	91%	96%	91%	91%	91%
Medication					
6. A pharmacy contacted our office to clarify or correct a prescription. (A6)	53%	52%	56%	69%	61%
7. A patient's medication list was not updated during his or her visit. (A7)	78%	78%	81%	85%	81%
Diagnostics & Tests					
8. The results from a lab or imaging test were not available when needed. (A8)	78%	83%	79%	85%	83%
9. A critical abnormal result from a lab or imaging test was not followed up within 1 business day. (A9)	94%	98%	93%	93%	95%

Note: For items A1-A9 and B1-B4, the percent positive response is based on those who responded “Not in the past 12 months,” “Once or twice in the past 12 months,” or “Several times in the past 12 months.”

Table A-14. Item-level Average Percent Positive Response by Primary Care Specialties – 2016 Database Medical Offices (Page 6 of 6)

Survey Items	Primary Care Specialties				
	Family Pract./ Family Med.	General Pract.	Internal Med.	OB/GYN	Pediatrics
<i># Medical Offices</i>	290	15	99	90	100
<i># Respondents</i>	4,132	177	1,679	890	1,615
Information Exchange With Other Settings					
1. Outside labs/imaging centers? (B1)	78%	88%	78%	85%	78%
2. Other medical offices/Outside physicians? (B2)	77%	87%	79%	85%	80%
3. Pharmacies? (B3)	73%	87%	73%	86%	82%
4. Hospitals? (B4)	80%	91%	82%	91%	83%

Note: For items A1-A9 and B1-B4, the percent positive response is based on those who responded “Not in the past 12 months,” “Once or twice in the past 12 months,” or “Several times in the past 12 months.”

Table A-15. Item-level Average Percentages of Overall Ratings by Primary Care Specialties – 2016 Database Medical Offices (Page 1 of 3)

Survey Items by Overall Ratings on Quality	Primary Care Specialties				
	Family Pract./ Family Med.	General Pract.	Internal Med.	OB/GYN	Pediatrics
# Medical Offices	290	15	99	90	100
# Respondents	4,132	177	1,679	890	1,615
1. Patient Centered - Is responsive to individual patient preferences, needs, and values. (G1a)					
Excellent or Very Good	72%	68%	68%	71%	74%
5 - Excellent	36%	30%	34%	38%	38%
4 - Very Good	36%	38%	34%	34%	37%
3 - Good	23%	27%	24%	23%	20%
2 - Fair	5%	4%	7%	5%	5%
1 - Poor	1%	1%	1%	1%	0%
2. Effective - Is based on scientific knowledge. (G1b)					
Excellent or Very Good	72%	63%	64%	72%	79%
5 - Excellent	33%	34%	31%	39%	40%
4 - Very Good	39%	30%	34%	33%	39%
3 - Good	23%	32%	29%	23%	19%
2 - Fair	4%	4%	6%	5%	2%
1 - Poor	1%	1%	0%	0%	0%

Note: Percentages may not add to 100 due to rounding.

Table A-15. Item-level Average Percentages of Overall Ratings by Primary Care Specialties – 2016 Database Medical Offices (Page 2 of 3)

Survey Items by Overall Ratings on Quality	Primary Care Specialties				
	Family Pract./ Family Med.	General Pract.	Internal Med.	OB/GYN	Pediatrics
# Medical Offices	290	15	99	90	100
# Respondents	4,132	177	1,679	890	1,615
3. Timely - Minimizes waits and potentially harmful delays. (G1c)					
Excellent or Very Good	58%	59%	56%	50%	59%
5 - Excellent	24%	29%	24%	22%	25%
4 - Very Good	34%	31%	32%	29%	34%
3 - Good	27%	31%	26%	26%	26%
2 - Fair	12%	5%	14%	17%	13%
1 - Poor	4%	4%	4%	7%	2%
4. Efficient - Ensures cost-effective care (avoids waste, overuse, and misuse of services). (G1d)					
Excellent or Very Good	65%	59%	60%	61%	60%
5 - Excellent	29%	27%	27%	28%	24%
4 - Very Good	36%	32%	33%	33%	36%
3 - Good	26%	29%	28%	28%	30%
2 - Fair	7%	9%	10%	8%	9%
1 - Poor	2%	2%	2%	2%	1%

Note: Percentages may not add to 100 due to rounding.

Table A-15. Item-level Average Percentages of Overall Ratings by Primary Care Specialties – 2016 Database Medical Offices (Page 3 of 3)

Survey Items by Overall Ratings on Quality	Primary Care Specialties				
	Family Pract./ Family Med.	General Pract.	Internal Med.	OB/GYN	Pediatrics
# Medical Offices	290	15	99	90	100
# Respondents	4,132	177	1,679	890	1,615
5. Equitable - Provides the same quality of care to all individuals regardless of gender, race, ethnicity, socioeconomic status, language, etc. (G1e)					
Excellent or Very Good	84%	79%	80%	83%	86%
5 - Excellent	58%	51%	53%	60%	59%
4 - Very Good	26%	28%	26%	23%	26%
3 - Good	12%	16%	16%	14%	12%
2 - Fair	2%	3%	3%	2%	2%
1 - Poor	1%	2%	1%	1%	1%

Note: Percentages may not add to 100 due to rounding.

Table A-16. Average Percentage of Respondents Giving Their Medical Office an Overall Rating on Patient Safety by Primary Care Specialties – 2016 Database Medical Offices

Overall, how would you rate the systems and clinical processes your medical office has in place to prevent, catch, and correct problems that have the potential to affect patients? (G2)	Primary Care Specialties				
	Family Pract./ Family Med.	General Pract.	Internal Med.	OB/GYN	Pediatrics
<i># Medical Offices</i>	290	15	99	90	100
<i># Respondents</i>	4,132	177	1,679	890	1,615
Excellent or Very Good	70%	64%	66%	71%	69%
5 - Excellent	30%	24%	28%	33%	29%
4 - Very Good	40%	40%	38%	38%	40%
3 - Good	24%	28%	24%	22%	25%
2 - Fair	6%	6%	9%	6%	6%
1 - Poor	1%	2%	1%	1%	0%

Note: Percentages may not add to 100 due to rounding.

Appendix A: Overall Results by Medical Office Characteristics

(5) Ownership

Note: The number of medical offices and respondents by ownership is shown in each table. However, the precise number of medical offices and respondents corresponding to each data cell in a table will vary because medical offices may have omitted a specific survey item and because of individual nonresponse/missing data.

Table A-17. Composite-Level Average Percent Positive Response by Ownership – 2016 Database Medical Offices

Patient Safety Culture Composites	Ownership				
	Community Health Center	Federal, State, or Local Govt.	Hospital or Health System	Provider(s) and/or Physician(s)	University/ Medical School/ Academic Medical Institution
<i># Medical Offices</i>	45	22	1,312	12	137
<i># Respondents</i>	488	133	22,498	171	1,837
1. Teamwork	81%	84%	88%	87%	84%
2. Patient Care Tracking/Follow-up	79%	87%	86%	83%	81%
3. Overall Perceptions of Patient Safety and Quality	69%	80%	81%	77%	76%
4. Organizational Learning	77%	74%	80%	79%	75%
5. Staff Training	73%	76%	75%	72%	72%
6. Communication About Error	66%	70%	71%	67%	71%
7. Communication Openness	65%	70%	69%	68%	69%
8. Office Processes and Standardization	66%	75%	69%	70%	65%
9. Owner/Managing Partner/Leadership Support for Patient Safety	53%	60%	70%	73%	66%
10. Work Pressure and Pace	41%	53%	50%	49%	47%
Average Across Composites	67%	73%	74%	73%	71%

Table A-18. Item-level Average Percent Positive Response by Ownership – 2016 Database Medical Offices (Page 1 of 6)

Survey Items by Composite	Ownership				
	Community Health Center	Federal, State, or Local Govt.	Hospital or Health System	Provider(s) and/or Physician(s)	University/ Medical School/ Academic Medical Institution
# Medical Offices	45	22	1,312	12	137
# Respondents	488	133	22,498	171	1,837
1. Teamwork					
1. When someone in this office gets really busy, others help out. (C1)	78%	82%	87%	84%	84%
2. In this office, there is a good working relationship between staff and providers. (C2)	83%	88%	91%	89%	86%
3. In this office, we treat each other with respect. (C5)	83%	84%	86%	87%	84%
4. This office emphasizes teamwork in taking care of patients. (C13)	78%	80%	87%	87%	81%
2. Patient Care Tracking/Follow-up					
1. This office reminds patients when they need to schedule an appointment for preventive or routine care. (D3)	85%	89%	88%	86%	86%
2. This office documents how well our chronic-care patients follow their treatment plans. (D5)	73%	81%	80%	79%	76%
3. Our office follows up when we do not receive a report we are expecting from an outside provider. (D6)	74%	91%	87%	79%	80%
4. This office follows up with patients who need monitoring. (D9)	84%	87%	91%	90%	85%
3. Overall Perceptions of Patient Safety and Quality					
1. Our office processes are good at preventing mistakes that could affect patients. (F2)	79%	85%	87%	83%	81%
2. Mistakes happen more than they should in this office. (F3R)	73%	83%	82%	74%	76%
3. It is just by chance that we don't make more mistakes that affect our patients. (F4R)	63%	84%	81%	75%	75%
4. In this office, getting more work done is more important than quality of care. (F6R)	61%	70%	74%	76%	70%

Note: The item's survey location is shown after the item text. An "R" indicates a negatively worded item, where the percent positive response is based on those who responded "Strongly Disagree" or "Disagree" or "Never" or "Rarely" (depending on the response category used for the item).

