

# Medical Office Survey on Patient Safety Culture: 2018 User Database Report

## Part II

**Appendix A—Overall Results by Medical Office Characteristics**

**Appendix B—Overall Results by Respondent Characteristics**

**Prepared for:**

Agency for Healthcare Research and Quality  
U.S. Department of Health and Human Services  
5600 Fishers Lane  
Rockville, MD 20857  
[www.ahrq.gov](http://www.ahrq.gov)

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**Managed and prepared by:**

Westat, Rockville, MD

Theresa Famolaro, M.P.S., M.S., M.B.A.

Naomi Dyer Yount, Ph.D.

Ryan Hare

Shakia Thornton

Lei Fan, M.D., Ph.D.

Rebecca Birtch

Joann Sorra, Ph.D.

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## Table of Contents

Executive Summary .....	v
Part II—Appendixes A and B: Overall Results by Medical Office and Respondent	
Characteristics .....	v
Part II .....	1
Appendix A: Overall Results by Medical Office Characteristics .....	1
(2) Single Specialty vs. Multispecialty .....	13
(3) Specific Specialties .....	25
(4) Primary Care Specialties .....	37
(5) Ownership .....	49
(6) Geographic Region .....	61
Appendix B: Overall Results by Respondent Characteristics .....	73
(1) Staff Position .....	73
(2) Tenure in Current Medical Office .....	85

## List of Tables

Table A-1. Composite-Level Average Percent Positive Response by Number of Providers – 2018 Database Medical Offices .....	2
Table A-2. Item-Level Average Percent Positive Response by Number of Providers – 2018 Database Medical Offices .....	3
Table A-3. Item-Level Average Percentages of Overall Ratings by Number of Providers – 2018 Database Medical Offices .....	9
Table A-4. Average Percentage of Respondents Giving Their Medical Office an Overall Rating on Patient Safety by Number of Providers – 2018 Database Medical Offices .....	12
Table A-5. Composite-Level Average Percent Positive Response by Single Specialty vs. Multispecialty – 2018 Database Medical Offices .....	14
Table A-6. Item-Level Average Percent Positive Response by Single Specialty vs. Multispecialty – 2018 Database Medical Offices .....	15
Table A-7. Item-Level Average Percentages of Overall Ratings by Single Specialty vs. Multispecialty – 2018 Database Medical Offices .....	21
Table A-8. Average Percentage of Respondents Giving Their Medical Office an Overall Rating on Patient Safety by Single vs. Multi-Specialty – 2018 Database Medical Offices .....	24
Table A-9. Composite-Level Average Percent Positive Response by Specific Specialties – 2018 Database Medical Offices .....	26
Table A-10. Item-Level Average Percent Positive Response by Specific Specialties – 2018 Database Medical Offices .....	27
Table A-11. Item-Level Average Percentages of Overall Ratings by Specific Specialties – 2018 Database Medical Offices .....	33
Table A-12. Average Percentage of Respondents Giving Their Medical Office an Overall Rating on Patient Safety by Specific Specialties – 2018 Database Medical Offices .....	36
Table A-13. Composite-Level Average Percent Positive Response by Primary Care Specialties – 2018 Database Medical Offices .....	38

Table A-14. Item-Level Average Percent Positive Response by Primary Care Specialties – 2018 Database Medical Offices .....	39
Table A-15. Item-Level Average Percentages of Overall Ratings by Primary Care Specialties – 2018 Database Medical Offices .....	45
Table A-16. Average Percentage of Respondents Giving Their Medical Office an Overall Rating on Patient Safety by Primary Care Specialties – 2018 Database Medical Offices .....	48
Table A-17. Composite-Level Average Percent Positive Response by Ownership – 2018 Database Medical Offices .....	50
Table A-18. Item-Level Average Percent Positive Response by Ownership – 2018 Database Medical Offices .....	51
Table A-19. Item-Level Average Percentages of Overall Ratings by Ownership – 2018 Database Medical Offices .....	57
Table A-20. Average Percentage of Respondents Giving Their Medical Office an Overall Rating on Patient Safety by Ownership – 2018 Database Medical Offices .....	60
Table A-21. Composite-Level Average Percent Positive Response by Geographic Region – 2018 Database Medical Offices .....	62
Table A-22. Item-Level Average Percent Positive Response by Geographic Region – 2018 Database Medical Offices .....	63
Table A-23. Item-Level Average Percentages of Overall Ratings by Geographic Region – 2018 Database Medical Offices .....	69
Table A-24. Average Percentage of Respondents Giving Their Medical Office an Overall Rating on Patient Safety by Geographic Region – 2018 Database Medical Offices .....	72
Table B-1. Composite-Level Average Percent Positive Response by Staff Position – 2018 Database Medical Offices .....	74
Table B-2. Item-Level Average Percent Positive Response by Staff Position – 2018 Database Medical Offices .....	75
Table B-3. Item-Level Average Percentages of Overall Ratings by Staff Position – 2018 Database Medical Offices .....	81
Table B-4. Average Percentage of Respondents Giving Their Medical Office an Overall Rating on Patient Safety by Staff Position – 2018 Database Medical Offices .....	84
Table B-5. Composite-Level Average Percent Positive Response by Tenure in Medical Office – 2018 Database Medical Offices .....	86
Table B-6. Item-Level Average Percent Positive Response by Tenure in Medical Office – 2018 Database Medical Offices .....	87
Table B-7. Item-Level Average Percentages of Overall Ratings by Tenure in Medical Office – 2018 Database Medical Offices .....	93
Table B-8. Average Percentage of Respondents Giving Their Medical Office an Overall Rating on Patient Safety by Tenure in Medical Office – 2018 Database Medical Offices .....	96

## 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 Specialty vs. Multispecialty
- Specific Specialties
- Primary Care Specialties
- Ownership
- Geographic Region

#### Appendix B: Overall Results by Respondent Characteristics

- Staff Position
- Tenure in Current Medical Office

We presented highlights from these results by medical office and respondent characteristics in the main body of the report, *Part I: User Database Report*, at the end of Chapter 6 and also show them on the next 2 pages. Highlights were based on results for the 10 patient safety culture composites, 5 Overall Ratings on Quality, and patient safety grade. The bottom row of the composite-level tables shows an overall average across composites as a summary statistic for comparison 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 characteristics (number of providers, single specialty or multispecialty, specific specialties, primary care specialties, ownership, geographic region).

To compare your medical office's results against Appendix B, your medical office will need to compute percent positive scores on the patient safety culture composites and items broken down by staff position and tenure in the medical office. You can then compare your medical office's percent positive scores against the averages shown in the tables.

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

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

- Database medical offices with *2 providers* had the highest average percent positive across the composites (76 percent); database medical offices with *20 or more providers* had the lowest (67 percent).
- Database medical offices with *2 providers or fewer* had the highest percentage of respondents who gave their medical office an Overall Rating on Patient Safety of “Excellent” or “Very Good” (74 percent); medical offices with *20 or more providers* had the lowest (61 percent).

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

- *Single specialty* database medical offices and *Multispecialty* database medical offices had similar average percent positive response on all 10 patient safety culture composites.
- Average percent positive response (those responding “Excellent” or “Very Good”) for Overall Ratings on Quality, and for the Overall Rating on Patient Safety were similar for *Single specialty* and *Multi-specialty* database medical offices.

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

- Database medical offices that only specialized in *Surgery/General Surgery* had the highest average percent positive response across the composites (78 percent); *Neurology* and *Cardiology* had the lowest (71 percent).
- Database medical offices that only specialized in *Surgery/General Surgery* had the highest average percentage of respondents giving an Overall Rating on Patient Safety of “Excellent” or “Very Good”) (76 percent); *Pulmonary Medicine* and *Neurology* had the lowest (66 percent).

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

### Primary Care Specialty (Tables A-13, A-16)

- *Family Practice/Family Medicine* database medical offices had the highest average percent positive response across the composites (73 percent); *General Practice* had the lowest (66 percent).
- *Family Practice/Family Medicine*, and *Pediatric* database medical offices had the highest average percentage of respondents giving an Overall Rating on Patient Safety of “Excellent” or “Very Good” (68 percent); *General Practice* had the lowest (63 percent).

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

- *Provider and/or Physician* owned database medical offices had the highest average percent positive response across the composites (77 percent); *Federal, State or Local Government* owned database medical offices had the lowest (61 percent).
- *Provider and/or Physician* owned database medical offices had the highest percent positive scores (those responding “Excellent” or “Very Good”) on four of the five Overall Ratings on Quality.
- *Provider and/or Physician* owned database medical offices had the highest average percentage of respondents giving an Overall Rating on Patient Safety of “Excellent” or “Very Good”) (77 percent); *Federal, State or Local Government* owned database medical offices had the lowest (43 percent).

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

- *South Atlantic* database medical offices had the highest average percent positive response across the composites (75 percent); *West South Central* had the lowest (67 percent).
- *West South Central* database medical offices had the highest average percentage of respondents who gave their medical office an Overall Rating on Patient Safety of “Excellent” or “Very Good” (73 percent); *Pacific* had the lowest (59 percent).

## Highlights From Appendix B: Overall Results by Respondent Characteristics

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

- *Management* had the highest average percent positive response across the composites (83 percent); *Nurses (RN/LVN/LPN)* had the lowest (70 percent).
- *Management* had the highest average percentage of respondents who gave their medical office an Overall Rating on Patient Safety of “Excellent” or “Very Good” (82 percent); *Nurses (RN/LVN/LPN)* had the lowest (64 percent).

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

- Respondents with *less than 1 year* in their current medical office had the highest average percent positive response across the composites (76 percent); respondents with *3 years to less than 6 years* had the lowest (70 percent).
- Respondents with *11 years or more* in their current medical office had the highest average percentage of respondents who gave their medical office an Overall Rating on Patient Safety of “Excellent” or “Very Good” (71 percent); respondents with *3 years to less than 6 years* in their current medical office had the lowest (65 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 – 2018 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>	257	395	322	986	179	117	181
<i># Respondents</i>	2,252	2,904	2,948	12,935	3,858	3,027	7,599
<b>1. Teamwork</b>	89%	89%	86%	85%	87%	85%	85%
<b>2. Patient Care Tracking/Followup</b>	87%	89%	88%	86%	85%	86%	81%
<b>3. Organizational Learning</b>	81%	83%	80%	77%	78%	77%	75%
<b>4. Overall Perceptions of Patient Safety and Quality</b>	80%	81%	78%	76%	76%	76%	73%
<b>5. Staff Training</b>	75%	75%	73%	71%	72%	71%	70%
<b>6. Communication About Error</b>	75%	76%	72%	71%	69%	68%	66%
<b>7. Communication Openness</b>	73%	75%	70%	69%	68%	65%	63%
<b>8. Office Processes and Standardization</b>	72%	73%	68%	66%	65%	64%	61%
<b>9. Owner/Managing Partner/Leadership Support for Patient Safety</b>	68%	69%	66%	66%	65%	66%	62%
<b>10. Work Pressure and Pace</b>	51%	51%	49%	45%	45%	42%	37%
<b>Average Across Composites</b>	75%	76%	73%	71%	71%	70%	67%

**Table A-2. Item-Level Average Percent Positive Response by Number of Providers – 2018 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	257	395	322	986	179	117	181
# Respondents	2,252	2,904	2,948	12,935	3,858	3,027	7,599
<b>1. Teamwork</b>							
1. When someone in this office gets really busy, others help out. (C1)	89%	88%	84%	85%	86%	85%	85%
2. In this office, there is a good working relationship between staff and providers. (C2)	91%	91%	89%	89%	90%	88%	88%
3. In this office, we treat each other with respect. (C5)	89%	88%	85%	84%	84%	84%	83%
4. This office emphasizes teamwork in taking care of patients. (C13)	89%	88%	86%	84%	86%	84%	83%
<b>2. Patient Care Tracking/Followup</b>							
1. This office reminds patients when they need to schedule an appointment for preventive or routine care. (D3)	88%	91%	90%	88%	88%	87%	83%
2. This office documents how well our chronic-care patients follow their treatment plans. (D5)	81%	83%	82%	79%	77%	81%	74%
3. Our office follows up when we do not receive a report we are expecting from an outside provider. (D6)	89%	89%	88%	86%	85%	86%	80%
4. This office follows up with patients who need monitoring. (D9)	90%	93%	91%	90%	89%	90%	88%
<b>3. Organizational Learning</b>							
1. When there is a problem in our office, we see if we need to change the way we do things. (F1)	85%	86%	84%	82%	83%	83%	80%
2. This office is good at changing office processes to make sure the same problems don't happen again. (F5)	82%	84%	81%	78%	78%	78%	75%
3. After this office makes changes to improve the patient care process, we check to see if the changes worked. (F7)	77%	78%	75%	73%	74%	72%	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 – 2018 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	257	395	322	986	179	117	181
# Respondents	2,252	2,904	2,948	12,935	3,858	3,027	7,599
<b>4. Overall Perceptions of Patient Safety and Quality</b>							
1. Our office processes are good at preventing mistakes that could affect patients. (F2)	88%	88%	87%	84%	84%	84%	82%
2. Mistakes happen more than they should in this office. (F3R)	79%	81%	78%	76%	76%	75%	72%
3. It is just by chance that we don't make more mistakes that affect our patients. (F4R)	78%	81%	78%	76%	77%	77%	73%
4. In this office, getting more work done is more important than quality of care. (F6R)	73%	75%	71%	69%	69%	68%	65%
<b>5. Staff Training</b>							
1. This office trains staff when new processes are put into place. (C4)	79%	79%	77%	75%	74%	73%	74%
2. This office makes sure staff get the on-the-job training they need. (C7)	79%	77%	75%	74%	74%	73%	73%
3. Staff in this office are asked to do tasks they haven't been trained to do. (C10R)	67%	69%	67%	66%	67%	66%	64%
<b>6. Communication About Error</b>							
1. Staff feel like their mistakes are held against them. (D7R)	65%	68%	62%	62%	61%	57%	56%
2. Providers and staff talk openly about office problems. (D8)	69%	70%	65%	62%	59%	59%	57%
3. In this office, we discuss ways to prevent errors from happening again. (D11)	85%	84%	82%	81%	81%	80%	79%
4. Staff are willing to report mistakes they observe in this office. (D12)	82%	83%	79%	78%	76%	76%	73%

**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 – 2018 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	257	395	322	986	179	117	181
# Respondents	2,252	2,904	2,948	12,935	3,858	3,027	7,599
<b>7. Communication Openness</b>							
1. Providers in this office are open to staff ideas about how to improve office processes. (D1)	76%	77%	74%	73%	71%	69%	67%
2. Staff are encouraged to express alternative viewpoints in this office. (D2)	78%	77%	74%	72%	71%	68%	66%
3. Staff are afraid to ask questions when something does not seem right. (D4R)	77%	78%	74%	72%	70%	70%	67%
4. It is difficult to voice disagreement in this office. (D10R)	63%	65%	59%	58%	59%	54%	53%
<b>8. Office Processes and Standardization</b>							
1. This office is more disorganized than it should be. (C8R)	69%	70%	63%	63%	62%	61%	58%
2. We have good procedures for checking that work in this office was done correctly. (C9)	76%	76%	72%	69%	66%	67%	65%
3. We have problems with workflow in this office. (C12R)	58%	60%	56%	51%	50%	48%	43%
4. Staff in this office follow standardized processes to get tasks done. (C15)	85%	87%	82%	81%	81%	79%	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 – 2018 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	257	395	322	986	179	117	181
# Respondents	2,252	2,904	2,948	12,935	3,858	3,027	7,599
<b>9. Owner/Managing Partner/Leadership Support for Patient Safety</b>							
1. They aren't investing enough resources to improve the quality of care in this office. (E1R)	50%	51%	48%	47%	45%	46%	41%
2. They overlook patient care mistakes that happen over and over. (E2R)	79%	81%	79%	78%	77%	79%	76%
3. They place a high priority on improving patient care processes. (E3)	82%	82%	79%	79%	79%	81%	77%
4. They make decisions too often based on what is best for the office rather than what is best for patients. (E4R)	61%	61%	59%	59%	60%	59%	56%
<b>10. Work Pressure and Pace</b>							
1. In this office, we often feel rushed when taking care of patients. (C3R)	44%	42%	40%	36%	35%	32%	30%
2. We have too many patients for the number of providers in this office. (C6R)	47%	50%	50%	43%	43%	41%	35%
3. We have enough staff to handle our patient load. (C11)	53%	51%	48%	43%	46%	43%	39%
4. This office has too many patients to be able to handle everything effectively. (C14R)	58%	62%	60%	55%	55%	51%	46%

**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 – 2018 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
# Medical Offices	257	395	322	986	179	117	181
# Respondents	2,252	2,904	2,948	12,935	3,858	3,027	7,599
<b>List of Patient Safety and Quality Issues</b>							
<b>Access to Care</b>							
1. A patient was unable to get an appointment within 48 hours for an acute/serious problem. (A1)	76%	83%	78%	75%	73%	67%	67%
<b>Patient Identification</b>							
2. The wrong chart/medical record was used for a patient. (A2)	98%	98%	97%	96%	96%	95%	94%
<b>Charts/Medical Records</b>							
3. A patient's chart/medical record was not available when needed. (A3)	94%	94%	92%	93%	92%	90%	91%
4. Medical information was filed, scanned, or entered into the wrong patient's chart/medical record. (A4)	96%	96%	96%	95%	95%	93%	92%
<b>Medical Equipment</b>							
5. Medical equipment was not working properly or was in need of repair or replacement. (A5)	92%	92%	91%	89%	88%	85%	83%
<b>Medication</b>							
6. A pharmacy contacted our office to clarify or correct a prescription. (A6)	70%	65%	64%	59%	59%	57%	55%
7. A patient's medication list was not updated during his or her visit. (A7)	85%	85%	84%	77%	76%	72%	68%
<b>Diagnostics and Tests</b>							
8. The results from a lab or imaging test were not available when needed. (A8)	85%	82%	80%	78%	77%	76%	76%
9. A critical abnormal result from a lab or imaging test was not followed up within 1 business day. (A9)	95%	94%	94%	92%	91%	91%	88%

**Note:** The item's survey location is shown after the item text. 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-2. Item-Level Average Percent Positive Response by Number of Providers – 2018 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
# Medical Offices	257	395	322	986	179	117	181
# Respondents	2,252	2,904	2,948	12,935	3,858	3,027	7,599
<b>Information Exchange With Other Settings</b>							
1. Outside labs/imaging centers? (B1)	85%	81%	81%	78%	77%	73%	72%
2. Other medical offices/Outside physicians? (B2)	83%	82%	80%	77%	75%	72%	71%
3. Pharmacies? (B3)	84%	84%	81%	77%	76%	75%	73%
4. Hospitals? (B4)	87%	87%	84%	82%	81%	81%	75%

**Note:** The item’s survey location is shown after the item text. For items B1-B4, the percent positive response is based on those who responded “No problems in the past 12 months,” “Problems once or twice in the past 12 months,” or “Problems several times in the past 12 months.”



**Table A-3. Item-Level Average Percentages of Overall Ratings by Number of Providers – 2018 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	257	395	322	986	179	117	181
# Respondents	2,252	2,904	2,948	12,935	3,858	3,027	7,599
<b>1. Patient Centered - Is responsive to individual patient preferences, needs, and values. (G1a)</b>							
Excellent or Very Good	76%	78%	73%	70%	69%	68%	65%
5 - Excellent	41%	42%	37%	34%	32%	30%	29%
4 - Very Good	35%	35%	36%	36%	37%	38%	35%
3 - Good	19%	18%	22%	24%	25%	26%	27%
2 - Fair	4%	4%	4%	5%	6%	6%	6%
1 - Poor	1%	0%	1%	1%	1%	1%	1%
<b>2. Effective - Is based on scientific knowledge. (G1b)</b>							
Excellent or Very Good	76%	75%	71%	71%	69%	68%	67%
5 - Excellent	37%	39%	35%	33%	31%	29%	31%
4 - Very Good	38%	37%	37%	38%	38%	39%	35%
3 - Good	21%	20%	24%	24%	26%	25%	28%
2 - Fair	3%	4%	4%	4%	4%	6%	5%
1 - Poor	0%	1%	1%	1%	1%	0%	1%

**Note:** Percentages may not add to 100 due to rounding. In addition, percentages for “Excellent” and “Very Good” may not add to subtotals for “Excellent or Very Good” due to rounding.

**Table A-3. Item-Level Average Percentages of Overall Ratings by Number of Providers – 2018 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
# Medical Offices	257	395	322	986	179	117	181
# Respondents	2,252	2,904	2,948	12,935	3,858	3,027	7,599
<b>3. Timely - Minimizes waits and potentially harmful delays. (G1c)</b>							
Excellent or Very Good	62%	64%	58%	55%	53%	50%	46%
5 - Excellent	28%	30%	25%	22%	20%	17%	16%
4 - Very Good	34%	33%	34%	32%	33%	33%	30%
3 - Good	23%	24%	27%	29%	30%	32%	32%
2 - Fair	11%	9%	10%	12%	14%	14%	16%
1 - Poor	4%	4%	4%	4%	4%	5%	6%
<b>4. Efficient - Ensures cost-effective care (avoids waste, overuse, and misuse of services). (G1d)</b>							
Excellent or Very Good	67%	69%	63%	60%	58%	54%	48%
5 - Excellent	32%	32%	27%	26%	22%	20%	16%
4 - Very Good	34%	36%	35%	34%	36%	34%	32%
3 - Good	26%	23%	28%	29%	30%	33%	35%
2 - Fair	6%	6%	7%	9%	10%	11%	13%
1 - Poor	2%	2%	2%	2%	2%	3%	3%

**Note:** Percentages may not add to 100 due to rounding. In addition, percentages for “Excellent” and “Very Good” may not add to subtotals for “Excellent or Very Good” due to rounding.

**Table A-3. Item-Level Average Percentages of Overall Ratings by Number of Providers – 2018 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
# Medical Offices	257	395	322	986	179	117	181
# Respondents	2,252	2,904	2,948	12,935	3,858	3,027	7,599
<b>5. Equitable - Provides the same quality of care to all individuals regardless of gender, race, ethnicity, socioeconomic status, language, etc. (G1e)</b>							
Excellent or Very Good	85%	87%	84%	82%	81%	81%	78%
5 - Excellent	61%	62%	57%	56%	54%	51%	49%
4 - Very Good	24%	25%	27%	26%	28%	30%	29%
3 - Good	12%	11%	13%	14%	14%	15%	17%
2 - Fair	3%	2%	2%	3%	4%	3%	4%
1 - Poor	1%	1%	0%	1%	1%	1%	1%

**Note:** Percentages may not add to 100 due to rounding. In addition, percentages for “Excellent” and “Very Good” may not add to subtotals for “Excellent or Very Good” due to rounding.

**Table A-4. Average Percentage of Respondents Giving Their Medical Office an Overall Rating on Patient Safety by Number of Providers – 2018 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
# Medical Offices	257	395	322	986	179	117	181
# Respondents	2,252	2,904	2,948	12,935	3,858	3,027	7,599
Excellent or Very Good	74%	74%	68%	66%	65%	65%	61%
5 - Excellent	33%	36%	30%	27%	26%	25%	20%
4 - Very Good	40%	38%	38%	39%	39%	41%	41%
3 - Good	18%	20%	24%	25%	27%	27%	29%
2 - Fair	7%	5%	7%	7%	8%	6%	8%
1 - Poor	1%	1%	1%	1%	1%	1%	1%

**Note:** Percentages may not add to 100 due to rounding. In addition, percentages for “Excellent” and “Very Good” may not add to subtotals for “Excellent or Very Good” due to rounding.

## **Appendix A: Overall Results by Medical Office Characteristics**

### **(2) Single Specialty vs. Multispecialty**

**Note:** The number of medical offices and respondents by Single Specialty vs. Multispecialty 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 Specialty vs. Multispecialty – 2018 Database Medical Offices**

Patient Safety Culture Composites	Single Specialty vs. Multispecialty		
	Single Specialty	Multispecialty	
	<i># Medical Offices</i>	1,818	619
	<i># Respondents</i>	23,421	12,102
<b>1. Teamwork</b>	87%	86%	
<b>2. Patient Care Tracking/Followup</b>	86%	86%	
<b>3. Organizational Learning</b>	80%	77%	
<b>4. Overall Perceptions of Patient Safety and Quality</b>	78%	75%	
<b>5. Staff Training</b>	73%	70%	
<b>6. Communication About Error</b>	72%	70%	
<b>7. Communication Openness</b>	70%	67%	
<b>8. Office Processes and Standardization</b>	68%	66%	
<b>9. Owner/Managing Partner/Leadership Support for Patient Safety</b>	67%	63%	
<b>10. Work Pressure and Pace</b>	47%	43%	
<b>Average Across Composites</b>	73%	70%	

**Table A-6. Item-Level Average Percent Positive Response by Single Specialty vs. Multispecialty – 2018 Database Medical Offices (Page 1 of 6)**

Survey Items by Composite	Single Specialty vs. Multispecialty	
	Single Specialty	Multispecialty
# Medical Offices	1,818	619
# Respondents	23,421	12,102
<b>1. Teamwork</b>		
1. When someone in this office gets really busy, others help out. (C1)	86%	86%
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%	84%
4. This office emphasizes teamwork in taking care of patients. (C13)	86%	84%
<b>2. Patient Care Tracking/Followup</b>		
1. This office reminds patients when they need to schedule an appointment for preventive or routine care. (D3)	88%	88%
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)	86%	87%
4. This office follows up with patients who need monitoring. (D9)	91%	89%
<b>3. Organizational Learning</b>		
1. When there is a problem in our office, we see if we need to change the way we do things. (F1)	84%	82%
2. This office is good at changing office processes to make sure the same problems don't happen again. (F5)	80%	77%
3. After this office makes changes to improve the patient care process, we check to see if the changes worked. (F7)	75%	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-6. Item-Level Average Percent Positive Response by Single Specialty vs. Multispecialty – 2018 Database Medical Offices (Page 2 of 6)**

Survey Items by Composite	Single Specialty vs. Multispecialty	
	Single Specialty	Multispecialty
# Medical Offices	1,818	619
# Respondents	23,421	12,102
<b>4. Overall Perceptions of Patient Safety and Quality</b>		
1. Our office processes are good at preventing mistakes that could affect patients. (F2)	86%	85%
2. Mistakes happen more than they should in this office. (F3R)	78%	75%
3. It is just by chance that we don't make more mistakes that affect our patients. (F4R)	78%	74%
4. In this office, getting more work done is more important than quality of care. (F6R)	72%	65%
<b>5. Staff Training</b>		
1. This office trains staff when new processes are put into place. (C4)	77%	74%
2. This office makes sure staff get the on-the-job training they need. (C7)	76%	73%
3. Staff in this office are asked to do tasks they haven't been trained to do. (C10R)	68%	63%
<b>6. Communication About Error</b>		
1. Staff feel like their mistakes are held against them. (D7R)	64%	59%
2. Providers and staff talk openly about office problems. (D8)	64%	63%
3. In this office, we discuss ways to prevent errors from happening again. (D11)	82%	80%
4. Staff are willing to report mistakes they observe in this office. (D12)	80%	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 Specialty vs. Multispecialty – 2018 Database Medical Offices (Page 3 of 6)**

Survey Items by Composite	Single Specialty vs. Multispecialty	
	Single Specialty	Multispecialty
# Medical Offices	1,818	619
# Respondents	23,421	12,102
<b>7. Communication Openness</b>		
1. Providers in this office are open to staff ideas about how to improve office processes. (D1)	73%	73%
2. Staff are encouraged to express alternative viewpoints in this office. (D2)	74%	71%
3. Staff are afraid to ask questions when something does not seem right. (D4R)	74%	70%
4. It is difficult to voice disagreement in this office. (D10R)	60%	56%
<b>8. Office Processes and Standardization</b>		
1. This office is more disorganized than it should be. (C8R)	65%	62%
2. We have good procedures for checking that work in this office was done correctly. (C9)	71%	70%
3. We have problems with workflow in this office. (C12R)	53%	52%
4. Staff in this office follow standardized processes to get tasks done. (C15)	82%	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-6. Item-Level Average Percent Positive Response by Single Specialty vs. Multispecialty – 2018 Database Medical Offices (Page 4 of 6)**

Survey Items by Composite	Single Specialty vs. Multispecialty	
	Single Specialty	Multispecialty
# Medical Offices	1,818	619
# Respondents	23,421	12,102
<b>9. Owner/Managing Partner/Leadership Support for Patient Safety</b>		
1. They aren't investing enough resources to improve the quality of care in this office. (E1R)	49%	43%
2. They overlook patient care mistakes that happen over and over. (E2R)	79%	75%
3. They place a high priority on improving patient care processes. (E3)	80%	80%
4. They make decisions too often based on what is best for the office rather than what is best for patients. (E4R)	61%	53%
<b>10. Work Pressure and Pace</b>		
1. In this office, we often feel rushed when taking care of patients. (C3R)	39%	36%
2. We have too many patients for the number of providers in this office. (C6R)	47%	41%
3. We have enough staff to handle our patient load. (C11)	46%	45%
4. This office has too many patients to be able to handle everything effectively. (C14R)	58%	52%

**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 Specialty vs. Multispecialty – 2018 Database Medical Offices (Page 5 of 6)**

Survey Items	Single Specialty vs. Multispecialty	
	Single Specialty	Multispecialty
# Medical Offices	1,818	619
# Respondents	23,421	12,102
<b>List of Patient Safety and Quality Issues</b>		
<b>Access to Care</b>		
1. A patient was unable to get an appointment within 48 hours for an acute/serious problem. (A1)	77%	72%
<b>Patient Identification</b>		
2. The wrong chart/medical record was used for a patient. (A2)	96%	98%
<b>Charts/Medical Records</b>		
3. A patient's chart/medical record was not available when needed. (A3)	92%	94%
4. Medical information was filed, scanned, or entered into the wrong patient's chart/medical record. (A4)	94%	97%
<b>Medical Equipment</b>		
5. Medical equipment was not working properly or was in need of repair or replacement. (A5)	89%	91%
<b>Medication</b>		
6. A pharmacy contacted our office to clarify or correct a prescription. (A6)	62%	58%
7. A patient's medication list was not updated during his or her visit. (A7)	79%	79%
<b>Diagnostics and Tests</b>		
8. The results from a lab or imaging test were not available when needed. (A8)	79%	80%
9. A critical abnormal result from a lab or imaging test was not followed up within 1 business day. (A9)	92%	93%

**Note:** The item's survey location is shown after the item text. 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 Specialty vs. Multispecialty – 2018 Database Medical Offices (Page 6 of 6)**

Survey Items		Single Specialty vs. Multispecialty	
		Single Specialty	Multispecialty
	# Medical Offices	1,818	619
	# Respondents	23,421	12,102
<b>Information Exchange With Other Settings</b>			
1. Outside labs/imaging centers? (B1)		78%	80%
2. Other medical offices/Outside physicians? (B2)		78%	79%
3. Pharmacies? (B3)		79%	78%
4. Hospitals? (B4)		83%	84%

**Note:** The item’s survey location is shown after the item text. For items B1-B4, the percent positive response is based on those who responded “No problems in the past 12 months,” “Problems once or twice in the past 12 months,” or “Problems several times in the past 12 months.”