Table A-18. Item-level Average Percent Positive Response by Ownership – 2016 Database Medical Offices (Page 2 of 6)

Survey Items by Composite	Ownership				
	Community Health Center	Federal, State, or Local Govt.	Hospital or Health System	Provider(s) and/or Physician(s)	University/ Medical School/ Academic Medical Institution
# Medical Offices	45	22	1,312	12	137
# Respondents	488	133	22,498	171	1,837
4. Organizational Learning					
1. When there is a problem in our office, we see if we need to change the way we do things. (F1)	81%	75%	85%	85%	80%
2. This office is good at changing office processes to make sure the same problems don't happen again. (F5)	75%	77%	81%	80%	76%
3. After this office makes changes to improve the patient care process, we check to see if the changes worked. (F7)	75%	69%	76%	71%	70%
5. Staff Training					
1. This office trains staff when new processes are put into place. (C4)	75%	78%	78%	74%	76%
2. This office makes sure staff get the on-the-job training they need. (C7)	77%	73%	77%	74%	71%
3. Staff in this office are asked to do tasks they haven't been trained to do. (C10R)	66%	76%	70%	68%	68%
6. Communication About Error					
1. Staff feel like their mistakes are held against them. (D7R)	52%	66%	62%	55%	64%
2. Providers and staff talk openly about office problems. (D8)	63%	59%	62%	56%	62%
3. In this office, we discuss ways to prevent errors from happening again. (D11)	77%	78%	83%	78%	80%
4. Staff are willing to report mistakes they observe in this office. (D12)	72%	79%	78%	77%	78%

Note: The item's survey location is shown after the item text. An "R" indicates a negatively worded item, where the percent positive response is based on those who responded "Strongly Disagree" or "Disagree" or "Never" or "Rarely" (depending on the response category used for the item).

Table A-18. Item-level Average Percent Positive Response by Ownership – 2016 Database Medical Offices (Page 3 of 6)

Survey Items by Composite	Ownership				
	Community Health Center	Federal, State, or Local Govt.	Hospital or Health System	Provider(s) and/or Physician(s)	University/ Medical School/ Academic Medical Institution
# Medical Offices	45	22	1,312	12	137
# Respondents	488	133	22,498	171	1,837
7. Communication Openness					
1. Providers in this office are open to staff ideas about how to improve office processes. (D1)	69%	72%	73%	70%	69%
2. Staff are encouraged to express alternative viewpoints in this office. (D2)	66%	67%	72%	71%	69%
3. Staff are afraid to ask questions when something does not seem right. (D4R)	71%	80%	74%	72%	75%
4. It is difficult to voice disagreement in this office. (D10R)	55%	61%	59%	58%	61%
8. Office Processes and Standardization					
1. This office is more disorganized than it should be. (C8R)	63%	73%	66%	72%	62%
2. We have good procedures for checking that work in this office was done correctly. (C9)	71%	78%	73%	72%	68%
3. We have problems with workflow in this office. (C12R)	51%	66%	55%	56%	49%
4. Staff in this office follow standardized processes to get tasks done. (C15)	79%	83%	83%	78%	80%

Note: The item's survey location is shown after the item text. An "R" indicates a negatively worded item, where the percent positive response is based on those who responded "Strongly Disagree" or "Disagree" or "Never" or "Rarely" (depending on the response category used for the item).

Table A-18. Item-level Average Percent Positive Response by Ownership – 2016 Database Medical Offices (Page 4 of 6)

Survey Items by Composite	Ownership				
	Community Health Center	Federal, State, or Local Govt.	Hospital or Health System	Provider(s) and/or Physician(s)	University/ Medical School/ Academic Medical Institution
# Medical Offices	45	22	1,312	12	137
# Respondents	488	133	22,498	171	1,837
9. Owner/Managing Partner/Leadership Support for Patient Safety					
1. They aren't investing enough resources to improve the quality of care in this office. (E1R)	28%	35%	51%	56%	48%
2. They overlook patient care mistakes that happen over and over. (E2R)	63%	80%	83%	79%	80%
3. They place a high priority on improving patient care processes. (E3)	75%	77%	81%	84%	76%
4. They make decisions too often based on what is best for the office rather than what is best for patients. (E4R)	46%	47%	62%	71%	60%
10. Work Pressure and Pace					
1. In this office, we often feel rushed when taking care of patients. (C3R)	34%	43%	39%	47%	35%
2. We have too many patients for the number of providers in this office. (C6R)	38%	58%	51%	45%	47%
3. We have enough staff to handle our patient load. (C11)	42%	54%	50%	40%	47%
4. This office has too many patients to be able to handle everything effectively. (C14R)	48%	58%	62%	66%	60%

Note: The item's survey location is shown after the item text. An "R" indicates a negatively worded item, where the percent positive response is based on those who responded "Strongly Disagree" or "Disagree" or "Never" or "Rarely" (depending on the response category used for the item).

Table A-18. Item-level Average Percent Positive Response by Ownership – 2016 Database Medical Offices (Page 5 of 6)

Survey Items	Ownership				
	Community Health Center	Federal, State, or Local Govt.	Hospital or Health System	Provider(s) and/or Physician(s)	University/ Medical School/ Academic Medical Institution
# Medical Offices	45	22	1,312	12	137
# Respondents	488	133	22,498	171	1,837
List of Patient Safety and Quality Issues					
Access to Care					
1. A patient was unable to get an appointment within 48 hours for an acute/serious problem. (A1)	72%	79%	78%	90%	81%
Patient Identification					
2. The wrong chart/medical record was used for a patient. (A2)	96%	97%	98%	97%	99%
Charts/Medical Records					
3. A patient's chart/medical record was not available when needed. (A3)	93%	96%	94%	90%	94%
4. Medical information was filed, scanned, or entered into the wrong patient's chart/medical record. (A4)	94%	97%	96%	89%	97%
Medical Equipment					
5. Medical equipment was not working properly or was in need of repair or replacement. (A5)	83%	95%	91%	92%	86%
Medication					
6. A pharmacy contacted our office to clarify or correct a prescription. (A6)	47%	62%	61%	69%	65%
7. A patient's medication list was not updated during his or her visit. (A7)	74%	78%	83%	80%	80%
Diagnostics & Tests					
8. The results from a lab or imaging test were not available when needed. (A8)	68%	82%	82%	70%	80%
9. A critical abnormal result from a lab or imaging test was not followed up within 1 business day. (A9)	84%	95%	95%	94%	91%

Note: For items A1-A9 and B1-B4, the percent positive response is based on those who responded “Not in the past 12 months,” “Once or twice in the past 12 months,” or “Several times in the past 12 months.”

Table A-18. Item-level Average Percent Positive Response by Ownership – 2016 Database Medical Offices (Page 6 of 6)

Survey Items	Ownership				
	Community Health Center	Federal, State, or Local Govt.	Hospital or Health System	Provider(s) and/or Physician(s)	University/ Medical School/ Academic Medical Institution
<i># Medical Offices</i>	45	22	1,312	12	137
<i># Respondents</i>	488	133	22,498	171	1,837
Information Exchange With Other Settings					
1. Outside labs/imaging centers? (B1)	68%	88%	81%	82%	78%
2. Other medical offices/Outside physicians? (B2)	65%	86%	81%	77%	77%
3. Pharmacies? (B3)	70%	74%	81%	85%	81%
4. Hospitals? (B4)	67%	91%	86%	82%	83%

Note: For items A1-A9 and B1-B4, the percent positive response is based on those who responded “Not in the past 12 months,” “Once or twice in the past 12 months,” or “Several times in the past 12 months.”

Table A-19. Item-level Average Percentages of Overall Ratings by Ownership – 2016 Database Medical Offices (Page 1 of 3)

Survey Items by Overall Ratings on Quality	Ownership				
	Community Health Center	Federal, State, or Local Govt.	Hospital or Health System	Provider(s) and/or Physician(s)	University/ Medical School/ Academic Medical Institution
# Medical Offices	45	22	1,312	12	137
# Respondents	488	133	22,498	171	1,837
1. Patient Centered - Is responsive to individual patient preferences, needs, and values. (G1a)					
Excellent or Very Good	52%	69%	72%	66%	63%
5 - Excellent	23%	31%	37%	30%	30%
4 - Very Good	29%	38%	35%	36%	32%
3 - Good	37%	25%	22%	27%	28%
2 - Fair	9%	6%	5%	7%	8%
1 - Poor	2%	0%	1%	0%	1%
2. Effective - Is based on scientific knowledge. (G1b)					
Excellent or Very Good	49%	72%	72%	63%	64%
5 - Excellent	19%	27%	35%	27%	30%
4 - Very Good	30%	45%	37%	36%	34%
3 - Good	39%	26%	24%	31%	27%
2 - Fair	9%	2%	4%	6%	7%
1 - Poor	3%	0%	1%	0%	1%

Note: Percentages may not add to 100 due to rounding.