**Table A-7. Item-Level Average Percentages of Overall Ratings by Single Specialty vs. Multispecialty – 2018 Database Medical Offices (Page 1 of 3)**

Survey Items by Overall Ratings on Quality	Single Specialty vs. Multispecialty	
	Single Specialty	Multispecialty
# Medical Offices	1,818	619
# Respondents	23,421	12,102
<b>1. Patient Centered - Is responsive to individual patient preferences, needs, and values. (G1a)</b>		
Excellent or Very Good	73%	69%
5 - Excellent	38%	31%
4 - Very Good	35%	38%
3 - Good	22%	24%
2 - Fair	5%	6%
1 - Poor	1%	1%
<b>2. Effective - Is based on scientific knowledge. (G1b)</b>		
Excellent or Very Good	73%	68%
5 - Excellent	36%	29%
4 - Very Good	37%	40%
3 - Good	23%	26%
2 - Fair	4%	5%
1 - Poor	1%	1%

**Note:** Percentages may not add to 100 due to rounding. In addition, percentages for “Excellent” and “Very Good” may not add to subtotals for “Excellent or Very Good” due to rounding.

**Table A-7. Item-Level Average Percentages of Overall Ratings by Single Specialty vs. Multispecialty – 2018 Database Medical Offices (Page 2 of 3)**

Survey Items by Overall Ratings on Quality	Single Specialty vs. Multispecialty	
	Single Specialty	Multispecialty
# Medical Offices	1,818	619
# Respondents	23,421	12,102
<b>3. Timely - Minimizes waits and potentially harmful delays. (G1c)</b>		
Excellent or Very Good	57%	54%
5 - Excellent	25%	21%
4 - Very Good	32%	34%
3 - Good	27%	29%
2 - Fair	11%	13%
1 - Poor	4%	4%
<b>4. Efficient - Ensures cost-effective care (avoids waste, overuse, and misuse of services). (G1d)</b>		
Excellent or Very Good	62%	59%
5 - Excellent	28%	23%
4 - Very Good	34%	36%
3 - Good	28%	29%
2 - Fair	8%	9%
1 - Poor	2%	2%

**Note:** Percentages may not add to 100 due to rounding. In addition, percentages for “Excellent” and “Very Good” may not add to subtotals for “Excellent or Very Good” due to rounding.

**Table A-7. Item-Level Average Percentages of Overall Ratings by Single Specialty vs. Multispecialty – 2018 Database Medical Offices (Page 3 of 3)**

Survey Items by Overall Ratings on Quality		Single Specialty vs. Multispecialty	
		Single Specialty	Multispecialty
	<i># Medical Offices</i>	1,818	619
	<i># Respondents</i>	23,421	12,102
<b>5. Equitable - Provides the same quality of care to all individuals regardless of gender, race, ethnicity, socioeconomic status, language, etc. (G1e)</b>			
Excellent or Very Good		84%	81%
5 - Excellent		59%	51%
4 - Very Good		25%	30%
3 - Good		13%	15%
2 - Fair		3%	3%
1 - Poor		1%	1%

**Note:** Percentages may not add to 100 due to rounding. In addition, percentages for “Excellent” and “Very Good” may not add to subtotals for “Excellent or Very Good” due to rounding.

**Table A-8. Average Percentage of Respondents Giving Their Medical Office an Overall Rating on Patient Safety by Single Specialty vs. Multispecialty – 2018 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 Specialty vs. Multispecialty	
	Single Specialty	Multispecialty
<i># Medical Offices</i>	1,818	619
<i># Respondents</i>	23,421	12,102
Excellent or Very Good	69%	66%
5 - Excellent	30%	26%
4 - Very Good	39%	41%
3 - Good	24%	25%
2 - Fair	7%	7%
1 - Poor	1%	1%

**Note:** Percentages may not add to 100 due to rounding. In addition, percentages for “Excellent” and “Very Good” may not add to subtotals for “Excellent or Very Good” 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 represent non-primary care specialties with at least 25 medical offices.

**Table A-9. Composite-Level Average Percent Positive Response by Specific Specialties – 2018 Database Medical Offices**

Patient Safety Culture Composites	Specific Specialties								
	Cardiology	Hematology/Oncology	Gastroenterology	Neurology	Orthopedics	Physical Medicine	Pulmonary Medicine	Surgery/Gen. Surg.	Urology
# Medical Offices	127	69	29	53	85	38	29	132	31
# Respondents	2,277	1,087	272	592	1,109	424	324	1,254	333
<b>1. Teamwork</b>	84%	88%	86%	86%	87%	88%	85%	88%	87%
<b>2. Patient Care Tracking/Followup</b>	89%	89%	89%	84%	86%	82%	85%	91%	86%
<b>3. Organizational Learning</b>	77%	80%	79%	76%	75%	78%	81%	84%	83%
<b>4. Overall Perceptions of Patient Safety and Quality</b>	76%	80%	71%	77%	77%	79%	77%	82%	81%
<b>5. Staff Training</b>	69%	77%	71%	69%	71%	76%	77%	78%	79%
<b>6. Communication About Error</b>	71%	74%	74%	68%	71%	71%	75%	77%	78%
<b>7. Communication Openness</b>	68%	69%	71%	72%	69%	70%	75%	75%	71%
<b>8. Office Processes and Standardization</b>	64%	69%	66%	64%	67%	68%	66%	74%	72%
<b>9. Owner/Managing Partner/Leadership Support for Patient Safety</b>	65%	68%	66%	65%	69%	69%	66%	72%	68%
<b>10. Work Pressure and Pace</b>	45%	49%	45%	46%	51%	51%	45%	58%	44%
<b>Average Across Composites</b>	71%	74%	72%	71%	72%	73%	73%	78%	75%

**Note:** Specialties are listed for single-specialty offices only and represent non-primary care specialties with at least 25 medical offices in the database.

**Table A-10. Item-Level Average Percent Positive Response by Specific Specialties – 2018 Database Medical Offices (Page 1 of 6)**

Survey Items by Composite	Specific Specialties								
	Cardi-ology	Hematology/Oncology	Gastro-enterology	Neurology	Ortho-pedics	Physical Medicine	Pulmonary Medicine	Surgery/Gen. Surg.	Urology
# Medical Offices	127	69	29	53	85	38	29	132	31
# Respondents	2,277	1,087	272	592	1,109	424	324	1,254	333
<b>1. Teamwork</b>									
1. When someone in this office gets really busy, others help out. (C1)	82%	88%	84%	85%	87%	88%	85%	87%	85%
2. In this office, there is a good working relationship between staff and providers. (C2)	89%	90%	92%	90%	88%	92%	89%	91%	88%
3. In this office, we treat each other with respect. (C5)	83%	86%	82%	85%	86%	86%	84%	88%	84%
4. This office emphasizes teamwork in taking care of patients. (C13)	84%	88%	84%	84%	87%	86%	81%	87%	90%
<b>2. Patient Care Tracking/Followup</b>									
1. This office reminds patients when they need to schedule an appointment for preventive or routine care. (D3)	89%	89%	93%	89%	85%	84%	90%	92%	92%
2. This office documents how well our chronic-care patients follow their treatment plans. (D5)	83%	84%	87%	77%	81%	75%	73%	88%	76%
3. Our office follows up when we do not receive a report we are expecting from an outside provider. (D6)	88%	90%	86%	83%	90%	82%	89%	92%	86%
4. This office follows up with patients who need monitoring. (D9)	93%	93%	94%	88%	90%	88%	89%	94%	91%
<b>3. Organizational Learning</b>									
1. When there is a problem in our office, we see if we need to change the way we do things. (F1)	80%	86%	84%	81%	78%	85%	84%	87%	82%
2. This office is good at changing office processes to make sure the same problems don't happen again. (F5)	77%	79%	78%	74%	75%	75%	80%	84%	86%
3. After this office makes changes to improve the patient care process, we check to see if the changes worked. (F7)	74%	74%	76%	72%	73%	75%	79%	81%	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). Specialties are listed for single-specialty offices only and represent non-primary care specialties with at least 25 medical offices in the database.

**Table A-10. Item-Level Average Percent Positive Response by Specific Specialties – 2018 Database Medical Offices (Page 2 of 6)**

Survey Items by Composite	Specific Specialties								
	Cardi-ology	Hematology/ Oncology	Gastro- enterology	Neurology	Ortho- pedics	Physical Medicine	Pulmonary Medicine	Surgery/ Gen. Surg.	Urology
# Medical Offices	127	69	29	53	85	38	29	132	31
# Respondents	2,277	1,087	272	592	1,109	424	324	1,254	333
<b>4. Overall Perceptions of Patient Safety and Quality</b>									
1. Our office processes are good at preventing mistakes that could affect patients. (F2)	84%	86%	80%	82%	84%	85%	87%	89%	88%
2. Mistakes happen more than they should in this office. (F3R)	76%	80%	67%	76%	75%	78%	77%	81%	78%
3. It is just by chance that we don't make more mistakes that affect our patients. (F4R)	77%	79%	69%	77%	75%	80%	72%	80%	81%
4. In this office, getting more work done is more important than quality of care. (F6R)	69%	75%	67%	75%	75%	72%	74%	78%	76%
<b>5. Staff Training</b>									
1. This office trains staff when new processes are put into place. (C4)	72%	80%	73%	71%	75%	80%	83%	81%	83%
2. This office makes sure staff get the on-the-job training they need. (C7)	71%	80%	74%	72%	75%	77%	79%	82%	82%
3. Staff in this office are asked to do tasks they haven't been trained to do. (C10R)	63%	72%	66%	63%	64%	72%	68%	73%	73%
<b>6. Communication About Error</b>									
1. Staff feel like their mistakes are held against them. (D7R)	63%	68%	64%	62%	64%	63%	71%	71%	68%
2. Providers and staff talk openly about office problems. (D8)	61%	60%	68%	61%	63%	59%	66%	67%	67%
3. In this office, we discuss ways to prevent errors from happening again. (D11)	81%	82%	81%	74%	80%	84%	82%	85%	88%
4. Staff are willing to report mistakes they observe in this office. (D12)	77%	82%	80%	74%	78%	77%	83%	83%	88%

**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 25 medical offices in the database.

**Table A-10. Item-Level Average Percent Positive Response by Specific Specialties – 2018 Database Medical Offices (Page 3 of 6)**

Survey Items by Composite	Specific Specialties								
	Cardi-ology	Hematology/Oncology	Gastro-enterology	Neurology	Ortho-pedics	Physical Medicine	Pulmonary Medicine	Surgery/Gen. Surg.	Urology
# Medical Offices	127	69	29	53	85	38	29	132	31
# Respondents	2,277	1,087	272	592	1,109	424	324	1,254	333
<b>7. Communication Openness</b>									
1. Providers in this office are open to staff ideas about how to improve office processes. (D1)	71%	68%	76%	78%	69%	73%	76%	77%	68%
2. Staff are encouraged to express alternative viewpoints in this office. (D2)	70%	73%	76%	74%	73%	73%	81%	78%	76%
3. Staff are afraid to ask questions when something does not seem right. (D4R)	74%	77%	73%	74%	73%	74%	78%	79%	75%
4. It is difficult to voice disagreement in this office. (D10R)	59%	57%	58%	64%	61%	60%	65%	66%	64%
<b>8. Office Processes and Standardization</b>									
1. This office is more disorganized than it should be. (C8R)	61%	68%	67%	61%	65%	68%	58%	72%	67%
2. We have good procedures for checking that work in this office was done correctly. (C9)	67%	74%	70%	65%	69%	71%	74%	77%	82%
3. We have problems with workflow in this office. (C12R)	49%	51%	49%	54%	53%	52%	47%	62%	51%
4. Staff in this office follow standardized processes to get tasks done. (C15)	79%	83%	78%	77%	81%	80%	83%	85%	87%

**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 25 medical offices in the database.

**Table A-10. Item-Level Average Percent Positive Response by Specific Specialties – 2018 Database Medical Offices (Page 4 of 6)**

Survey Items by Composite	Specific Specialties								
	Cardi-ology	Hematology/Oncology	Gastro-enterology	Neurology	Ortho-pedics	Physical Medicine	Pulmonary Medicine	Surgery/Gen. Surg.	Urology
# Medical Offices	127	69	29	53	85	38	29	132	31
# Respondents	2,277	1,087	272	592	1,109	424	324	1,254	333
<b>9. Owner/Managing Partner/Leadership Support for Patient Safety</b>									
1. They aren't investing enough resources to improve the quality of care in this office. (E1R)	46%	50%	44%	47%	53%	49%	53%	58%	55%
2. They overlook patient care mistakes that happen over and over. (E2R)	76%	81%	78%	77%	80%	80%	77%	82%	72%
3. They place a high priority on improving patient care processes. (E3)	78%	80%	84%	76%	80%	77%	81%	82%	75%
4. They make decisions too often based on what is best for the office rather than what is best for patients. (E4R)	60%	63%	60%	61%	63%	68%	54%	66%	69%
<b>10. Work Pressure and Pace</b>									
1. In this office, we often feel rushed when taking care of patients. (C3R)	39%	38%	39%	45%	40%	41%	42%	51%	38%
2. We have too many patients for the number of providers in this office. (C6R)	44%	49%	44%	39%	51%	48%	45%	60%	49%
3. We have enough staff to handle our patient load. (C11)	40%	50%	45%	44%	52%	54%	38%	56%	37%
4. This office has too many patients to be able to handle everything effectively. (C14R)	57%	58%	53%	55%	62%	61%	53%	66%	52%

**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 25 medical offices in the database.

**Table A-10. Item-Level Average Percent Positive Response by Specific Specialties – 2018 Database Medical Offices (Page 5 of 6)**

Survey Items	Specific Specialties									
	Cardi-ology	Hematology/Oncology	Gastro-enterology	Neurology	Ortho-pedics	Physical Medicine	Pulmonary Medicine	Surgery/Gen. Surg.	Urology	
# Medical Offices	127	69	29	53	85	38	29	132	31	
# Respondents	2,277	1,087	272	592	1,109	424	324	1,254	333	
<b>List of Patient Safety and Quality Issues</b>										
<b>Access to Care</b>										
1. A patient was unable to get an appointment within 48 hours for an acute/serious problem. (A1)	74%	89%	72%	65%	77%	72%	70%	88%	78%	
<b>Patient Identification</b>										
2. The wrong chart/medical record was used for a patient. (A2)	95%	97%	94%	97%	95%	98%	95%	98%	99%	
<b>Charts/Medical Records</b>										
3. A patient's chart/medical record was not available when needed. (A3)	89%	91%	88%	92%	91%	87%	92%	94%	95%	
4. Medical information was filed, scanned, or entered into the wrong patient's chart/medical record. (A4)	93%	94%	92%	95%	94%	93%	93%	96%	97%	
<b>Medical Equipment</b>										
5. Medical equipment was not working properly or was in need of repair or replacement. (A5)	89%	87%	91%	89%	91%	86%	92%	92%	91%	
<b>Medication</b>										
6. A pharmacy contacted our office to clarify or correct a prescription. (A6)	65%	69%	65%	58%	76%	73%	65%	84%	75%	
7. A patient's medication list was not updated during his or her visit. (A7)	77%	82%	80%	80%	86%	83%	85%	89%	86%	
<b>Diagnostics and Tests</b>										
8. The results from a lab or imaging test were not available when needed. (A8)	76%	78%	76%	77%	87%	74%	79%	87%	78%	
9. A critical abnormal result from a lab or imaging test was not followed up within 1 business day. (A9)	90%	94%	93%	93%	94%	96%	88%	95%	88%	

**Notes:** The item's survey location is shown after the item text. 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 25 medical offices in the database.

**Table A-10. Item-Level Average Percent Positive Response by Specific Specialties – 2018 Database Medical Offices (Page 6 of 6)**

Survey Items	Specific Specialties								
	Cardi-ology	Hematology/Oncology	Gastro-enterology	Neurology	Ortho-pedics	Physical Medicine	Pulmonary Medicine	Surgery/Gen. Surg.	Urology
# Medical Offices	127	69	29	53	85	38	29	132	31
# Respondents	2,277	1,087	272	592	1,109	424	324	1,254	333
<b>Information Exchange With Other Settings</b>									
1. Outside labs/imaging centers? (B1)	75%	77%	72%	76%	84%	84%	76%	83%	75%
2. Other medical offices/Outside physicians? (B2)	72%	75%	70%	75%	82%	80%	78%	83%	75%
3. Pharmacies? (B3)	77%	84%	79%	74%	89%	85%	88%	91%	83%
4. Hospitals? (B4)	80%	83%	74%	78%	86%	88%	81%	88%	87%

**Note:** The item’s survey location is shown after the item text. For items B1-B4, the percent positive response is based on those who responded “No problems in the past 12 months,” “Problems once or twice in the past 12 months,” or “Problems several times in the past 12 months.” Specialties are listed for single-specialty offices only and represent non-primary care specialties with at least 25 medical offices in the database.



**Table A-11. Item-Level Average Percentages of Overall Ratings by Specific Specialties – 2018 Database Medical Offices (Page 1 of 3)**

Survey Items by Overall Ratings on Quality	Specific Specialties								
	Cardi-ology	Hematology/Oncology	Gastro-enterology	Neurology	Ortho-pedics	Physical Medicine	Pulmonary Medicine	Surgery/Gen. Surg.	Urology
# Medical Offices	127	69	29	53	85	38	29	132	31
# Respondents	2,277	1,087	272	592	1,109	424	324	1,254	333
<b>1. Patient Centered - Is responsive to individual patient preferences, needs, and values. (G1a)</b>									
Excellent or Very Good	71%	81%	76%	74%	71%	78%	73%	78%	75%
5 - Excellent	38%	47%	42%	35%	34%	45%	41%	48%	43%
4 - Very Good	33%	34%	34%	39%	37%	34%	32%	31%	32%
3 - Good	22%	15%	17%	19%	25%	18%	23%	19%	22%
2 - Fair	6%	4%	4%	6%	4%	3%	4%	2%	1%
1 - Poor	1%	0%	2%	1%	1%	1%	1%	0%	2%
<b>2. Effective - Is based on scientific knowledge. (G1b)</b>									
Excellent or Very Good	73%	79%	75%	75%	70%	75%	71%	78%	79%
5 - Excellent	38%	42%	37%	38%	35%	39%	41%	46%	47%
4 - Very Good	35%	37%	37%	37%	35%	36%	30%	32%	31%
3 - Good	23%	18%	21%	20%	25%	20%	23%	20%	17%
2 - Fair	4%	3%	4%	4%	4%	4%	5%	2%	4%
1 - Poor	0%	0%	0%	1%	0%	1%	1%	0%	0%

**Note:** Specialties are listed for single-specialty offices only and represent non-primary care specialties with at least 25 medical offices in the database. Percentages may not add to 100 due to rounding. In addition, percentages for “Excellent” and “Very Good” may not add to subtotals for “Excellent or Very Good” due to rounding.

**Table A-11. Item-Level Average Percentages of Overall Ratings by Specific Specialties – 2018 Database Medical Offices (Page 2 of 3)**

Survey Items by Overall Ratings on Quality	Specific Specialties								
	Cardi-ology	Hematology/Oncology	Gastro-enterology	Neurology	Ortho-pedics	Physical Medicine	Pulmonary Medicine	Surgery/Gen. Surg.	Urology
# Medical Offices	127	69	29	53	85	38	29	132	31
# Respondents	2,277	1,087	272	592	1,109	424	324	1,254	333
<b>3. Timely - Minimizes waits and potentially harmful delays. (G1c)</b>									
Excellent or Very Good	54%	59%	55%	56%	53%	64%	54%	65%	57%
5 - Excellent	25%	25%	26%	23%	23%	30%	25%	34%	29%
4 - Very Good	29%	34%	28%	33%	30%	34%	29%	31%	28%
3 - Good	29%	25%	24%	28%	27%	22%	31%	23%	25%
2 - Fair	12%	12%	16%	10%	16%	10%	11%	9%	9%
1 - Poor	5%	4%	6%	5%	4%	4%	3%	2%	8%
<b>4. Efficient - Ensures cost-effective care (avoids waste, overuse, and misuse of services). (G1d)</b>									
Excellent or Very Good	62%	64%	61%	61%	61%	67%	60%	71%	67%
5 - Excellent	27%	24%	29%	30%	26%	32%	30%	40%	33%
4 - Very Good	35%	40%	32%	31%	35%	35%	30%	31%	33%
3 - Good	28%	27%	27%	29%	25%	21%	32%	22%	27%
2 - Fair	8%	6%	9%	7%	12%	11%	7%	5%	5%
1 - Poor	3%	2%	3%	4%	2%	1%	0%	2%	2%

**Note:** Specialties are listed for single-specialty offices only and represent non-primary care specialties with at least 25 medical offices in the database. Percentages may not add to 100 due to rounding. In addition, percentages for “Excellent” and “Very Good” may not add to subtotals for “Excellent or Very Good” due to rounding.

**Table A-11. Item-Level Average Percentages of Overall Ratings by Specific Specialties – 2018 Database Medical Offices (Page 3 of 3)**

Survey Items by Overall Ratings on Quality	Specific Specialties								
	Cardiology	Hematology/Oncology	Gastroenterology	Neurology	Orthopedics	Physical Medicine	Pulmonary Medicine	Surgery/Gen. Surg.	Urology
# Medical Offices	127	69	29	53	85	38	29	132	31
# Respondents	2,277	1,087	272	592	1,109	424	324	1,254	333
<b>5. Equitable - Provides the same quality of care to all individuals regardless of gender, race, ethnicity, socioeconomic status, language, etc. (G1e)</b>									
Excellent or Very Good	84%	88%	82%	84%	83%	86%	83%	86%	86%
5 - Excellent	59%	65%	62%	60%	56%	65%	60%	66%	65%
4 - Very Good	25%	23%	20%	24%	28%	21%	24%	20%	21%
3 - Good	13%	9%	14%	13%	13%	10%	15%	11%	11%
2 - Fair	2%	2%	3%	2%	3%	3%	1%	2%	3%
1 - Poor	1%	1%	0%	1%	1%	2%	0%	1%	0%

**Note:** Specialties are listed for single-specialty offices only and represent non-primary care specialties with at least 25 medical offices in the database. Percentages may not add to 100 due to rounding. In addition, percentages for “Excellent” and “Very Good” may not add to subtotals for “Excellent or Very Good” due to rounding.

**Table A-12. Average Percentage of Respondents Giving Their Medical Office an Overall Rating on Patient Safety by Specific Specialties – 2018 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	Hematology/Oncology	Gastroenterology	Neurology	Orthopedics	Physical Medicine	Pulmonary Medicine	Surgery/Gen. Surg.	Urology
# Medical Offices	127	69	29	53	85	38	29	132	31
# Respondents	2,277	1,087	272	592	1,109	424	324	1,254	333
Excellent or Very Good	67%	72%	68%	66%	69%	69%	66%	76%	71%
5 - Excellent	32%	30%	31%	26%	29%	33%	36%	42%	34%
4 - Very Good	34%	41%	37%	40%	39%	36%	31%	33%	37%
3 - Good	23%	22%	22%	20%	24%	24%	27%	19%	23%
2 - Fair	8%	6%	7%	11%	6%	7%	6%	5%	4%
1 - Poor	2%	1%	3%	3%	1%	1%	1%	1%	2%

**Note:** Specialties are listed for single-specialty offices only and represent non-primary care specialties with at least 25 medical offices in the database. Percentages may not add to 100 due to rounding. In addition, percentages for “Excellent” and “Very Good” may not add to subtotals for “Excellent or Very Good” 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 – 2018 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>	407	28	206	174	133
<i># Respondents</i>	5,104	202	2,959	2,335	2,119
<b>1. Teamwork</b>	88%	80%	85%	85%	87%
<b>2. Patient Care Tracking/Followup</b>	85%	79%	85%	88%	84%
<b>3. Organizational Learning</b>	81%	72%	79%	78%	81%
<b>4. Overall Perceptions of Patient Safety and Quality</b>	80%	72%	77%	77%	77%
<b>5. Staff Training</b>	74%	66%	73%	70%	75%
<b>6. Communication About Error</b>	73%	63%	71%	71%	72%
<b>7. Communication Openness</b>	72%	62%	70%	68%	68%
<b>8. Office Processes and Standardization</b>	68%	62%	66%	68%	67%
<b>9. Owner/Managing Partner/Leadership Support for Patient Safety</b>	67%	62%	66%	68%	67%
<b>10. Work Pressure and Pace</b>	46%	44%	45%	46%	44%
<b>Average Across Composites</b>	73%	66%	72%	72%	72%

**Table A-14. Item-Level Average Percent Positive Response by Primary Care Specialties – 2018 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	407	28	206	174	133
# Respondents	5,104	202	2,959	2,335	2,119
<b>1. Teamwork</b>					
1. When someone in this office gets really busy, others help out. (C1)	87%	79%	83%	83%	86%
2. In this office, there is a good working relationship between staff and providers. (C2)	91%	85%	88%	89%	89%
3. In this office, we treat each other with respect. (C5)	87%	78%	84%	84%	86%
4. This office emphasizes teamwork in taking care of patients. (C13)	87%	76%	84%	84%	87%
<b>2. Patient Care Tracking/Followup</b>					
1. This office reminds patients when they need to schedule an appointment for preventive or routine care. (D3)	87%	79%	88%	90%	85%
2. This office documents how well our chronic-care patients follow their treatment plans. (D5)	78%	77%	77%	80%	74%
3. Our office follows up when we do not receive a report we are expecting from an outside provider. (D6)	83%	75%	85%	89%	84%
4. This office follows up with patients who need monitoring. (D9)	90%	78%	90%	94%	89%
<b>3. Organizational Learning</b>					
1. When there is a problem in our office, we see if we need to change the way we do things. (F1)	84%	76%	84%	82%	85%
2. This office is good at changing office processes to make sure the same problems don't happen again. (F5)	83%	72%	79%	79%	81%
3. After this office makes changes to improve the patient care process, we check to see if the changes worked. (F7)	75%	68%	75%	74%	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-14. Item-Level Average Percent Positive Response by Primary Care Specialties – 2018 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	407	28	206	174	133
# Respondents	5,104	202	2,959	2,335	2,119
<b>4. Overall Perceptions of Patient Safety and Quality</b>					
1. Our office processes are good at preventing mistakes that could affect patients. (F2)	86%	80%	86%	84%	86%
2. Mistakes happen more than they should in this office. (F3R)	80%	77%	77%	78%	76%
3. It is just by chance that we don't make more mistakes that affect our patients. (F4R)	81%	71%	76%	77%	78%
4. In this office, getting more work done is more important than quality of care. (F6R)	72%	62%	69%	71%	69%
<b>5. Staff Training</b>					
1. This office trains staff when new processes are put into place. (C4)	77%	69%	75%	72%	80%
2. This office makes sure staff get the on-the-job training they need. (C7)	75%	72%	75%	74%	78%
3. Staff in this office are asked to do tasks they haven't been trained to do. (C10R)	69%	59%	67%	65%	67%
<b>6. Communication About Error</b>					
1. Staff feel like their mistakes are held against them. (D7R)	63%	48%	61%	61%	63%
2. Providers and staff talk openly about office problems. (D8)	67%	58%	64%	64%	63%
3. In this office, we discuss ways to prevent errors from happening again. (D11)	83%	75%	81%	81%	83%
4. Staff are willing to report mistakes they observe in this office. (D12)	81%	73%	78%	78%	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-14. Item-Level Average Percent Positive Response by Primary Care Specialties – 2018 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	407	28	206	174	133
# Respondents	5,104	202	2,959	2,335	2,119
<b>7. Communication Openness</b>					
1. Providers in this office are open to staff ideas about how to improve office processes. (D1)	75%	71%	73%	69%	73%
2. Staff are encouraged to express alternative viewpoints in this office. (D2)	75%	64%	74%	70%	71%
3. Staff are afraid to ask questions when something does not seem right. (D4R)	76%	69%	75%	72%	71%
4. It is difficult to voice disagreement in this office. (D10R)	61%	44%	60%	59%	58%
<b>8. Office Processes and Standardization</b>					
1. This office is more disorganized than it should be. (C8R)	66%	60%	63%	63%	63%
2. We have good procedures for checking that work in this office was done correctly. (C9)	70%	62%	69%	71%	71%
3. We have problems with workflow in this office. (C12R)	53%	50%	51%	53%	51%
4. Staff in this office follow standardized processes to get tasks done. (C15)	83%	76%	82%	83%	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).