Table A-19. Item-level Average Percentages of Overall Ratings by Ownership – 2016 Database Medical Offices (Page 2 of 3)

Survey Items by Overall Ratings on Quality	Ownership				
	Community Health Center	Federal, State, or Local Govt.	Hospital or Health System	Provider(s) and/or Physician(s)	University/ Medical School/ Academic Medical Institution
# Medical Offices	45	22	1,312	12	137
# Respondents	488	133	22,498	171	1,837
3. Timely - Minimizes waits and potentially harmful delays. (G1c)					
Excellent or Very Good	44%	59%	57%	50%	50%
5 - Excellent	15%	19%	24%	15%	22%
4 - Very Good	29%	40%	33%	35%	29%
3 - Good	36%	24%	26%	31%	29%
2 - Fair	16%	12%	13%	13%	15%
1 - Poor	4%	5%	4%	7%	6%
4. Efficient - Ensures cost-effective care (avoids waste, overuse, and misuse of services). (G1d)					
Excellent or Very Good	45%	58%	64%	62%	53%
5 - Excellent	18%	19%	29%	18%	22%
4 - Very Good	27%	39%	35%	45%	31%
3 - Good	41%	33%	27%	26%	33%
2 - Fair	11%	7%	8%	9%	11%
1 - Poor	3%	2%	2%	3%	3%

Note: Percentages may not add to 100 due to rounding.

Table A-19. Item-level Average Percentages of Overall Ratings by Ownership – 2016 Database Medical Offices (Page 3 of 3)

Survey Items by Overall Ratings on Quality	Ownership				
	Community Health Center	Federal, State, or Local Govt.	Hospital or Health System	Provider(s) and/or Physician(s)	University/ Medical School/ Academic Medical Institution
# Medical Offices	45	22	1,312	12	137
# Respondents	488	133	22,498	171	1,837
5. Equitable - Provides the same quality of care to all individuals regardless of gender, race, ethnicity, socioeconomic status, language, etc. (G1e)					
Excellent or Very Good	75%	80%	84%	79%	79%
5 - Excellent	45%	53%	59%	52%	51%
4 - Very Good	31%	27%	25%	27%	27%
3 - Good	21%	18%	13%	15%	16%
2 - Fair	2%	2%	3%	5%	4%
1 - Poor	1%	0%	1%	1%	1%

Note: Percentages may not add to 100 due to rounding.

Table A-20. Average Percentage of Respondents Giving Their Medical Office an Overall Rating on Patient Safety by Ownership – 2016 Database Medical Offices

Overall, how would you rate the systems and clinical processes your medical office has in place to prevent, catch, and correct problems that have the potential to affect patients? (G2)	Ownership				
	Community Health Center	Federal, State, or Local Govt.	Hospital or Health System	Provider(s) and/or Physician(s)	University/ Medical School/ Academic Medical Institution
# Medical Offices	45	22	1,312	12	137
# Respondents	488	133	22,498	171	1,837
Excellent or Very Good	55%	60%	70%	67%	61%
5 - Excellent	18%	22%	30%	18%	26%
4 - Very Good	37%	38%	39%	49%	35%
3 - Good	32%	36%	23%	26%	28%
2 - Fair	12%	2%	6%	7%	9%
1 - Poor	1%	1%	1%	1%	2%

Note: Percentages may not add to 100 due to rounding.

Appendix A: Overall Results by Medical Office Characteristics

(6) Region

Note: The number of medical offices and respondents by region is shown in each table. However, the precise number of medical offices and respondents corresponding to each data cell in a table will vary because medical offices may have omitted a specific survey item and because of individual nonresponse/missing data.

States are categorized into regions as follows:

- New England/Mid-Atlantic: CT, MA, ME, NH, RI, VT/NJ, NY, PA
- South Atlantic: DC, DE, FL, GA, MD, NC, SC, VA, WV
- East North Central: IL, IN, MI, OH, WI
- West North Central: IA, KS, MN, MO, ND, NE, SD
- South Central: AL, AR, KY, LA, MS, OK, TN, TX
- Mountain: AZ, CO, ID, MT, NM, NV, UT, WY
- Pacific: AK, CA, HI, OR, WA

Table A-21. Composite-Level Average Percent Positive Response by Region – 2016 Database Medical Offices

Patient Safety Culture Composites	Region						
	New England/ Mid-Atlantic	South Atlantic	East North Central	West North Central	South Central	Mountain	Pacific
<i># Medical Offices</i>	97	885	303	67	139	25	12
<i># Respondents</i>	2,229	11,561	6,825	514	2,504	318	1,176
1. Teamwork	86%	89%	84%	82%	84%	85%	75%
2. Patient Care Tracking/Follow-up	82%	87%	84%	83%	86%	82%	78%
3. Overall Perceptions of Patient Safety and Quality	77%	83%	76%	74%	77%	78%	62%
4. Organizational Learning	75%	83%	76%	72%	76%	77%	69%
5. Staff Training	71%	78%	69%	68%	71%	70%	64%
6. Communication About Error	68%	73%	69%	68%	68%	71%	58%
7. Communication Openness	66%	71%	66%	68%	66%	68%	51%
8. Office Processes and Standardization	64%	72%	67%	61%	66%	66%	54%
9. Owner/Managing Partner/Leadership Support for Patient Safety	64%	73%	61%	63%	63%	68%	50%
10. Work Pressure and Pace	43%	52%	47%	43%	48%	56%	30%
Average Across Composites	70%	76%	70%	68%	71%	72%	59%

Table A-22. Item-level Average Percent Positive Response by Region – 2016 Database Medical Offices (Page 1 of 6)

Survey Items by Composite	Region						
	New England/ Mid-Atlantic	South Atlantic	East North Central	West North Central	South Central	Mountain	Pacific
# Medical Offices	97	885	303	67	139	25	12
# Respondents	2,229	11,561	6,825	514	2,504	318	1,176
1. Teamwork							
1. When someone in this office gets really busy, others help out. (C1)	85%	89%	82%	79%	84%	85%	75%
2. In this office, there is a good working relationship between staff and providers. (C2)	87%	92%	87%	89%	89%	91%	77%
3. In this office, we treat each other with respect. (C5)	86%	88%	84%	80%	82%	82%	74%
4. This office emphasizes teamwork in taking care of patients. (C13)	85%	89%	81%	79%	83%	83%	72%
2. Patient Care Tracking/Follow-up							
1. This office reminds patients when they need to schedule an appointment for preventive or routine care. (D3)	85%	88%	87%	85%	88%	88%	81%
2. This office documents how well our chronic-care patients follow their treatment plans. (D5)	75%	81%	79%	74%	79%	71%	70%
3. Our office follows up when we do not receive a report we are expecting from an outside provider. (D6)	81%	88%	83%	86%	87%	80%	75%
4. This office follows up with patients who need monitoring. (D9)	87%	91%	89%	87%	90%	89%	85%
3. Overall Perceptions of Patient Safety and Quality							
1. Our office processes are good at preventing mistakes that could affect patients. (F2)	81%	89%	83%	82%	83%	83%	72%
2. Mistakes happen more than they should in this office. (F3R)	82%	83%	78%	76%	76%	73%	66%
3. It is just by chance that we don't make more mistakes that affect our patients. (F4R)	78%	82%	76%	73%	79%	77%	58%
4. In this office, getting more work done is more important than quality of care. (F6R)	68%	77%	67%	66%	71%	78%	51%

Note: The item's survey location is shown after the item text. An "R" indicates a negatively worded item, where the percent positive response is based on those who responded "Strongly Disagree" or "Disagree" or "Never" or "Rarely" (depending on the response category used for the item).

Table A-22. Item-level Average Percent Positive Response by Region – 2016 Database Medical Offices (Page 2 of 6)

Survey Items by Composite	Region						
	New England/ Mid-Atlantic	South Atlantic	East North Central	West North Central	South Central	Mountain	Pacific
# Medical Offices	97	885	303	67	139	25	12
# Respondents	2,229	11,561	6,825	514	2,504	318	1,176
4. Organizational Learning							
1. When there is a problem in our office, we see if we need to change the way we do things. (F1)	79%	87%	81%	79%	79%	82%	73%
2. This office is good at changing office processes to make sure the same problems don't happen again. (F5)	77%	83%	76%	74%	77%	79%	69%
3. After this office makes changes to improve the patient care process, we check to see if the changes worked. (F7)	70%	79%	69%	64%	72%	71%	64%
5. Staff Training							
1. This office trains staff when new processes are put into place. (C4)	75%	81%	72%	72%	73%	68%	71%
2. This office makes sure staff get the on-the-job training they need. (C7)	72%	80%	71%	69%	73%	68%	67%
3. Staff in this office are asked to do tasks they haven't been trained to do. (C10R)	66%	74%	64%	64%	68%	74%	54%
6. Communication About Error							
1. Staff feel like their mistakes are held against them. (D7R)	58%	64%	56%	59%	61%	68%	45%
2. Providers and staff talk openly about office problems. (D8)	59%	64%	62%	58%	56%	61%	51%
3. In this office, we discuss ways to prevent errors from happening again. (D11)	81%	85%	80%	78%	78%	80%	75%
4. Staff are willing to report mistakes they observe in this office. (D12)	74%	79%	77%	77%	75%	74%	63%

Note: The item's survey location is shown after the item text. An "R" indicates a negatively worded item, where the percent positive response is based on those who responded "Strongly Disagree" or "Disagree" or "Never" or "Rarely" (depending on the response category used for the item).

Table A-22. Item-level Average Percent Positive Response by Region – 2016 Database Medical Offices (Page 3 of 6)

Survey Items by Composite	Region						
	New England/ Mid-Atlantic	South Atlantic	East North Central	West North Central	South Central	Mountain	Pacific
# Medical Offices	97	885	303	67	139	25	12
# Respondents	2,229	11,561	6,825	514	2,504	318	1,176
7. Communication Openness							
1. Providers in this office are open to staff ideas about how to improve office processes. (D1)	70%	74%	70%	71%	69%	72%	53%
2. Staff are encouraged to express alternative viewpoints in this office. (D2)	66%	74%	68%	70%	64%	74%	53%
3. Staff are afraid to ask questions when something does not seem right. (D4R)	72%	75%	71%	76%	74%	72%	53%
4. It is difficult to voice disagreement in this office. (D10R)	57%	61%	55%	53%	58%	55%	44%
8. Office Processes and Standardization							
1. This office is more disorganized than it should be. (C8R)	61%	68%	64%	59%	63%	65%	49%
2. We have good procedures for checking that work in this office was done correctly. (C9)	66%	76%	70%	64%	68%	64%	61%
3. We have problems with workflow in this office. (C12R)	49%	57%	52%	46%	53%	58%	34%
4. Staff in this office follow standardized processes to get tasks done. (C15)	80%	85%	81%	76%	79%	78%	72%

Note: The item's survey location is shown after the item text. An "R" indicates a negatively worded item, where the percent positive response is based on those who responded "Strongly Disagree" or "Disagree" or "Never" or "Rarely" (depending on the response category used for the item).

Table A-22. Item-level Average Percent Positive Response by Region – 2016 Database Medical Offices (Page 4 of 6)

Survey Items by Composite	Region						
	New England/ Mid-Atlantic	South Atlantic	East North Central	West North Central	South Central	Mountain	Pacific
# Medical Offices	97	885	303	67	139	25	12
# Respondents	2,229	11,561	6,825	514	2,504	318	1,176
9. Owner/Managing Partner/Leadership Support for Patient Safety							
1. They aren't investing enough resources to improve the quality of care in this office. (E1R)	41%	56%	42%	40%	43%	55%	29%
2. They overlook patient care mistakes that happen over and over. (E2R)	82%	85%	77%	80%	80%	75%	61%
3. They place a high priority on improving patient care processes. (E3)	74%	84%	76%	76%	76%	84%	69%
4. They make decisions too often based on what is best for the office rather than what is best for patients. (E4R)	59%	68%	49%	55%	53%	59%	41%
10. Work Pressure and Pace							
1. In this office, we often feel rushed when taking care of patients. (C3R)	33%	42%	35%	27%	37%	44%	25%
2. We have too many patients for the number of providers in this office. (C6R)	41%	52%	48%	47%	50%	50%	22%
3. We have enough staff to handle our patient load. (C11)	43%	52%	48%	43%	47%	61%	36%
4. This office has too many patients to be able to handle everything effectively. (C14R)	55%	64%	59%	57%	57%	69%	37%

Note: The item's survey location is shown after the item text. An "R" indicates a negatively worded item, where the percent positive response is based on those who responded "Strongly Disagree" or "Disagree" or "Never" or "Rarely" (depending on the response category used for the item).

Table A-22. Item-level Average Percent Positive Response by Region – 2016 Database Medical Offices (Page 5 of 6)

Survey Items	Region						
	New England/ Mid-Atlantic	South Atlantic	East North Central	West North Central	South Central	Mountain	Pacific
# Medical Offices	97	885	303	67	139	25	12
# Respondents	2,229	11,561	6,825	514	2,504	318	1,176
List of Patient Safety and Quality Issues							
Access to Care							
1. A patient was unable to get an appointment within 48 hours for an acute/serious problem. (A1)	77%	78%	79%	76%	80%	75%	51%
Patient Identification							
2. The wrong chart/medical record was used for a patient. (A2)	96%	98%	98%	97%	97%	98%	94%
Charts/Medical Records							
3. A patient's chart/medical record was not available when needed. (A3)	91%	94%	94%	92%	93%	87%	71%
4. Medical information was filed, scanned, or entered into the wrong patient's chart/medical record. (A4)	94%	96%	98%	96%	95%	93%	89%
Medical Equipment							
5. Medical equipment was not working properly or was in need of repair or replacement. (A5)	87%	92%	89%	88%	89%	92%	74%
Medication							
6. A pharmacy contacted our office to clarify or correct a prescription. (A6)	65%	62%	57%	55%	61%	55%	44%
7. A patient's medication list was not updated during his or her visit. (A7)	79%	84%	80%	78%	84%	74%	65%
Diagnostics & Tests							
8. The results from a lab or imaging test were not available when needed. (A8)	79%	82%	83%	71%	81%	78%	74%
9. A critical abnormal result from a lab or imaging test was not followed up within 1 business day. (A9)	93%	95%	92%	93%	94%	93%	90%

Note: For items A1-A9 and B1-B4, the percent positive response is based on those who responded “Not in the past 12 months,” “Once or twice in the past 12 months,” or “Several times in the past 12 months.”

Table A-22. Item-level Average Percent Positive Response by Region – 2016 Database Medical Offices (Page 6 of 6)

Survey Items	Region						
	New England/ Mid-Atlantic	South Atlantic	East North Central	West North Central	South Central	Mountain	Pacific
<i># Medical Offices</i>	97	885	303	67	139	25	12
<i># Respondents</i>	2,229	11,561	6,825	514	2,504	318	1,176
Information Exchange With Other Settings							
1. Outside labs/imaging centers? (B1)	72%	82%	80%	77%	81%	75%	76%
2. Other medical offices/Outside physicians? (B2)	74%	82%	80%	78%	80%	74%	74%
3. Pharmacies? (B3)	78%	82%	79%	76%	82%	75%	66%
4. Hospitals? (B4)	79%	87%	84%	83%	85%	82%	76%

Note: For items A1-A9 and B1-B4, the percent positive response is based on those who responded “Not in the past 12 months,” “Once or twice in the past 12 months,” or “Several times in the past 12 months.”

Table A-23. Item-level Average Percentages of Overall Ratings by Region – 2016 Database Medical Offices (Page 1 of 3)

Survey Items by Overall Ratings on Quality	Region						
	New England/ Mid-Atlantic	South Atlantic	East North Central	West North Central	South Central	Mountain	Pacific
# Medical Offices	97	885	303	67	139	25	12
# Respondents	2,229	11,561	6,825	514	2,504	318	1,176
1. Patient Centered - Is responsive to individual patient preferences, needs, and values. (G1a)							
Excellent or Very Good	69%	75%	63%	62%	70%	69%	33%
5 - Excellent	32%	41%	27%	30%	32%	23%	8%
4 - Very Good	37%	34%	35%	32%	38%	46%	25%
3 - Good	25%	20%	30%	31%	24%	25%	41%
2 - Fair	6%	4%	7%	6%	5%	5%	22%
1 - Poor	1%	1%	1%	1%	0%	1%	4%
2. Effective - Is based on scientific knowledge. (G1b)							
Excellent or Very Good	69%	74%	62%	66%	71%	68%	35%
5 - Excellent	31%	38%	25%	28%	34%	25%	8%
4 - Very Good	38%	36%	37%	38%	37%	43%	27%
3 - Good	26%	22%	31%	28%	25%	28%	41%
2 - Fair	5%	4%	6%	5%	4%	4%	22%
1 - Poor	1%	1%	1%	1%	0%	1%	2%

Note: Percentages may not add to 100 due to rounding.

Table A-23. Item-level Average Percentages of Overall Ratings by Region – 2016 Database Medical Offices (Page 2 of 3)

Survey Items by Overall Ratings on Quality	Region						
	New England/ Mid-Atlantic	South Atlantic	East North Central	West North Central	South Central	Mountain	Pacific
# Medical Offices	97	885	303	67	139	25	12
# Respondents	2,229	11,561	6,825	514	2,504	318	1,176
3. Timely - Minimizes waits and potentially harmful delays. (G1c)							
Excellent or Very Good	51%	59%	52%	50%	53%	62%	24%
5 - Excellent	19%	27%	18%	19%	21%	19%	5%
4 - Very Good	31%	33%	33%	31%	32%	43%	19%
3 - Good	30%	24%	31%	31%	30%	26%	36%
2 - Fair	15%	12%	13%	16%	13%	11%	26%
1 - Poor	4%	4%	4%	2%	5%	1%	14%
4. Efficient - Ensures cost-effective care (avoids waste, overuse, and misuse of services). (G1d)							
Excellent or Very Good	52%	67%	54%	58%	60%	60%	26%
5 - Excellent	18%	33%	20%	25%	26%	16%	6%
4 - Very Good	34%	34%	35%	33%	35%	43%	20%
3 - Good	34%	25%	34%	29%	30%	29%	39%
2 - Fair	11%	7%	9%	10%	7%	7%	28%
1 - Poor	3%	2%	2%	3%	2%	4%	7%

Note: Percentages may not add to 100 due to rounding.