**Table A-14. Item-Level Average Percent Positive Response by Primary Care Specialties – 2018 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
# Medical Offices	407	28	206	174	133
# Respondents	5,104	202	2,959	2,335	2,119
<b>9. Owner/Managing Partner/Leadership Support for Patient Safety</b>					
1. They aren't investing enough resources to improve the quality of care in this office. (E1R)	47%	43%	48%	51%	48%
2. They overlook patient care mistakes that happen over and over. (E2R)	81%	70%	80%	80%	81%
3. They place a high priority on improving patient care processes. (E3)	80%	79%	77%	78%	80%
4. They make decisions too often based on what is best for the office rather than what is best for patients. (E4R)	58%	57%	60%	62%	61%
<b>10. Work Pressure and Pace</b>					
1. In this office, we often feel rushed when taking care of patients. (C3R)	34%	32%	35%	38%	33%
2. We have too many patients for the number of providers in this office. (C6R)	46%	45%	46%	43%	42%
3. We have enough staff to handle our patient load. (C11)	44%	48%	43%	46%	46%
4. This office has too many patients to be able to handle everything effectively. (C14R)	58%	52%	56%	56%	56%

**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 – 2018 Database Medical Offices (Page 5 of 6)**

Survey Items	Primary Care Specialties				
	Family Pract./ Family Med.	General Pract.	Internal Med.	OB/GYN	Pediatrics
# Medical Offices	407	28	206	174	133
# Respondents	5,104	202	2,959	2,335	2,119
<b>List of Patient Safety and Quality Issues</b>					
<b>Access to Care</b>					
1. A patient was unable to get an appointment within 48 hours for an acute/serious problem. (A1)	74%	69%	74%	79%	80%
<b>Patient Identification</b>					
2. The wrong chart/medical record was used for a patient. (A2)	95%	98%	97%	97%	97%
<b>Charts/Medical Records</b>					
3. A patient's chart/medical record was not available when needed. (A3)	91%	90%	96%	93%	94%
4. Medical information was filed, scanned, or entered into the wrong patient's chart/medical record. (A4)	93%	96%	96%	95%	95%
<b>Medical Equipment</b>					
5. Medical equipment was not working properly or was in need of repair or replacement. (A5)	87%	85%	88%	92%	87%
<b>Medication</b>					
6. A pharmacy contacted our office to clarify or correct a prescription. (A6)	47%	56%	54%	68%	62%
7. A patient's medication list was not updated during his or her visit. (A7)	71%	81%	76%	83%	81%
<b>Diagnostics and Tests</b>					
8. The results from a lab or imaging test were not available when needed. (A8)	75%	73%	79%	80%	81%
9. A critical abnormal result from a lab or imaging test was not followed up within 1 business day. (A9)	91%	95%	91%	91%	95%

**Note:** The item's survey location is shown after the item text. 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 – 2018 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>	407	28	206	174	133
<i># Respondents</i>	5,104	202	2,959	2,335	2,119
<b>Information Exchange With Other Settings</b>					
1. Outside labs/imaging centers? (B1)	75%	74%	79%	79%	80%
2. Other medical offices/Outside physicians? (B2)	75%	74%	79%	82%	80%
3. Pharmacies? (B3)	70%	72%	75%	83%	83%
4. Hospitals? (B4)	78%	75%	83%	87%	84%

**Note:** The item’s survey location is shown after the item text. For items B1-B4, the percent positive response is based on those who responded “No problems in the past 12 months,” “Problems once or twice in the past 12 months,” or “Problems several times in the past 12 months.”

**Table A-15. Item-Level Average Percentages of Overall Ratings by Primary Care Specialties – 2018 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	407	28	206	174	133
# Respondents	5,104	202	2,959	2,335	2,119
<b>1. Patient Centered - Is responsive to individual patient preferences, needs, and values. (G1a)</b>					
Excellent or Very Good	71%	70%	68%	70%	74%
5 - Excellent	33%	35%	33%	34%	38%
4 - Very Good	38%	36%	35%	35%	36%
3 - Good	23%	21%	25%	25%	22%
2 - Fair	5%	8%	6%	5%	4%
1 - Poor	1%	1%	1%	1%	0%
<b>2. Effective - Is based on scientific knowledge. (G1b)</b>					
Excellent or Very Good	70%	69%	67%	71%	74%
5 - Excellent	30%	29%	31%	34%	39%
4 - Very Good	39%	39%	36%	37%	36%
3 - Good	25%	27%	28%	24%	22%
2 - Fair	4%	4%	5%	4%	4%
1 - Poor	1%	1%	1%	0%	0%

**Note:** Percentages may not add to 100 due to rounding. In addition, percentages for “Excellent” and “Very Good” may not add to subtotals for “Excellent or Very Good” due to rounding.

**Table A-15. Item-Level Average Percentages of Overall Ratings by Primary Care Specialties – 2018 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	407	28	206	174	133
# Respondents	5,104	202	2,959	2,335	2,119
<b>3. Timely - Minimizes waits and potentially harmful delays. (G1c)</b>					
Excellent or Very Good	58%	50%	56%	49%	58%
5 - Excellent	22%	19%	24%	20%	23%
4 - Very Good	35%	31%	32%	29%	35%
3 - Good	28%	32%	28%	32%	27%
2 - Fair	11%	14%	11%	13%	11%
1 - Poor	4%	4%	5%	6%	3%
<b>4. Efficient - Ensures cost-effective care (avoids waste, overuse, and misuse of services). (G1d)</b>					
Excellent or Very Good	61%	60%	59%	59%	57%
5 - Excellent	26%	26%	25%	26%	24%
4 - Very Good	36%	33%	34%	33%	33%
3 - Good	29%	32%	29%	32%	31%
2 - Fair	8%	6%	10%	7%	11%
1 - Poor	2%	2%	2%	2%	1%

**Note:** Percentages may not add to 100 due to rounding. In addition, percentages for “Excellent” and “Very Good” may not add to subtotals for “Excellent or Very Good” due to rounding.

**Table A-15. Item-Level Average Percentages of Overall Ratings by Primary Care Specialties – 2018 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	407	28	206	174	133
# Respondents	5,104	202	2,959	2,335	2,119
<b>5. Equitable - Provides the same quality of care to all individuals regardless of gender, race, ethnicity, socioeconomic status, language, etc. (G1e)</b>					
Excellent or Very Good	83%	79%	82%	82%	83%
5 - Excellent	55%	51%	56%	55%	57%
4 - Very Good	28%	27%	27%	27%	26%
3 - Good	13%	16%	14%	14%	14%
2 - Fair	3%	4%	3%	3%	2%
1 - Poor	1%	2%	1%	1%	1%

**Note:** Percentages may not add to 100 due to rounding. In addition, percentages for “Excellent” and “Very Good” may not add to subtotals for “Excellent or Very Good” due to rounding.

**Table A-16. Average Percentage of Respondents Giving Their Medical Office an Overall Rating on Patient Safety by Primary Care Specialties – 2018 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
# Medical Offices	407	28	206	174	133
# Respondents	5,104	202	2,959	2,335	2,119
Excellent or Very Good	68%	63%	65%	66%	68%
5 - Excellent	26%	29%	27%	28%	28%
4 - Very Good	42%	33%	38%	38%	41%
3 - Good	25%	26%	26%	25%	23%
2 - Fair	6%	10%	7%	7%	8%
1 - Poor	1%	2%	2%	1%	1%

**Note:** Percentages may not add to 100 due to rounding. In addition, percentages for “Excellent” and “Very Good” may not add to subtotals for “Excellent or Very Good” 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 – 2018 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>	17	10	2,219	59	131
<i># Respondents</i>	441	798	31,584	1,041	1,614
<b>1. Teamwork</b>	82%	72%	87%	88%	83%
<b>2. Patient Care Tracking/Followup</b>	84%	78%	87%	88%	80%
<b>3. Organizational Learning</b>	74%	69%	79%	81%	75%
<b>4. Overall Perceptions of Patient Safety and Quality</b>	73%	65%	78%	82%	74%
<b>5. Staff Training</b>	67%	62%	73%	76%	69%
<b>6. Communication About Error</b>	70%	60%	72%	72%	66%
<b>7. Communication Openness</b>	66%	53%	70%	70%	66%
<b>8. Office Processes and Standardization</b>	63%	57%	68%	73%	62%
<b>9. Owner/Managing Partner/Leadership Support for Patient Safety</b>	57%	53%	66%	75%	62%
<b>10. Work Pressure and Pace</b>	43%	39%	46%	61%	41%
<b>Average Across Composites</b>	68%	61%	73%	77%	68%

**Table A-18. Item-Level Average Percent Positive Response by Ownership – 2018 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	17	10	2,219	59	131
# Respondents	441	798	31,584	1,041	1,614
<b>1. Teamwork</b>					
1. When someone in this office gets really busy, others help out. (C1)	83%	72%	86%	87%	82%
2. In this office, there is a good working relationship between staff and providers. (C2)	87%	74%	90%	92%	88%
3. In this office, we treat each other with respect. (C5)	80%	69%	86%	88%	82%
4. This office emphasizes teamwork in taking care of patients. (C13)	80%	73%	86%	86%	81%
<b>2. Patient Care Tracking/Followup</b>					
1. This office reminds patients when they need to schedule an appointment for preventive or routine care. (D3)	88%	84%	89%	91%	80%
2. This office documents how well our chronic-care patients follow their treatment plans. (D5)	76%	70%	80%	80%	73%
3. Our office follows up when we do not receive a report we are expecting from an outside provider. (D6)	84%	72%	87%	90%	79%
4. This office follows up with patients who need monitoring. (D9)	87%	86%	91%	91%	89%
<b>3. Organizational Learning</b>					
1. When there is a problem in our office, we see if we need to change the way we do things. (F1)	80%	76%	83%	84%	79%
2. This office is good at changing office processes to make sure the same problems don't happen again. (F5)	76%	66%	80%	82%	75%
3. After this office makes changes to improve the patient care process, we check to see if the changes worked. (F7)	67%	66%	75%	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-18. Item-Level Average Percent Positive Response by Ownership – 2018 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	17	10	2,219	59	131
# Respondents	441	798	31,584	1,041	1,614
<b>4. Overall Perceptions of Patient Safety and Quality</b>					
1. Our office processes are good at preventing mistakes that could affect patients. (F2)	81%	73%	86%	90%	81%
2. Mistakes happen more than they should in this office. (F3R)	69%	70%	77%	79%	73%
3. It is just by chance that we don't make more mistakes that affect our patients. (F4R)	75%	63%	77%	80%	73%
4. In this office, getting more work done is more important than quality of care. (F6R)	68%	56%	70%	78%	68%
<b>5. Staff Training</b>					
1. This office trains staff when new processes are put into place. (C4)	70%	68%	76%	77%	73%
2. This office makes sure staff get the on-the-job training they need. (C7)	70%	62%	75%	78%	71%
3. Staff in this office are asked to do tasks they haven't been trained to do. (C10R)	62%	57%	67%	72%	62%
<b>6. Communication About Error</b>					
1. Staff feel like their mistakes are held against them. (D7R)	67%	47%	63%	64%	59%
2. Providers and staff talk openly about office problems. (D8)	61%	54%	64%	60%	56%
3. In this office, we discuss ways to prevent errors from happening again. (D11)	76%	75%	82%	84%	75%
4. Staff are willing to report mistakes they observe in this office. (D12)	75%	64%	79%	78%	73%

**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 – 2018 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	17	10	2,219	59	131
# Respondents	441	798	31,584	1,041	1,614
<b>7. Communication Openness</b>					
1. Providers in this office are open to staff ideas about how to improve office processes. (D1)	70%	52%	74%	74%	68%
2. Staff are encouraged to express alternative viewpoints in this office. (D2)	63%	55%	74%	70%	66%
3. Staff are afraid to ask questions when something does not seem right. (D4R)	74%	60%	73%	73%	71%
4. It is difficult to voice disagreement in this office. (D10R)	56%	45%	59%	62%	59%
<b>8. Office Processes and Standardization</b>					
1. This office is more disorganized than it should be. (C8R)	60%	55%	64%	73%	61%
2. We have good procedures for checking that work in this office was done correctly. (C9)	65%	61%	71%	72%	65%
3. We have problems with workflow in this office. (C12R)	49%	40%	53%	65%	45%
4. Staff in this office follow standardized processes to get tasks done. (C15)	77%	71%	82%	83%	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-18. Item-Level Average Percent Positive Response by Ownership – 2018 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	17	10	2,219	59	131
# Respondents	441	798	31,584	1,041	1,614
<b>9. Owner/Managing Partner/Leadership Support for Patient Safety</b>					
1. They aren't investing enough resources to improve the quality of care in this office. (E1R)	31%	34%	48%	63%	39%
2. They overlook patient care mistakes that happen over and over. (E2R)	80%	64%	79%	82%	74%
3. They place a high priority on improving patient care processes. (E3)	74%	71%	80%	85%	77%
4. They make decisions too often based on what is best for the office rather than what is best for patients. (E4R)	46%	42%	59%	71%	58%
<b>10. Work Pressure and Pace</b>					
1. In this office, we often feel rushed when taking care of patients. (C3R)	38%	26%	38%	48%	34%
2. We have too many patients for the number of providers in this office. (C6R)	31%	34%	45%	61%	39%
3. We have enough staff to handle our patient load. (C11)	52%	45%	46%	62%	41%
4. This office has too many patients to be able to handle everything effectively. (C14R)	51%	51%	56%	71%	50%

**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 – 2018 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	17	10	2,219	59	131
# Respondents	441	798	31,584	1,041	1,614
<b>List of Patient Safety and Quality Issues</b>					
<b>Access to Care</b>					
1. A patient was unable to get an appointment within 48 hours for an acute/serious problem. (A1)	70%	57%	76%	81%	73%
<b>Patient Identification</b>					
2. The wrong chart/medical record was used for a patient. (A2)	98%	94%	97%	95%	97%
<b>Charts/Medical Records</b>					
3. A patient's chart/medical record was not available when needed. (A3)	87%	82%	93%	91%	92%
4. Medical information was filed, scanned, or entered into the wrong patient's chart/medical record. (A4)	89%	91%	95%	93%	97%
<b>Medical Equipment</b>					
5. Medical equipment was not working properly or was in need of repair or replacement. (A5)	80%	78%	90%	89%	88%
<b>Medication</b>					
6. A pharmacy contacted our office to clarify or correct a prescription. (A6)	60%	49%	61%	67%	62%
7. A patient's medication list was not updated during his or her visit. (A7)	79%	69%	80%	78%	76%
<b>Diagnostics and Tests</b>					
8. The results from a lab or imaging test were not available when needed. (A8)	69%	78%	80%	77%	76%
9. A critical abnormal result from a lab or imaging test was not followed up within 1 business day. (A9)	88%	89%	93%	90%	91%

**Note:** The item's survey location is shown after the item text. 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 – 2018 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>	17	10	2,219	59	131
<i># Respondents</i>	441	798	31,584	1,041	1,614
<b>Information Exchange With Other Settings</b>					
1. Outside labs/imaging centers? (B1)	69%	76%	79%	74%	71%
2. Other medical offices/Outside physicians? (B2)	73%	70%	79%	76%	71%
3. Pharmacies? (B3)	72%	60%	79%	84%	79%
4. Hospitals? (B4)	74%	71%	84%	85%	78%

**Note:** The item’s survey location is shown after the item text. For items B1-B4, the percent positive response is based on those who responded “No problems in the past 12 months,” “Problems once or twice in the past 12 months,” or “Problems several times in the past 12 months.”