Table A-23. Item-level Average Percentages of Overall Ratings by Region – 2016 Database Medical Offices (Page 3 of 3)

Survey Items by Overall Ratings on Quality	Region						
	New England/ Mid-Atlantic	South Atlantic	East North Central	West North Central	South Central	Mountain	Pacific
# Medical Offices	97	885	303	67	139	25	12
# Respondents	2,229	11,561	6,825	514	2,504	318	1,176
5. Equitable - Provides the same quality of care to all individuals regardless of gender, race, ethnicity, socioeconomic status, language, etc. (G1e)							
Excellent or Very Good	81%	86%	78%	78%	83%	82%	54%
5 - Excellent	55%	62%	47%	50%	56%	48%	23%
4 - Very Good	26%	23%	30%	28%	26%	34%	31%
3 - Good	15%	11%	18%	18%	13%	16%	28%
2 - Fair	3%	2%	3%	2%	3%	1%	14%
1 - Poor	1%	1%	1%	1%	1%	1%	3%

Note: Percentages may not add to 100 due to rounding.

Table A-24. Average Percentage of Respondents Giving Their Medical Office an Overall Rating on Patient Safety by Region – 2016 Database Medical Offices

Overall, how would you rate the systems and clinical processes your medical office has in place to prevent, catch, and correct problems that have the potential to affect patients? (G2)	Region						
	New England/ Mid-Atlantic	South Atlantic	East North Central	West North Central	South Central	Mountain	Pacific
<i># Medical Offices</i>	97	885	303	67	139	25	12
<i># Respondents</i>	2,229	11,561	6,825	514	2,504	318	1,176
Excellent or Very Good	69%	72%	61%	62%	68%	67%	42%
5 - Excellent	30%	33%	22%	27%	28%	23%	12%
4 - Very Good	39%	39%	39%	36%	40%	44%	30%
3 - Good	24%	21%	29%	30%	25%	25%	38%
2 – Fair	6%	6%	9%	7%	6%	7%	17%
1 – Poor	1%	1%	2%	1%	1%	1%	4%

Note: Percentages may not add to 100 due to rounding.

Appendix B: Overall Results by Respondent Characteristics

(1) Staff Position

Note 1: Medical offices that did not ask respondents to indicate their staff position were excluded from these breakout tables. In addition, respondents who selected “Other” or who did not answer (missing) were not included.

Note 2: The number of medical offices and respondents by staff position is shown in each table. The number of medical offices is based on whether medical offices asked respondents to indicate their staff position (not all medical offices asked this question). However, the precise number of medical offices and respondents corresponding to each data cell in the tables will vary because medical offices may have omitted a specific survey item and because of individual nonresponse/missing data.

Table B-1. Composite-Level Average Percent Positive Response by Staff Position – 2016 Database Medical Offices

Patient Safety Culture Composites	Staff Position					
	Admin/ Clerical Staff	Mgmt	Nurse (RN/LVN/ LPN)	PA/NP/CNS/ Midwife/APN etc.	Physician (MD or DO)	Other Clinical Staff or Clinical Support Staff
<i># Medical Offices</i>	1,276	1,009	980	550	860	1,331
<i># Respondents</i>	5,890	1,775	4,067	1,016	2,584	7,133
1. Teamwork	85%	95%	86%	87%	91%	85%
2. Patient Care Tracking/Follow-up	89%	89%	86%	80%	77%	88%
3. Overall Perceptions of Patient Safety and Quality	80%	90%	80%	78%	81%	78%
4. Organizational Learning	80%	94%	79%	76%	80%	77%
5. Staff Training	71%	92%	74%	73%	78%	72%
6. Communication About Error	67%	84%	71%	74%	78%	68%
7. Communication Openness	64%	83%	66%	77%	81%	64%
8. Office Processes and Standardization	71%	80%	66%	62%	66%	68%
9. Owner/Managing Partner/Leadership Support for Patient Safety	72%	74%	68%	68%	64%	67%
10. Work Pressure and Pace	49%	55%	45%	46%	49%	50%
Average Across Composites	73%	84%	72%	72%	75%	72%

Table B-2. Item-level Average Percent Positive Response by Staff Position – 2016 Database Medical Offices (Page 1 of 6)

Survey Items by Composite	Staff Position					
	Admin/ Clerical Staff	Mgmt	Nurse (RN/LVN/ LPN)	PA/NP/CNS/ Midwife/APN etc.	Physician (MD or DO)	Other Clinical Staff or Clinical Support Staff
# Medical Offices	1,276	1,009	980	550	860	1,331
# Respondents	5,890	1,775	4,067	1,016	2,584	7,133
1. Teamwork						
1. When someone in this office gets really busy, others help out. (C1)	85%	96%	85%	84%	89%	84%
2. In this office, there is a good working relationship between staff and providers. (C2)	87%	94%	91%	91%	94%	89%
3. In this office, we treat each other with respect. (C5)	82%	93%	85%	89%	94%	83%
4. This office emphasizes teamwork in taking care of patients. (C13)	86%	96%	85%	83%	88%	84%
2. Patient Care Tracking/Follow-up						
1. This office reminds patients when they need to schedule an appointment for preventive or routine care. (D3)	90%	86%	88%	84%	80%	89%
2. This office documents how well our chronic-care patients follow their treatment plans. (D5)	87%	83%	77%	72%	68%	85%
3. Our office follows up when we do not receive a report we are expecting from an outside provider. (D6)	90%	91%	89%	77%	76%	89%
4. This office follows up with patients who need monitoring. (D9)	91%	93%	90%	90%	88%	91%
3. Overall Perceptions of Patient Safety and Quality						
1. Our office processes are good at preventing mistakes that could affect patients. (F2)	87%	95%	87%	82%	85%	86%
2. Mistakes happen more than they should in this office. (F3R)	79%	87%	83%	80%	81%	80%
3. It is just by chance that we don't make more mistakes that affect our patients. (F4R)	77%	89%	82%	80%	85%	77%
4. In this office, getting more work done is more important than quality of care. (F6R)	75%	88%	68%	69%	75%	70%

Note: The item's survey location is shown after the item text. An "R" indicates a negatively worded item, where the percent positive response is based on those who responded "Strongly Disagree" or "Disagree" or "Never" or "Rarely" (depending on the response category used for the item).

Table B-2. Item-level Average Percent Positive Response by Staff Position – 2016 Database Medical Offices (Page 2 of 6)

Survey Items by Composite	Staff Position					
	Admin/ Clerical Staff	Mgmt	Nurse (RN/LVN/ LPN)	PA/NP/CNS/ Midwife/APN etc.	Physician (MD or DO)	Other Clinical Staff or Clinical Support Staff
# Medical Offices	1,276	1,009	980	550	860	1,331
# Respondents	5,890	1,775	4,067	1,016	2,584	7,133
4. Organizational Learning						
1. When there is a problem in our office, we see if we need to change the way we do things. (F1)	83%	97%	83%	81%	90%	81%
2. This office is good at changing office processes to make sure the same problems don't happen again. (F5)	81%	93%	78%	78%	79%	79%
3. After this office makes changes to improve the patient care process, we check to see if the changes worked. (F7)	77%	91%	74%	68%	71%	73%
5. Staff Training						
1. This office trains staff when new processes are put into place. (C4)	75%	94%	76%	74%	82%	74%
2. This office makes sure staff get the on-the-job training they need. (C7)	73%	93%	75%	73%	77%	75%
3. Staff in this office are asked to do tasks they haven't been trained to do. (C10R)	64%	88%	72%	72%	76%	66%
6. Communication About Error						
1. Staff feel like their mistakes are held against them. (D7R)	56%	78%	63%	64%	69%	58%
2. Providers and staff talk openly about office problems. (D8)	55%	76%	62%	68%	76%	57%
3. In this office, we discuss ways to prevent errors from happening again. (D11)	80%	93%	83%	83%	84%	81%
4. Staff are willing to report mistakes they observe in this office. (D12)	75%	87%	78%	76%	81%	77%

Note: The item's survey location is shown after the item text. An "R" indicates a negatively worded item, where the percent positive response is based on those who responded "Strongly Disagree" or "Disagree" or "Never" or "Rarely" (depending on the response category used for the item).

Table B-2. Item-level Average Percent Positive Response by Staff Position – 2016 Database Medical Offices (Page 3 of 6)

Survey Items by Composite	Staff Position					
	Admin/ Clerical Staff	Mgmt	Nurse (RN/LVN/ LPN)	PA/NP/CNS/ Midwife/APN etc.	Physician (MD or DO)	Other Clinical Staff or Clinical Support Staff
# Medical Offices	1,276	1,009	980	550	860	1,331
# Respondents	5,890	1,775	4,067	1,016	2,584	7,133
7. Communication Openness						
1. Providers in this office are open to staff ideas about how to improve office processes. (D1)	65%	77%	71%	86%	90%	67%
2. Staff are encouraged to express alternative viewpoints in this office. (D2)	66%	91%	67%	81%	83%	66%
3. Staff are afraid to ask questions when something does not seem right. (D4R)	71%	86%	71%	76%	77%	71%
4. It is difficult to voice disagreement in this office. (D10R)	54%	78%	53%	62%	75%	52%
8. Office Processes and Standardization						
1. This office is more disorganized than it should be. (C8R)	68%	79%	63%	57%	64%	64%
2. We have good procedures for checking that work in this office was done correctly. (C9)	74%	86%	68%	64%	70%	73%
3. We have problems with workflow in this office. (C12R)	57%	65%	52%	46%	48%	54%
4. Staff in this office follow standardized processes to get tasks done. (C15)	83%	90%	81%	79%	82%	82%

Note: The item's survey location is shown after the item text. An "R" indicates a negatively worded item, where the percent positive response is based on those who responded "Strongly Disagree" or "Disagree" or "Never" or "Rarely" (depending on the response category used for the item).

Table B-2. Item-level Average Percent Positive Response by Staff Position – 2016 Database Medical Offices (Page 4 of 6)

Survey Items by Composite	Staff Position					
	Admin/ Clerical Staff	Mgmt	Nurse (RN/LVN/ LPN)	PA/NP/CNS/ Midwife/APN etc.	Physician (MD or DO)	Other Clinical Staff or Clinical Support Staff
# Medical Offices	1,276	1,009	980	550	860	1,331
# Respondents	5,890	1,775	4,067	1,016	2,584	7,133
9. Owner/Managing Partner/Leadership Support for Patient Safety						
1. They aren't investing enough resources to improve the quality of care in this office. (E1R)	54%	53%	49%	50%	42%	49%
2. They overlook patient care mistakes that happen over and over. (E2R)	83%	88%	83%	82%	82%	80%
3. They place a high priority on improving patient care processes. (E3)	84%	85%	81%	77%	73%	80%
4. They make decisions too often based on what is best for the office rather than what is best for patients. (E4R)	67%	67%	58%	60%	58%	59%
10. Work Pressure and Pace						
1. In this office, we often feel rushed when taking care of patients. (C3R)	42%	39%	33%	31%	30%	40%
2. We have too many patients for the number of providers in this office. (C6R)	49%	57%	45%	48%	51%	51%
3. We have enough staff to handle our patient load. (C11)	47%	56%	46%	47%	53%	49%
4. This office has too many patients to be able to handle everything effectively. (C14R)	60%	70%	57%	58%	63%	61%

Note: The item's survey location is shown after the item text. An "R" indicates a negatively worded item, where the percent positive response is based on those who responded "Strongly Disagree" or "Disagree" or "Never" or "Rarely" (depending on the response category used for the item).

Table B-2. Item-level Average Percent Positive Response by Staff Position – 2016 Database Medical Offices (Page 5 of 6)

Survey Items	Staff Position					
	Admin/ Clerical Staff	Mgmt	Nurse (RN/LVN/ LPN)	PA/NP/CNS/ Midwife/APN etc.	Physician (MD or DO)	Other Clinical Staff or Clinical Support Staff
# Medical Offices	1,276	1,009	980	550	860	1,331
# Respondents	5,890	1,775	4,067	1,016	2,584	7,133
List of Patient Safety and Quality Issues						
Access to Care						
1. A patient was unable to get an appointment within 48 hours for an acute/serious problem. (A1)	78%	82%	79%	77%	79%	79%
Patient Identification						
2. The wrong chart/medical record was used for a patient. (A2)	98%	99%	97%	98%	98%	97%
Charts/Medical Records						
3. A patient's chart/medical record was not available when needed. (A3)	94%	95%	92%	91%	93%	92%
4. Medical information was filed, scanned, or entered into the wrong patient's chart/medical record. (A4)	96%	96%	96%	97%	95%	96%
Medical Equipment						
5. Medical equipment was not working properly or was in need of repair or replacement. (A5)	92%	96%	89%	90%	90%	89%
Medication						
6. A pharmacy contacted our office to clarify or correct a prescription. (A6)	52%	69%	58%	65%	66%	62%
7. A patient's medication list was not updated during his or her visit. (A7)	83%	85%	81%	75%	78%	85%
Diagnostics & Tests						
8. The results from a lab or imaging test were not available when needed. (A8)	82%	86%	78%	77%	77%	83%
9. A critical abnormal result from a lab or imaging test was not followed up within 1 business day. (A9)	91%	95%	95%	96%	95%	94%

Note: For items A1-A9 and B1-B4, the percent positive response is based on those who responded “Not in the past 12 months,” “Once or twice in the past 12 months,” or “Several times in the past 12 months.”

Table B-2. Item-level Average Percent Positive Response by Staff Position – 2016 Database Medical Offices (Page 6 of 6)

Survey Items	Staff Position					
	Admin/ Clerical Staff	Mgmt	Nurse (RN/LVN/ LPN)	PA/NP/CNS/ Midwife/APN etc.	Physician (MD or DO)	Other Clinical Staff or Clinical Support Staff
<i># Medical Offices</i>	1,276	1,009	980	550	860	1,331
<i># Respondents</i>	5,890	1,775	4,067	1,016	2,584	7,133
Information Exchange With Other Settings						
1. Outside labs/imaging centers? (B1)	83%	86%	79%	75%	71%	84%
2. Other medical offices/Outside physicians? (B2)	83%	84%	80%	74%	69%	84%
3. Pharmacies? (B3)	76%	84%	78%	85%	80%	82%
4. Hospitals? (B4)	87%	88%	85%	81%	76%	88%

Note: For items A1-A9 and B1-B4, the percent positive response is based on those who responded “Not in the past 12 months,” “Once or twice in the past 12 months,” or “Several times in the past 12 months.”

Table B-3. Item-level Average Percentages of Overall Ratings by Staff Position – 2016 Database Medical Offices (Page 1 of 3)

Survey Items by Overall Ratings on Quality	Staff Position					
	Admin/ Clerical Staff	Mgmt	Nurse (RN/LVN/ LPN)	PA/NP/CNS/ Midwife/APN etc.	Physician (MD or DO)	Other Clinical Staff or Clinical Support Staff
# Medical Offices	1,276	1,009	980	550	860	1,331
# Respondents	5,890	1,775	4,067	1,016	2,584	7,133
1. Patient Centered - Is responsive to individual patient preferences, needs, and values. (G1a)						
Excellent or Very Good	68%	85%	69%	74%	75%	68%
5 - Excellent	34%	47%	32%	35%	40%	35%
4 - Very Good	35%	37%	36%	39%	35%	33%
3 - Good	26%	13%	25%	21%	19%	25%
2 - Fair	5%	2%	6%	5%	5%	6%
1 - Poor	1%	0%	1%	1%	1%	1%
2. Effective - Is based on scientific knowledge. (G1b)						
Excellent or Very Good	64%	84%	70%	80%	83%	67%
5 - Excellent	29%	45%	32%	38%	45%	31%
4 - Very Good	35%	40%	39%	42%	38%	36%
3 - Good	30%	14%	25%	16%	14%	27%
2 - Fair	5%	2%	4%	3%	3%	5%
1 - Poor	1%	0%	0%	0%	0%	1%

Note: Percentages may not add to 100 due to rounding.

Table B-3. Item-level Average Percentages of Overall Ratings by Staff Position – 2016 Database Medical Offices (Page 2 of 3)

Survey Items by Overall Ratings on Quality	Staff Position					
	Admin/ Clerical Staff	Mgmt	Nurse (RN/LVN/ LPN)	PA/NP/CNS/ Midwife/APN etc.	Physician (MD or DO)	Other Clinical Staff or Clinical Support Staff
# Medical Offices	1,276	1,009	980	550	860	1,331
# Respondents	5,890	1,775	4,067	1,016	2,584	7,133
3. Timely - Minimizes waits and potentially harmful delays. (G1c)						
Excellent or Very Good	53%	65%	54%	55%	62%	55%
5 - Excellent	23%	27%	21%	22%	27%	23%
4 - Very Good	30%	39%	33%	33%	35%	32%
3 - Good	29%	23%	27%	29%	24%	28%
2 - Fair	14%	10%	14%	12%	12%	13%
1 - Poor	4%	2%	5%	4%	2%	4%
4. Efficient - Ensures cost-effective care (avoids waste, overuse, and misuse of services). (G1d)						
Excellent or Very Good	60%	77%	60%	63%	65%	60%
5 - Excellent	26%	37%	24%	24%	28%	27%
4 - Very Good	34%	40%	36%	38%	36%	33%
3 - Good	30%	18%	29%	29%	25%	30%
2 - Fair	8%	4%	9%	7%	9%	8%
1 - Poor	2%	1%	2%	2%	2%	2%

Note: Percentages may not add to 100 due to rounding.