**Table A-19. Item-Level Average Percentages of Overall Ratings by Ownership – 2018 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	17	10	2,219	59	131
# Respondents	441	798	31,584	1,041	1,614
<b>1. Patient Centered - Is responsive to individual patient preferences, needs, and values. (G1a)</b>					
Excellent or Very Good	77%	44%	72%	78%	67%
5 - Excellent	36%	15%	36%	42%	34%
4 - Very Good	41%	29%	36%	35%	33%
3 - Good	18%	37%	23%	16%	24%
2 - Fair	5%	15%	5%	4%	8%
1 - Poor	0%	4%	1%	2%	1%
<b>2. Effective - Is based on scientific knowledge. (G1b)</b>					
Excellent or Very Good	71%	41%	72%	74%	72%
5 - Excellent	33%	14%	34%	41%	35%
4 - Very Good	38%	26%	38%	34%	37%
3 - Good	24%	43%	24%	19%	22%
2 - Fair	5%	14%	4%	6%	5%
1 - Poor	0%	3%	1%	1%	0%

**Note:** Percentages may not add to 100 due to rounding. In addition, percentages for “Excellent” and “Very Good” may not add to subtotals for “Excellent or Very Good” due to rounding.

**Table A-19. Item-Level Average Percentages of Overall Ratings by Ownership – 2018 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	17	10	2,219	59	131
# Respondents	441	798	31,584	1,041	1,614
<b>3. Timely - Minimizes waits and potentially harmful delays. (G1c)</b>					
Excellent or Very Good	61%	28%	57%	65%	46%
5 - Excellent	25%	8%	24%	30%	18%
4 - Very Good	36%	20%	33%	35%	28%
3 - Good	21%	34%	28%	20%	32%
2 - Fair	14%	25%	11%	10%	16%
1 - Poor	5%	13%	4%	5%	6%
<b>4. Efficient - Ensures cost-effective care (avoids waste, overuse, and misuse of services). (G1d)</b>					
Excellent or Very Good	60%	35%	62%	64%	55%
5 - Excellent	26%	11%	27%	35%	20%
4 - Very Good	34%	23%	35%	30%	35%
3 - Good	26%	34%	28%	23%	31%
2 - Fair	11%	24%	8%	10%	12%
1 - Poor	2%	8%	2%	3%	2%

**Note:** Percentages may not add to 100 due to rounding. In addition, percentages for “Excellent” and “Very Good” may not add to subtotals for “Excellent or Very Good” due to rounding.

**Table A-19. Item-Level Average Percentages of Overall Ratings by Ownership – 2018 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	17	10	2,219	59	131
# Respondents	441	798	31,584	1,041	1,614
<b>5. Equitable - Provides the same quality of care to all individuals regardless of gender, race, ethnicity, socioeconomic status, language, etc. (G1e)</b>					
Excellent or Very Good	89%	60%	83%	85%	82%
5 - Excellent	63%	34%	57%	63%	55%
4 - Very Good	26%	26%	27%	22%	27%
3 - Good	9%	24%	14%	10%	13%
2 - Fair	2%	10%	3%	4%	4%
1 - Poor	0%	5%	1%	1%	1%

**Note:** Percentages may not add to 100 due to rounding. In addition, percentages for “Excellent” and “Very Good” may not add to subtotals for “Excellent or Very Good” due to rounding.

**Table A-20. Average Percentage of Respondents Giving Their Medical Office an Overall Rating on Patient Safety by Ownership – 2018 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	17	10	2,219	59	131
# Respondents	441	798	31,584	1,041	1,614
Excellent or Very Good	65%	43%	68%	77%	62%
5 - Excellent	31%	14%	29%	37%	25%
4 - Very Good	34%	30%	39%	40%	37%
3 - Good	26%	37%	24%	18%	26%
2 - Fair	8%	17%	7%	4%	10%
1 - Poor	1%	3%	1%	1%	2%

**Note:** Percentages may not add to 100 due to rounding. In addition, percentages for “Excellent” and “Very Good” may not add to subtotals for “Excellent or Very Good” due to rounding.

## **Appendix A: Overall Results by Medical Office Characteristics**

### **(6) Geographic Region**

NOTE 1: The number of medical offices and respondents in each geographic 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.

NOTE 2: States are categorized into geographic regions as follows:

- New England: CT, MA, ME, NH, RI, VT
- Mid-Atlantic: NJ, NY, PA
- South Atlantic: DC, DE, FL, GA, MD, NC, SC, VA, WV
- East North Central: IL, IN, MI, OH, WI
- East South Central: AL, KY, MS, TN
- West North Central: IA, KS, MN, MO, ND, NE, SD
- West South Central: AR, LA, OK, 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 Geographic Region – 2018 Database Medical Offices**

Patient Safety Culture Composites	Geographic Region								
	New England	Mid-Atlantic	South Atlantic	East North Central	East South Central	West North Central	West South Central	Mountain	Pacific
<i># Medical Offices</i>	115	187	956	464	68	231	194	180	42
<i># Respondents</i>	1,543	2,251	12,735	8,074	996	2,756	3,076	2,816	1,276
<b>1. Teamwork</b>	86%	85%	88%	85%	86%	85%	87%	88%	84%
<b>2. Patient Care Tracking/Followup</b>	81%	89%	88%	85%	89%	83%	86%	86%	85%
<b>3. Organizational Learning</b>	75%	80%	81%	77%	79%	76%	78%	79%	75%
<b>4. Overall Perceptions of Patient Safety and Quality</b>	77%	77%	81%	78%	79%	77%	60%	78%	73%
<b>5. Staff Training</b>	69%	74%	77%	70%	70%	70%	64%	71%	68%
<b>6. Communication About Error</b>	70%	72%	74%	69%	73%	70%	69%	74%	68%
<b>7. Communication Openness</b>	68%	68%	72%	67%	75%	70%	62%	74%	64%
<b>8. Office Processes and Standardization</b>	61%	67%	71%	67%	67%	64%	62%	66%	62%
<b>9. Owner/Managing Partner/Leadership Support for Patient Safety</b>	64%	67%	71%	62%	68%	64%	55%	67%	61%
<b>10. Work Pressure and Pace</b>	41%	42%	49%	45%	48%	45%	43%	48%	41%
<b>Average Across Composites</b>	69%	72%	75%	71%	73%	70%	67%	73%	68%

**Table A-22. Item-Level Average Percent Positive Response by Geographic Region – 2018 Database Medical Offices (Page 1 of 6)**

Survey Items by Composite	Geographic Region								
	New England	Mid-Atlantic	South Atlantic	East North Central	East South Central	West North Central	West South Central	Mountain	Pacific
# Medical Offices	115	187	956	464	68	231	194	180	42
# Respondents	1,543	2,251	12,735	8,074	996	2,756	3,076	2,816	1,276
<b>1. Teamwork</b>									
1. When someone in this office gets really busy, others help out. (C1)	85%	86%	86%	85%	84%	85%	86%	88%	80%
2. In this office, there is a good working relationship between staff and providers. (C2)	89%	88%	91%	88%	90%	89%	90%	91%	85%
3. In this office, we treat each other with respect. (C5)	86%	82%	87%	84%	82%	84%	86%	86%	86%
4. This office emphasizes teamwork in taking care of patients. (C13)	83%	85%	87%	83%	85%	84%	85%	86%	84%
<b>2. Patient Care Tracking/Followup</b>									
1. This office reminds patients when they need to schedule an appointment for preventive or routine care. (D3)	81%	88%	89%	88%	90%	86%	88%	89%	89%
2. This office documents how well our chronic-care patients follow their treatment plans. (D5)	71%	85%	82%	78%	83%	75%	80%	79%	75%
3. Our office follows up when we do not receive a report we are expecting from an outside provider. (D6)	81%	89%	88%	86%	89%	82%	85%	88%	86%
4. This office follows up with patients who need monitoring. (D9)	89%	93%	91%	89%	94%	88%	92%	91%	91%
<b>3. Organizational Learning</b>									
1. When there is a problem in our office, we see if we need to change the way we do things. (F1)	81%	82%	85%	82%	83%	82%	81%	84%	79%
2. This office is good at changing office processes to make sure the same problems don't happen again. (F5)	74%	82%	82%	78%	78%	76%	79%	78%	76%
3. After this office makes changes to improve the patient care process, we check to see if the changes worked. (F7)	70%	75%	77%	71%	76%	70%	74%	74%	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-22. Item-Level Average Percent Positive Response by Geographic Region – 2018 Database Medical Offices (Page 2 of 6)**

Survey Items by Composite	Geographic Region								
	New England	Mid-Atlantic	South Atlantic	East North Central	East South Central	West North Central	West South Central	Mountain	Pacific
# Medical Offices	115	187	956	464	68	231	194	180	42
# Respondents	1,543	2,251	12,735	8,074	996	2,756	3,076	2,816	1,276
<b>4. Overall Perceptions of Patient Safety and Quality</b>									
1. Our office processes are good at preventing mistakes that could affect patients. (F2)	82%	86%	87%	84%	82%	83%	85%	84%	85%
2. Mistakes happen more than they should in this office. (F3R)	76%	75%	81%	79%	79%	78%	53%	79%	71%
3. It is just by chance that we don't make more mistakes that affect our patients. (F4R)	79%	75%	81%	79%	78%	79%	54%	78%	72%
4. In this office, getting more work done is more important than quality of care. (F6R)	71%	71%	75%	69%	75%	68%	50%	72%	66%
<b>5. Staff Training</b>									
1. This office trains staff when new processes are put into place. (C4)	74%	77%	80%	73%	72%	72%	73%	74%	73%
2. This office makes sure staff get the on-the-job training they need. (C7)	71%	77%	79%	72%	70%	71%	71%	73%	71%
3. Staff in this office are asked to do tasks they haven't been trained to do. (C10R)	63%	67%	71%	66%	68%	67%	47%	68%	58%
<b>6. Communication About Error</b>									
1. Staff feel like their mistakes are held against them. (D7R)	62%	61%	66%	60%	70%	63%	46%	67%	59%
2. Providers and staff talk openly about office problems. (D8)	61%	64%	65%	62%	63%	61%	67%	67%	58%
3. In this office, we discuss ways to prevent errors from happening again. (D11)	80%	83%	84%	79%	80%	80%	83%	82%	77%
4. Staff are willing to report mistakes they observe in this office. (D12)	75%	80%	80%	76%	80%	77%	80%	79%	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-22. Item-Level Average Percent Positive Response by Geographic Region – 2018 Database Medical Offices (Page 3 of 6)**

Survey Items by Composite	Geographic Region								
	New England	Mid-Atlantic	South Atlantic	East North Central	East South Central	West North Central	West South Central	Mountain	Pacific
# Medical Offices	115	187	956	464	68	231	194	180	42
# Respondents	1,543	2,251	12,735	8,074	996	2,756	3,076	2,816	1,276
<b>7. Communication Openness</b>									
1. Providers in this office are open to staff ideas about how to improve office processes. (D1)	75%	70%	74%	71%	76%	74%	75%	76%	65%
2. Staff are encouraged to express alternative viewpoints in this office. (D2)	69%	71%	75%	69%	76%	74%	73%	78%	64%
3. Staff are afraid to ask questions when something does not seem right. (D4R)	72%	72%	77%	73%	80%	74%	53%	76%	71%
4. It is difficult to voice disagreement in this office. (D10R)	56%	58%	63%	56%	66%	57%	47%	65%	57%
<b>8. Office Processes and Standardization</b>									
1. This office is more disorganized than it should be. (C8R)	58%	64%	68%	66%	67%	62%	49%	65%	59%
2. We have good procedures for checking that work in this office was done correctly. (C9)	64%	72%	75%	69%	65%	64%	73%	66%	64%
3. We have problems with workflow in this office. (C12R)	43%	51%	57%	53%	59%	50%	43%	53%	46%
4. Staff in this office follow standardized processes to get tasks done. (C15)	79%	80%	84%	82%	78%	79%	83%	79%	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-22. Item-Level Average Percent Positive Response by Geographic Region – 2018 Database Medical Offices (Page 4 of 6)**

Survey Items by Composite	Geographic Region								
	New England	Mid-Atlantic	South Atlantic	East North Central	East South Central	West North Central	West South Central	Mountain	Pacific
# Medical Offices	115	187	956	464	68	231	194	180	42
# Respondents	1,543	2,251	12,735	8,074	996	2,756	3,076	2,816	1,276
<b>9. Owner/Managing Partner/Leadership Support for Patient Safety</b>									
1. They aren't investing enough resources to improve the quality of care in this office. (E1R)	41%	47%	53%	40%	53%	44%	44%	48%	40%
2. They overlook patient care mistakes that happen over and over. (E2R)	77%	81%	83%	78%	81%	79%	54%	79%	71%
3. They place a high priority on improving patient care processes. (E3)	79%	82%	82%	76%	79%	78%	78%	82%	76%
4. They make decisions too often based on what is best for the office rather than what is best for patients. (E4R)	62%	58%	66%	55%	58%	54%	45%	58%	57%
<b>10. Work Pressure and Pace</b>									
1. In this office, we often feel rushed when taking care of patients. (C3R)	33%	33%	41%	36%	41%	32%	39%	40%	32%
2. We have too many patients for the number of providers in this office. (C6R)	39%	37%	48%	44%	46%	47%	39%	50%	41%
3. We have enough staff to handle our patient load. (C11)	42%	47%	48%	45%	43%	43%	47%	44%	39%
4. This office has too many patients to be able to handle everything effectively. (C14R)	48%	50%	61%	55%	62%	59%	44%	59%	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 Geographic Region – 2018 Database Medical Offices (Page 5 of 6)**

Survey Items	Geographic Region								
	New England	Mid-Atlantic	South Atlantic	East North Central	East South Central	West North Central	West South Central	Mountain	Pacific
# Medical Offices	115	187	956	464	68	231	194	180	42
# Respondents	1,543	2,251	12,735	8,074	996	2,756	3,076	2,816	1,276
<b>List of Patient Safety and Quality Issues</b>									
<b>Access to Care</b>									
1. A patient was unable to get an appointment within 48 hours for an acute/serious problem. (A1)	76%	68%	78%	74%	78%	73%	82%	75%	68%
<b>Patient Identification</b>									
2. The wrong chart/medical record was used for a patient. (A2)	98%	95%	96%	98%	98%	98%	97%	98%	97%
<b>Charts/Medical Records</b>									
3. A patient's chart/medical record was not available when needed. (A3)	88%	91%	93%	94%	92%	94%	93%	92%	90%
4. Medical information was filed, scanned, or entered into the wrong patient's chart/medical record. (A4)	94%	91%	94%	98%	96%	97%	95%	95%	95%
<b>Medical Equipment</b>									
5. Medical equipment was not working properly or was in need of repair or replacement. (A5)	84%	86%	89%	92%	93%	90%	91%	91%	86%
<b>Medication</b>									
6. A pharmacy contacted our office to clarify or correct a prescription. (A6)	63%	61%	65%	62%	61%	49%	64%	51%	59%
7. A patient's medication list was not updated during his or her visit. (A7)	77%	76%	82%	80%	81%	70%	85%	78%	72%
<b>Diagnostics and Tests</b>									
8. The results from a lab or imaging test were not available when needed. (A8)	78%	76%	81%	83%	79%	75%	82%	74%	70%
9. A critical abnormal result from a lab or imaging test was not followed up within 1 business day. (A9)	94%	91%	92%	93%	94%	92%	94%	92%	88%

**Note:** The item's survey location is shown after the item text. 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 Geographic Region – 2018 Database Medical Offices (Page 6 of 6)**

Survey Items	Geographic Region								
	New England	Mid-Atlantic	South Atlantic	East North Central	East South Central	West North Central	West South Central	Mountain	Pacific
# Medical Offices	115	187	956	464	68	231	194	180	42
# Respondents	1,543	2,251	12,735	8,074	996	2,756	3,076	2,816	1,276
<b>Information Exchange With Other Settings</b>									
1. Outside labs/imaging centers? (B1)	69%	75%	81%	80%	81%	75%	81%	74%	69%
2. Other medical offices/Outside physicians? (B2)	71%	73%	80%	81%	76%	75%	81%	73%	70%
3. Pharmacies? (B3)	77%	77%	81%	81%	78%	75%	79%	75%	72%
4. Hospitals? (B4)	77%	79%	84%	86%	84%	82%	84%	80%	78%

**Note:** The item’s survey location is shown after the item text. For items B1-B4, the percent positive response is based on those who responded “No problems in the past 12 months,” “Problems once or twice in the past 12 months,” or “Problems several times in the past 12 months.”

**Table A-23. Item-Level Average Percentages of Overall Ratings by Geographic Region – 2018 Database Medical Offices (Page 1 of 3)**

Survey Items by Overall Ratings on Quality	Geographic Region								
	New England	Mid-Atlantic	South Atlantic	East North Central	East South Central	West North Central	West South Central	Mountain	Pacific
# Medical Offices	115	187	956	464	68	231	194	180	42
# Respondents	1,543	2,251	12,735	8,074	996	2,756	3,076	2,816	1,276
<b>1. Patient Centered - Is responsive to individual patient preferences, needs, and values. (G1a)</b>									
Excellent or Very Good	75%	73%	74%	68%	72%	68%	73%	74%	55%
5 - Excellent	36%	36%	39%	30%	38%	32%	38%	39%	20%
4 - Very Good	39%	37%	35%	38%	34%	36%	35%	35%	35%
3 - Good	20%	23%	21%	25%	24%	25%	22%	21%	33%
2 - Fair	5%	4%	4%	6%	4%	6%	4%	5%	9%
1 - Poor	1%	0%	1%	1%	1%	1%	1%	0%	3%
<b>2. Effective - Is based on scientific knowledge. (G1b)</b>									
Excellent or Very Good	75%	68%	74%	69%	73%	71%	71%	73%	55%
5 - Excellent	40%	32%	37%	28%	35%	32%	35%	39%	20%
4 - Very Good	35%	37%	36%	40%	37%	40%	37%	34%	35%
3 - Good	22%	27%	22%	26%	22%	24%	24%	22%	33%
2 - Fair	3%	4%	4%	5%	4%	4%	4%	5%	11%
1 - Poor	1%	0%	1%	1%	1%	1%	1%	0%	2%

**Note:** Percentages may not add to 100 due to rounding. In addition, percentages for “Excellent” and “Very Good” may not add to subtotals for “Excellent or Very Good” due to rounding.

**Table A-23. Item-Level Average Percentages of Overall Ratings by Geographic Region – 2018 Database Medical Offices (Page 2 of 3)**

Survey Items by Overall Ratings on Quality	Geographic Region								
	New England	Mid-Atlantic	South Atlantic	East North Central	East South Central	West North Central	West South Central	Mountain	Pacific
# Medical Offices	115	187	956	464	68	231	194	180	42
# Respondents	1,543	2,251	12,735	8,074	996	2,756	3,076	2,816	1,276
<b>3. Timely - Minimizes waits and potentially harmful delays. (G1c)</b>									
Excellent or Very Good	58%	53%	58%	54%	62%	53%	58%	60%	40%
5 - Excellent	22%	22%	26%	20%	30%	20%	25%	25%	12%
4 - Very Good	36%	31%	32%	34%	32%	33%	33%	34%	28%
3 - Good	28%	29%	26%	29%	26%	29%	29%	28%	32%
2 - Fair	11%	13%	11%	12%	9%	13%	10%	11%	18%
1 - Poor	3%	4%	4%	5%	3%	4%	3%	2%	10%
<b>4. Efficient - Ensures cost-effective care (avoids waste, overuse, and misuse of services). (G1d)</b>									
Excellent or Very Good	56%	58%	65%	59%	65%	57%	63%	61%	44%
5 - Excellent	20%	24%	31%	21%	31%	24%	29%	28%	17%
4 - Very Good	36%	34%	34%	37%	34%	34%	35%	33%	26%
3 - Good	31%	30%	26%	30%	27%	31%	28%	28%	33%
2 - Fair	11%	9%	7%	9%	7%	9%	7%	9%	19%
1 - Poor	2%	2%	2%	2%	2%	3%	2%	2%	5%

**Note:** Percentages may not add to 100 due to rounding. In addition, percentages for “Excellent” and “Very Good” may not add to subtotals for “Excellent or Very Good” due to rounding.

**Table A-23. Item-Level Average Percentages of Overall Ratings by Geographic Region – 2018 Database Medical Offices (Page 3 of 3)**

Survey Items by Overall Ratings on Quality	Geographic Region								
	New England	Mid-Atlantic	South Atlantic	East North Central	East South Central	West North Central	West South Central	Mountain	Pacific
# Medical Offices	115	187	956	464	68	231	194	180	42
# Respondents	1,543	2,251	12,735	8,074	996	2,756	3,076	2,816	1,276
<b>5. Equitable - Provides the same quality of care to all individuals regardless of gender, race, ethnicity, socioeconomic status, language, etc. (G1e)</b>									
Excellent or Very Good	85%	83%	85%	81%	83%	81%	83%	84%	70%
5 - Excellent	58%	55%	61%	51%	57%	53%	58%	60%	40%
4 - Very Good	27%	28%	24%	31%	26%	28%	25%	25%	30%
3 - Good	12%	14%	12%	16%	14%	15%	14%	12%	21%
2 - Fair	2%	3%	3%	3%	2%	3%	3%	3%	7%
1 - Poor	1%	1%	1%	1%	0%	1%	1%	1%	2%

**Note:** Percentages may not add to 100 due to rounding. In addition, percentages for “Excellent” and “Very Good” may not add to subtotals for “Excellent or Very Good” due to rounding.

**Table A-24. Average Percentage of Respondents Giving Their Medical Office an Overall Rating on Patient Safety by Geographic Region – 2018 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)	Geographic Region								
	New England	Mid-Atlantic	South Atlantic	East North Central	East South Central	West North Central	West South Central	Mountain	Pacific
# Medical Offices	115	187	956	464	68	231	194	180	42
# Respondents	1,543	2,251	12,735	8,074	996	2,756	3,076	2,816	1,276
Excellent or Very Good	66%	69%	70%	65%	66%	64%	73%	68%	59%
5 - Excellent	21%	31%	32%	24%	32%	23%	33%	31%	16%
4 - Very Good	45%	38%	38%	40%	33%	41%	40%	37%	43%
3 - Good	24%	25%	22%	26%	27%	26%	21%	24%	32%
2 – Fair	8%	5%	6%	8%	7%	8%	5%	7%	8%
1 – Poor	2%	1%	1%	1%	1%	1%	1%	2%	1%

**Note:** Percentages may not add to 100 due to rounding. In addition, percentages for “Excellent” and “Very Good” may not add to subtotals for “Excellent or Very Good” 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 – 2018 Database Medical Offices**

Patient Safety Culture Composites	Staff Position					
	Admin./ Clerical Staff	Mgmt.	Nurse (RN/LVN/ LPN)	PA/NP/CNS/ Midwife/APN, etc.	Physician (M.D. or D.O.)	Other Clinical Staff or Clinical Support Staff
<i># Medical Offices</i>	1,980	1,515	1,400	1,005	1,364	2,068
<i># Respondents</i>	8,099	2,555	5,047	1,831	3,650	9,726
<b>1. Teamwork</b>	85%	94%	86%	87%	91%	84%
<b>2. Patient Care Tracking/Followup</b>	91%	90%	86%	81%	79%	89%
<b>3. Organizational Learning</b>	80%	93%	77%	76%	81%	77%
<b>4. Overall Perceptions of Patient Safety and Quality</b>	78%	88%	76%	77%	79%	76%
<b>5. Staff Training</b>	70%	90%	71%	71%	78%	70%
<b>6. Communication About Error</b>	68%	85%	71%	73%	80%	69%
<b>7. Communication Openness</b>	66%	84%	66%	76%	83%	66%
<b>8. Office Processes and Standardization</b>	68%	80%	64%	61%	67%	67%
<b>9. Owner/Managing Partner/Leadership Support for Patient Safety</b>	69%	75%	65%	66%	61%	66%
<b>10. Work Pressure and Pace</b>	46%	54%	42%	45%	47%	45%
<b>Average Across Composites</b>	72%	83%	70%	71%	75%	71%

**Table B-2. Item-Level Average Percent Positive Response by Staff Position – 2018 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 (M.D. or D.O.)	Other Clinical Staff or Clinical Support Staff
# Medical Offices	1,980	1,515	1,400	1,005	1,364	2,068
# Respondents	8,099	2,555	5,047	1,831	3,650	9,726
<b>1. Teamwork</b>						
1. When someone in this office gets really busy, others help out. (C1)	84%	95%	85%	85%	89%	83%
2. In this office, there is a good working relationship between staff and providers. (C2)	87%	94%	91%	90%	94%	89%
3. In this office, we treat each other with respect. (C5)	83%	92%	84%	89%	94%	83%
4. This office emphasizes teamwork in taking care of patients. (C13)	85%	96%	84%	84%	86%	83%
<b>2. Patient Care Tracking/Followup</b>						
1. This office reminds patients when they need to schedule an appointment for preventive or routine care. (D3)	90%	90%	88%	83%	84%	91%
2. This office documents how well our chronic-care patients follow their treatment plans. (D5)	90%	84%	77%	73%	68%	84%
3. Our office follows up when we do not receive a report we are expecting from an outside provider. (D6)	91%	91%	88%	78%	74%	89%
4. This office follows up with patients who need monitoring. (D9)	91%	95%	91%	89%	89%	91%
<b>3. Organizational Learning</b>						
1. When there is a problem in our office, we see if we need to change the way we do things. (F1)	82%	97%	82%	83%	89%	80%
2. This office is good at changing office processes to make sure the same problems don't happen again. (F5)	80%	92%	77%	76%	80%	78%
3. After this office makes changes to improve the patient care process, we check to see if the changes worked. (F7)	77%	91%	72%	66%	72%	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 B-2. Item-Level Average Percent Positive Response by Staff Position – 2018 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 (M.D. or D.O.)	Other Clinical Staff or Clinical Support Staff
# Medical Offices	1,980	1,515	1,400	1,005	1,364	2,068
# Respondents	8,099	2,555	5,047	1,831	3,650	9,726
<b>4. Overall Perceptions of Patient Safety and Quality</b>						
1. Our office processes are good at preventing mistakes that could affect patients. (F2)	85%	94%	85%	81%	84%	86%
2. Mistakes happen more than they should in this office. (F3R)	76%	84%	77%	77%	79%	77%
3. It is just by chance that we don't make more mistakes that affect our patients. (F4R)	75%	88%	78%	79%	81%	74%
4. In this office, getting more work done is more important than quality of care. (F6R)	74%	86%	65%	67%	71%	67%
<b>5. Staff Training</b>						
1. This office trains staff when new processes are put into place. (C4)	74%	95%	74%	73%	82%	73%
2. This office makes sure staff get the on-the-job training they need. (C7)	74%	92%	72%	70%	78%	73%
3. Staff in this office are asked to do tasks they haven't been trained to do. (C10R)	62%	84%	66%	70%	74%	63%
<b>6. Communication About Error</b>						
1. Staff feel like their mistakes are held against them. (D7R)	58%	79%	62%	64%	72%	59%
2. Providers and staff talk openly about office problems. (D8)	58%	76%	62%	69%	78%	60%
3. In this office, we discuss ways to prevent errors from happening again. (D11)	80%	94%	83%	81%	84%	80%
4. Staff are willing to report mistakes they observe in this office. (D12)	77%	90%	77%	79%	82%	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 – 2018 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 (M.D. or D.O.)	Other Clinical Staff or Clinical Support Staff
# Medical Offices	1,980	1,515	1,400	1,005	1,364	2,068
# Respondents	8,099	2,555	5,047	1,831	3,650	9,726
<b>7. Communication Openness</b>						
1. Providers in this office are open to staff ideas about how to improve office processes. (D1)	66%	77%	70%	85%	92%	69%
2. Staff are encouraged to express alternative viewpoints in this office. (D2)	69%	92%	69%	79%	86%	68%
3. Staff are afraid to ask questions when something does not seem right. (D4R)	71%	85%	70%	74%	78%	71%
4. It is difficult to voice disagreement in this office. (D10R)	55%	81%	53%	63%	77%	53%
<b>8. Office Processes and Standardization</b>						
1. This office is more disorganized than it should be. (C8R)	65%	79%	60%	60%	66%	62%
2. We have good procedures for checking that work in this office was done correctly. (C9)	71%	84%	66%	61%	70%	71%
3. We have problems with workflow in this office. (C12R)	53%	65%	50%	44%	50%	52%
4. Staff in this office follow standardized processes to get tasks done. (C15)	83%	91%	80%	78%	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 B-2. Item-Level Average Percent Positive Response by Staff Position – 2018 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 (M.D. or D.O.)	Other Clinical Staff or Clinical Support Staff
# Medical Offices	1,980	1,515	1,400	1,005	1,364	2,068
# Respondents	8,099	2,555	5,047	1,831	3,650	9,726
<b>9. Owner/Managing Partner/Leadership Support for Patient Safety</b>						
1. They aren't investing enough resources to improve the quality of care in this office. (E1R)	50%	53%	46%	46%	40%	48%
2. They overlook patient care mistakes that happen over and over. (E2R)	79%	86%	78%	80%	77%	78%
3. They place a high priority on improving patient care processes. (E3)	83%	89%	79%	77%	74%	80%
4. They make decisions too often based on what is best for the office rather than what is best for patients. (E4R)	64%	68%	57%	55%	54%	58%
<b>10. Work Pressure and Pace</b>						
1. In this office, we often feel rushed when taking care of patients. (C3R)	42%	41%	32%	32%	35%	39%
2. We have too many patients for the number of providers in this office. (C6R)	43%	53%	41%	47%	49%	44%
3. We have enough staff to handle our patient load. (C11)	45%	53%	44%	43%	45%	45%
4. This office has too many patients to be able to handle everything effectively. (C14R)	56%	66%	50%	57%	59%	55%