Table B-3. Item-level Average Percentages of Overall Ratings by Staff Position – 2016 Database Medical Offices (Page 3 of 3)

Survey Items by Overall Ratings on Quality	Staff Position					
	Admin/ Clerical Staff	Mgmt	Nurse (RN/LVN/ LPN)	PA/NP/CNS/ Midwife/APN etc.	Physician (MD or DO)	Other Clinical Staff or Clinical Support Staff
# Medical Offices	1,276	1,009	980	550	860	1,331
# Respondents	5,890	1,775	4,067	1,016	2,584	7,133
5. Equitable - Provides the same quality of care to all individuals regardless of gender, race, ethnicity, socioeconomic status, language, etc. (G1e)						
Excellent or Very Good	79%	92%	82%	88%	92%	81%
5 - Excellent	52%	70%	55%	61%	68%	54%
4 - Very Good	27%	22%	27%	27%	24%	27%
3 - Good	16%	6%	14%	10%	7%	15%
2 - Fair	3%	1%	3%	2%	1%	3%
1 - Poor	1%	0%	1%	0%	0%	1%

Note: Percentages may not add to 100 due to rounding.

Table B-4. Average Percentage of Respondents Giving Their Medical Office an Overall Rating on Patient Safety by Staff Position – 2016 Database Medical Offices

Overall, how would you rate the systems and clinical processes your medical office has in place to prevent, catch, and correct problems that have the potential to affect patients? (G2)	Staff Position					
	Admin/ Clerical Staff	Mgmt	Nurse (RN/LVN/ LPN)	PA/NP/CNS/ Midwife/APN etc.	Physician (MD or DO)	Other Clinical Staff or Clinical Support Staff
# Medical Offices	1,276	1,009	980	550	860	1,331
# Respondents	5,890	1,775	4,067	1,016	2,584	7,133
Excellent or Very Good	68%	83%	65%	66%	70%	67%
5 - Excellent	29%	36%	26%	24%	31%	29%
4 - Very Good	39%	47%	38%	42%	39%	38%
3 - Good	25%	14%	27%	27%	22%	25%
2 - Fair	6%	3%	7%	6%	7%	7%
1 - Poor	1%	0%	1%	1%	1%	1%

Note: Percentages may not add to 100 due to rounding.

Appendix B: Overall Results by Respondent Characteristics

(2) Tenure in Current Medical Office

Note 1: Medical offices that did not ask respondents to indicate their tenure in current medical office were excluded from these breakout tables.

Note 2: The number of medical offices and respondents by tenure in current medical office is shown in each table. The number of medical offices is based on whether medical offices asked respondents to indicate their tenure in current medical office (not all medical offices asked this question). However, the precise number of medical offices and respondents corresponding to each data cell in the tables will vary because medical offices may have omitted a specific survey item and because of individual nonresponse/missing data.

Table B-5. Composite-Level Average Percent Positive Response by Tenure in Medical Office – 2016 Database Medical Offices

Patient Safety Culture Composites	Tenure in Medical Office				
	<1 Year	1 Year to <3 Years	3 Years to <6 Years	6 Years to <11 Years	11 Years or More
<i># Medical Offices</i>	1,097	1,217	1,103	1,038	932
<i># Respondents</i>	4,106	5,354	4,312	4,223	5,018
1. Teamwork	88%	85%	85%	86%	88%
2. Patient Care Tracking/Follow-up	89%	86%	84%	85%	85%
3. Overall Perceptions of Patient Safety and Quality	83%	77%	77%	78%	82%
4. Organizational Learning	83%	77%	76%	79%	82%
5. Staff Training	76%	72%	71%	75%	78%
6. Communication About Error	74%	69%	67%	69%	73%
7. Communication Openness	73%	67%	64%	66%	70%
8. Office Processes and Standardization	72%	67%	64%	67%	71%
9. Owner/Managing Partner/Leadership Support for Patient Safety	73%	67%	64%	69%	69%
10. Work Pressure and Pace	54%	48%	46%	48%	47%
Average Across Composites	77%	72%	70%	72%	75%

Table B-6. Item-level Average Percent Positive Response by Tenure in Medical Office – 2016 Database Medical Offices (Page 1 of 6)

Survey Items by Composite	Tenure in Medical Office				
	<1 Year	1 Year to <3 Years	3 Years to <6 Years	6 Years to <11 Years	11 Years or More
# Medical Offices	1,097	1,217	1,103	1,038	932
# Respondents	4,106	5,354	4,312	4,223	5,018
1. Teamwork					
1. When someone in this office gets really busy, others help out. (C1)	89%	85%	84%	85%	87%
2. In this office, there is a good working relationship between staff and providers. (C2)	90%	88%	90%	90%	91%
3. In this office, we treat each other with respect. (C5)	87%	84%	83%	84%	88%
4. This office emphasizes teamwork in taking care of patients. (C13)	88%	84%	83%	85%	87%
2. Patient Care Tracking/Follow-up					
1. This office reminds patients when they need to schedule an appointment for preventive or routine care. (D3)	90%	87%	86%	86%	86%
2. This office documents how well our chronic-care patients follow their treatment plans. (D5)	83%	80%	77%	80%	78%
3. Our office follows up when we do not receive a report we are expecting from an outside provider. (D6)	89%	85%	84%	86%	86%
4. This office follows up with patients who need monitoring. (D9)	93%	90%	88%	90%	90%
3. Overall Perceptions of Patient Safety and Quality					
1. Our office processes are good at preventing mistakes that could affect patients. (F2)	88%	84%	84%	85%	88%
2. Mistakes happen more than they should in this office. (F3R)	83%	77%	78%	79%	83%
3. It is just by chance that we don't make more mistakes that affect our patients. (F4R)	81%	77%	77%	78%	82%
4. In this office, getting more work done is more important than quality of care. (F6R)	76%	71%	68%	71%	74%

Note: The item's survey location is shown after the item text. An "R" indicates a negatively worded item, where the percent positive response is based on those who responded "Strongly Disagree" or "Disagree" or "Never" or "Rarely" (depending on the response category used for the item).

Table B-6. Item-level Average Percent Positive Response by Tenure in Medical Office – 2016 Database Medical Offices (Page 2 of 6)

Survey Items by Composite	Tenure in Medical Office				
	<1 Year	1 Year to <3 Years	3 Years to <6 Years	6 Years to <11 Years	11 Years or More
# Medical Offices	1,097	1,217	1,103	1,038	932
# Respondents	4,106	5,354	4,312	4,223	5,018
4. Organizational Learning					
1. When there is a problem in our office, we see if we need to change the way we do things. (F1)	86%	81%	81%	84%	86%
2. This office is good at changing office processes to make sure the same problems don't happen again. (F5)	81%	77%	76%	80%	83%
3. After this office makes changes to improve the patient care process, we check to see if the changes worked. (F7)	79%	73%	71%	74%	78%
5. Staff Training					
1. This office trains staff when new processes are put into place. (C4)	79%	74%	73%	78%	80%
2. This office makes sure staff get the on-the-job training they need. (C7)	79%	74%	72%	76%	79%
3. Staff in this office are asked to do tasks they haven't been trained to do. (C10R)	69%	68%	66%	71%	73%
6. Communication About Error					
1. Staff feel like their mistakes are held against them. (D7R)	67%	59%	56%	58%	62%
2. Providers and staff talk openly about office problems. (D8)	62%	60%	57%	60%	66%
3. In this office, we discuss ways to prevent errors from happening again. (D11)	84%	81%	79%	82%	84%
4. Staff are willing to report mistakes they observe in this office. (D12)	81%	76%	74%	75%	79%

Note: The item's survey location is shown after the item text. An "R" indicates a negatively worded item, where the percent positive response is based on those who responded "Strongly Disagree" or "Disagree" or "Never" or "Rarely" (depending on the response category used for the item).

Table B-6. Item-level Average Percent Positive Response by Tenure in Medical Office – 2016 Database Medical Offices (Page 3 of 6)

Survey Items by Composite	Tenure in Medical Office				
	<1 Year	1 Year to <3 Years	3 Years to <6 Years	6 Years to <11 Years	11 Years or More
# Medical Offices	1,097	1,217	1,103	1,038	932
# Respondents	4,106	5,354	4,312	4,223	5,018
7. Communication Openness					
1. Providers in this office are open to staff ideas about how to improve office processes. (D1)	75%	70%	68%	69%	74%
2. Staff are encouraged to express alternative viewpoints in this office. (D2)	75%	69%	65%	69%	74%
3. Staff are afraid to ask questions when something does not seem right. (D4R)	78%	72%	69%	71%	74%
4. It is difficult to voice disagreement in this office. (D10R)	64%	56%	52%	55%	61%
8. Office Processes and Standardization					
1. This office is more disorganized than it should be. (C8R)	68%	64%	61%	65%	68%
2. We have good procedures for checking that work in this office was done correctly. (C9)	74%	71%	68%	71%	76%
3. We have problems with workflow in this office. (C12R)	60%	53%	50%	51%	54%
4. Staff in this office follow standardized processes to get tasks done. (C15)	83%	80%	79%	82%	85%

Note: The item's survey location is shown after the item text. An "R" indicates a negatively worded item, where the percent positive response is based on those who responded "Strongly Disagree" or "Disagree" or "Never" or "Rarely" (depending on the response category used for the item).

Table B-6. Item-level Average Percent Positive Response by Tenure in Medical Office – 2016 Database Medical Offices (Page 4 of 6)

Survey Items by Composite	Tenure in Medical Office				
	<1 Year	1 Year to <3 Years	3 Years to <6 Years	6 Years to <11 Years	11 Years or More
# Medical Offices	1,097	1,217	1,103	1,038	932
# Respondents	4,106	5,354	4,312	4,223	5,018
9. Owner/Managing Partner/Leadership Support for Patient Safety					
1. They aren't investing enough resources to improve the quality of care in this office. (E1R)	55%	49%	45%	50%	48%
2. They overlook patient care mistakes that happen over and over. (E2R)	83%	80%	78%	82%	85%
3. They place a high priority on improving patient care processes. (E3)	85%	80%	76%	81%	82%
4. They make decisions too often based on what is best for the office rather than what is best for patients. (E4R)	66%	59%	57%	61%	62%
10. Work Pressure and Pace					
1. In this office, we often feel rushed when taking care of patients. (C3R)	45%	38%	35%	35%	33%
2. We have too many patients for the number of providers in this office. (C6R)	52%	47%	47%	48%	49%
3. We have enough staff to handle our patient load. (C11)	54%	47%	46%	48%	48%
4. This office has too many patients to be able to handle everything effectively. (C14R)	65%	58%	56%	60%	60%

Note: The item's survey location is shown after the item text. An "R" indicates a negatively worded item, where the percent positive response is based on those who responded "Strongly Disagree" or "Disagree" or "Never" or "Rarely" (depending on the response category used for the item).

Table B-6. Item-level Average Percent Positive Response by Tenure in Medical Office – 2016 Database Medical Offices (Page 5 of 6)

Survey Items	Tenure in Medical Office				
	<1 Year	1 Year to <3 Years	3 Years to <6 Years	6 Years to <11 Years	11 Years or More
<i># Medical Offices</i>	1,097	1,217	1,103	1,038	932
<i># Respondents</i>	4,106	5,354	4,312	4,223	5,018
List of Patient Safety and Quality Issues					
Access to Care					
1. A patient was unable to get an appointment within 48 hours for an acute/serious problem. (A1)	78%	77%	75%	78%	80%
Patient Identification					
2. The wrong chart/medical record was used for a patient. (A2)	97%	98%	97%	97%	98%
Charts/Medical Records					
3. A patient's chart/medical record was not available when needed. (A3)	94%	92%	92%	92%	94%
4. Medical information was filed, scanned, or entered into the wrong patient's chart/medical record. (A4)	97%	96%	95%	95%	96%
Medical Equipment					
5. Medical equipment was not working properly or was in need of repair or replacement. (A5)	89%	90%	90%	90%	91%
Medication					
6. A pharmacy contacted our office to clarify or correct a prescription. (A6)	61%	58%	56%	57%	61%
7. A patient's medication list was not updated during his or her visit. (A7)	85%	82%	78%	78%	80%
Diagnostics & Tests					
8. The results from a lab or imaging test were not available when needed. (A8)	84%	80%	78%	78%	81%
9. A critical abnormal result from a lab or imaging test was not followed up within 1 business day. (A9)	94%	93%	93%	94%	94%

Note: For items A1-A9 and B1-B4, the percent positive response is based on those who responded “Not in the past 12 months,” “Once or twice in the past 12 months,” or “Several times in the past 12 months.”

Table B-6. Item-level Average Percent Positive Response by Tenure in Medical Office – 2016 Database Medical Offices (Page 6 of 6)

Survey Items	Tenure in Medical Office				
	<1 Year	1 Year to <3 Years	3 Years to <6 Years	6 Years to <11 Years	11 Years or More
<i># Medical Offices</i>	1,097	1,217	1,103	1,038	932
<i># Respondents</i>	4,106	5,354	4,312	4,223	5,018
Information Exchange With Other Settings					
1. Outside labs/imaging centers? (B1)	83%	80%	78%	78%	79%
2. Other medical offices/Outside physicians? (B2)	82%	82%	78%	79%	78%
3. Pharmacies? (B3)	82%	81%	77%	78%	78%
4. Hospitals? (B4)	87%	86%	82%	83%	83%

Note: For items A1-A9 and B1-B4, the percent positive response is based on those who responded “Not in the past 12 months,” “Once or twice in the past 12 months,” or “Several times in the past 12 months.”

Table B-7. Item-level Average Percentages of Overall Ratings by Tenure in Medical Office – 2016 Database Medical Offices (Page 1 of 3)

Survey Items by Overall Ratings on Quality	Tenure in Medical Office				
	<1 Year	1 Year to <3 Years	3 Years to <6 Years	6 Years to <11 Years	11 Years or More
# Medical Offices	1,097	1,217	1,103	1,038	932
# Respondents	4,106	5,354	4,312	4,223	5,018
1. Patient Centered - Is responsive to individual patient preferences, needs, and values. (G1a)					
Excellent or Very Good	73%	69%	67%	69%	71%
5 - Excellent	40%	34%	33%	34%	37%
4 - Very Good	33%	35%	35%	36%	35%
3 - Good	22%	25%	26%	24%	22%
2 - Fair	4%	6%	6%	6%	5%
1 - Poor	1%	1%	1%	1%	1%
2. Effective - Is based on scientific knowledge. (G1b)					
Excellent or Very Good	71%	69%	68%	69%	72%
5 - Excellent	35%	31%	32%	33%	36%
4 - Very Good	35%	38%	36%	37%	36%
3 - Good	24%	26%	26%	26%	23%
2 - Fair	4%	4%	5%	4%	5%
1 - Poor	0%	1%	0%	1%	0%

Note: Percentages may not add to 100 due to rounding.

Table B-7. Item-level Average Percentages of Overall Ratings by Tenure in Medical Office – 2016 Database Medical Offices (Page 2 of 3)

Survey Items by Overall Ratings on Quality	Tenure in Medical Office				
	<1 Year	1 Year to <3 Years	3 Years to <6 Years	6 Years to <11 Years	11 Years or More
<i># Medical Offices</i>	1,097	1,217	1,103	1,038	932
<i># Respondents</i>	4,106	5,354	4,312	4,223	5,018
3. Timely - Minimizes waits and potentially harmful delays. (G1c)					
Excellent or Very Good	60%	53%	51%	52%	57%
5 - Excellent	27%	22%	20%	21%	23%
4 - Very Good	33%	31%	30%	31%	34%
3 - Good	24%	28%	30%	30%	27%
2 - Fair	12%	13%	14%	14%	14%
1 - Poor	4%	6%	5%	4%	3%
4. Efficient - Ensures cost-effective care (avoids waste, overuse, and misuse of services). (G1d)					
Excellent or Very Good	64%	59%	58%	60%	62%
5 - Excellent	30%	25%	25%	26%	29%
4 - Very Good	34%	34%	33%	33%	34%
3 - Good	28%	30%	29%	30%	28%
2 - Fair	6%	9%	10%	9%	8%
1 - Poor	2%	2%	3%	2%	2%

Note: Percentages may not add to 100 due to rounding.

Table B-7. Item-level Average Percentages of Overall Ratings by Tenure in Medical Office – 2016 Database Medical Offices (Page 3 of 3)

Survey Items by Overall Ratings on Quality	Tenure in Medical Office				
	<1 Year	1 Year to <3 Years	3 Years to <6 Years	6 Years to <11 Years	11 Years or More
<i># Medical Offices</i>	1,097	1,217	1,103	1,038	932
<i># Respondents</i>	4,106	5,354	4,312	4,223	5,018
5. Equitable - Provides the same quality of care to all individuals regardless of gender, race, ethnicity, socioeconomic status, language, etc. (G1e)					
Excellent or Very Good	83%	81%	80%	81%	84%
5 - Excellent	58%	55%	54%	55%	58%
4 - Very Good	26%	26%	26%	26%	25%
3 - Good	13%	15%	16%	14%	12%
2 - Fair	2%	3%	2%	3%	3%
1 - Poor	1%	1%	1%	1%	1%

Note: Percentages may not add to 100 due to rounding.

Table B-8. Average Percentage of Respondents Giving Their Medical Office an Overall Rating on Patient Safety by Tenure in Medical Office – 2016 Database Medical Offices

Overall, how would you rate the systems and clinical processes your medical office has in place to prevent, catch, and correct problems that have the potential to affect patients? (G2)	Tenure in Medical Office				
	<1 Year	1 Year to <3 Years	3 Years to <6 Years	6 Years to <11 Years	11 Years or More
<i># Medical Offices</i>	1,097	1,217	1,103	1,038	932
<i># Respondents</i>	4,106	5,354	4,312	4,223	5,018
Excellent or Very Good	70%	66%	64%	67%	70%
5 - Excellent	31%	27%	25%	28%	31%
4 - Very Good	39%	39%	39%	40%	39%
3 - Good	23%	26%	27%	25%	23%
2 - Fair	6%	7%	8%	7%	6%
1 - Poor	1%	1%	1%	1%	1%

Note: Percentages may not add to 100 due to rounding.