**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 – 2018 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 (M.D. or D.O.)	Other Clinical Staff or Clinical Support Staff
# Medical Offices	1,980	1,515	1,400	1,005	1,364	2,068
# Respondents	8,099	2,555	5,047	1,831	3,650	9,726
<b>List of Patient Safety and Quality Issues</b>						
<b>Access to Care</b>						
1. A patient was unable to get an appointment within 48 hours for an acute/serious problem. (A1)	74%	79%	73%	76%	78%	75%
<b>Patient Identification</b>						
2. The wrong chart/medical record was used for a patient. (A2)	97%	97%	96%	97%	97%	96%
<b>Charts/Medical Records</b>						
3. A patient's chart/medical record was not available when needed. (A3)	93%	95%	92%	91%	92%	92%
4. Medical information was filed, scanned, or entered into the wrong patient's chart/medical record. (A4)	95%	95%	95%	94%	95%	95%
<b>Medical Equipment</b>						
5. Medical equipment was not working properly or was in need of repair or replacement. (A5)	92%	94%	88%	88%	90%	88%
<b>Medication</b>						
6. A pharmacy contacted our office to clarify or correct a prescription. (A6)	50%	66%	58%	65%	68%	62%
7. A patient's medication list was not updated during his or her visit. (A7)	80%	83%	76%	72%	75%	83%
<b>Diagnostics and Tests</b>						
8. The results from a lab or imaging test were not available when needed. (A8)	80%	83%	78%	74%	76%	81%
9. A critical abnormal result from a lab or imaging test was not followed up within 1 business day. (A9)	89%	93%	94%	94%	93%	92%

**Note:** The item's survey location is shown after the item text. 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 – 2018 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 (M.D. or D.O.)	Other Clinical Staff or Clinical Support Staff
<i># Medical Offices</i>	1,980	1,515	1,400	1,005	1,364	2,068
<i># Respondents</i>	8,099	2,555	5,047	1,831	3,650	9,726
<b>Information Exchange With Other Settings</b>						
1. Outside labs/imaging centers? (B1)	82%	82%	78%	75%	69%	79%
2. Other medical offices/Outside physicians? (B2)	81%	81%	78%	77%	67%	79%
3. Pharmacies? (B3)	74%	80%	78%	81%	77%	80%
4. Hospitals? (B4)	85%	84%	84%	80%	75%	84%

**Note:** The item’s survey location is shown after the item text. For items B1-B4, the percent positive response is based on those who responded “No problems in the past 12 months,” “Problems once or twice in the past 12 months,” or “Problems several times in the past 12 months.”



**Table B-3. Item-Level Average Percentages of Overall Ratings by Staff Position – 2018 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 (M.D. or D.O.)	Other Clinical Staff or Clinical Support Staff
# Medical Offices	1,980	1,515	1,400	1,005	1,364	2,068
# Respondents	8,099	2,555	5,047	1,831	3,650	9,726
<b>1. Patient Centered - Is responsive to individual patient preferences, needs, and values. (G1a)</b>						
Excellent or Very Good	69%	84%	70%	73%	79%	70%
5 - Excellent	34%	46%	32%	36%	43%	35%
4 - Very Good	35%	38%	39%	37%	36%	35%
3 - Good	24%	14%	23%	22%	17%	24%
2 - Fair	6%	2%	5%	4%	4%	5%
1 - Poor	1%	1%	1%	1%	1%	1%
<b>2. Effective - Is based on scientific knowledge. (G1b)</b>						
Excellent or Very Good	66%	82%	72%	79%	84%	68%
5 - Excellent	29%	43%	32%	39%	47%	31%
4 - Very Good	37%	39%	40%	40%	37%	36%
3 - Good	29%	16%	24%	18%	13%	27%
2 - Fair	5%	2%	4%	3%	3%	5%
1 - Poor	1%	0%	1%	1%	0%	1%

**Note:** Percentages may not add to 100 due to rounding. In addition, percentages for “Excellent” and “Very Good” may not add to subtotals for “Excellent or Very Good” due to rounding.

**Table B-3. Item-Level Average Percentages of Overall Ratings by Staff Position – 2018 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 (M.D. or D.O.)	Other Clinical Staff or Clinical Support Staff
# Medical Offices	1,980	1,515	1,400	1,005	1,364	2,068
# Respondents	8,099	2,555	5,047	1,831	3,650	9,726
<b>3. Timely - Minimizes waits and potentially harmful delays. (G1c)</b>						
Excellent or Very Good	53%	64%	54%	59%	64%	55%
5 - Excellent	22%	28%	21%	21%	28%	23%
4 - Very Good	31%	36%	33%	38%	36%	31%
3 - Good	28%	25%	29%	26%	24%	28%
2 - Fair	14%	8%	12%	12%	10%	12%
1 - Poor	5%	2%	5%	3%	3%	5%
<b>4. Efficient - Ensures cost-effective care (avoids waste, overuse, and misuse of services). (G1d)</b>						
Excellent or Very Good	59%	75%	59%	61%	67%	60%
5 - Excellent	26%	35%	23%	22%	30%	26%
4 - Very Good	33%	40%	36%	38%	37%	33%
3 - Good	30%	20%	29%	28%	23%	29%
2 - Fair	9%	4%	9%	9%	8%	9%
1 - Poor	2%	1%	3%	2%	2%	3%

**Note:** Percentages may not add to 100 due to rounding. In addition, percentages for “Excellent” and “Very Good” may not add to subtotals for “Excellent or Very Good” due to rounding.

**Table B-3. Item-Level Average Percentages of Overall Ratings by Staff Position – 2018 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 (M.D. or D.O.)	Other Clinical Staff or Clinical Support Staff
# Medical Offices	1,980	1,515	1,400	1,005	1,364	2,068
# Respondents	8,099	2,555	5,047	1,831	3,650	9,726
<b>5. Equitable - Provides the same quality of care to all individuals regardless of gender, race, ethnicity, socioeconomic status, language, etc. (G1e)</b>						
Excellent or Very Good	79%	92%	83%	86%	91%	81%
5 - Excellent	52%	71%	54%	59%	69%	55%
4 - Very Good	28%	21%	29%	28%	23%	26%
3 - Good	16%	7%	13%	12%	7%	15%
2 - Fair	4%	1%	3%	1%	1%	4%
1 - Poor	1%	0%	1%	1%	0%	1%

**Note:** Percentages may not add to 100 due to rounding. In addition, percentages for “Excellent” and “Very Good” may not add to subtotals for “Excellent or Very Good” due to rounding.

**Table B-4. Average Percentage of Respondents Giving Their Medical Office an Overall Rating on Patient Safety by Staff Position – 2018 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 (M.D. or D.O.)	Other Clinical Staff or Clinical Support Staff
# Medical Offices	1,980	1,515	1,400	1,005	1,364	2,068
# Respondents	8,099	2,555	5,047	1,831	3,650	9,726
Excellent or Very Good	67%	82%	64%	67%	74%	65%
5 - Excellent	29%	37%	25%	26%	33%	28%
4 - Very Good	38%	46%	39%	41%	41%	37%
3 - Good	25%	15%	27%	24%	18%	26%
2 - Fair	7%	2%	8%	8%	6%	7%
1 - Poor	1%	0%	1%	1%	1%	2%

**Note:** Percentages may not add to 100 due to rounding. In addition, percentages for “Excellent” and “Very Good” may not add to subtotals for “Excellent or Very Good” 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 – 2018 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>	1,704	1,898	1,755	1,529	1,375
<i># Respondents</i>	5,955	7,959	5,860	4,850	5,990
<b>1. Teamwork</b>	88%	85%	85%	87%	89%
<b>2. Patient Care Tracking/Followup</b>	89%	87%	85%	85%	86%
<b>3. Organizational Learning</b>	81%	77%	78%	78%	82%
<b>4. Overall Perceptions of Patient Safety and Quality</b>	80%	76%	75%	77%	79%
<b>5. Staff Training</b>	74%	71%	71%	72%	76%
<b>6. Communication About Error</b>	75%	70%	70%	69%	73%
<b>7. Communication Openness</b>	74%	68%	67%	67%	70%
<b>8. Office Processes and Standardization</b>	70%	65%	65%	66%	70%
<b>9. Owner/Managing Partner/Leadership Support for Patient Safety</b>	73%	65%	63%	63%	68%
<b>10. Work Pressure and Pace</b>	52%	45%	44%	43%	44%
<b>Average Across Composites</b>	76%	71%	70%	71%	74%

**Table B-6. Item-Level Average Percent Positive Response by Tenure in Medical Office – 2018 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	1,704	1,898	1,755	1,529	1,375
# Respondents	5,955	7,959	5,860	4,850	5,990
<b>1. Teamwork</b>					
1. When someone in this office gets really busy, others help out. (C1)	88%	85%	83%	86%	88%
2. In this office, there is a good working relationship between staff and providers. (C2)	90%	88%	89%	91%	92%
3. In this office, we treat each other with respect. (C5)	86%	85%	84%	85%	87%
4. This office emphasizes teamwork in taking care of patients. (C13)	87%	84%	83%	84%	88%
<b>2. Patient Care Tracking/Followup</b>					
1. This office reminds patients when they need to schedule an appointment for preventive or routine care. (D3)	91%	89%	87%	87%	87%
2. This office documents how well our chronic-care patients follow their treatment plans. (D5)	83%	82%	78%	77%	80%
3. Our office follows up when we do not receive a report we are expecting from an outside provider. (D6)	89%	86%	86%	85%	87%
4. This office follows up with patients who need monitoring. (D9)	93%	90%	89%	90%	91%
<b>3. Organizational Learning</b>					
1. When there is a problem in our office, we see if we need to change the way we do things. (F1)	85%	81%	82%	82%	86%
2. This office is good at changing office processes to make sure the same problems don't happen again. (F5)	80%	77%	78%	79%	84%
3. After this office makes changes to improve the patient care process, we check to see if the changes worked. (F7)	78%	73%	73%	71%	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-6. Item-Level Average Percent Positive Response by Tenure in Medical Office – 2018 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
<i># Medical Offices</i>	1,704	1,898	1,755	1,529	1,375
<i># Respondents</i>	5,955	7,959	5,860	4,850	5,990
<b>4. Overall Perceptions of Patient Safety and Quality</b>					
1. Our office processes are good at preventing mistakes that could affect patients. (F2)	86%	84%	83%	85%	88%
2. Mistakes happen more than they should in this office. (F3R)	79%	75%	75%	76%	79%
3. It is just by chance that we don't make more mistakes that affect our patients. (F4R)	77%	76%	76%	78%	79%
4. In this office, getting more work done is more important than quality of care. (F6R)	76%	69%	66%	68%	70%
<b>5. Staff Training</b>					
1. This office trains staff when new processes are put into place. (C4)	78%	75%	74%	76%	80%
2. This office makes sure staff get the on-the-job training they need. (C7)	78%	74%	73%	74%	78%
3. Staff in this office are asked to do tasks they haven't been trained to do. (C10R)	67%	64%	66%	66%	69%
<b>6. Communication About Error</b>					
1. Staff feel like their mistakes are held against them. (D7R)	66%	60%	60%	59%	64%
2. Providers and staff talk openly about office problems. (D8)	65%	61%	62%	62%	66%
3. In this office, we discuss ways to prevent errors from happening again. (D11)	85%	80%	80%	80%	83%
4. Staff are willing to report mistakes they observe in this office. (D12)	82%	78%	76%	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 – 2018 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	1,704	1,898	1,755	1,529	1,375
# Respondents	5,955	7,959	5,860	4,850	5,990
<b>7. Communication Openness</b>					
1. Providers in this office are open to staff ideas about how to improve office processes. (D1)	76%	71%	71%	72%	75%
2. Staff are encouraged to express alternative viewpoints in this office. (D2)	76%	71%	70%	71%	75%
3. Staff are afraid to ask questions when something does not seem right. (D4R)	77%	72%	71%	70%	72%
4. It is difficult to voice disagreement in this office. (D10R)	66%	57%	56%	55%	59%
<b>8. Office Processes and Standardization</b>					
1. This office is more disorganized than it should be. (C8R)	67%	62%	61%	63%	66%
2. We have good procedures for checking that work in this office was done correctly. (C9)	72%	68%	69%	70%	74%
3. We have problems with workflow in this office. (C12R)	57%	51%	50%	50%	52%
4. Staff in this office follow standardized processes to get tasks done. (C15)	84%	79%	80%	81%	86%

**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 – 2018 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
<i># Medical Offices</i>	1,704	1,898	1,755	1,529	1,375
<i># Respondents</i>	5,955	7,959	5,860	4,850	5,990
<b>9. Owner/Managing Partner/Leadership Support for Patient Safety</b>					
1. They aren't investing enough resources to improve the quality of care in this office. (E1R)	57%	47%	43%	44%	47%
2. They overlook patient care mistakes that happen over and over. (E2R)	82%	76%	75%	78%	81%
3. They place a high priority on improving patient care processes. (E3)	85%	79%	76%	76%	82%
4. They make decisions too often based on what is best for the office rather than what is best for patients. (E4R)	66%	58%	55%	55%	60%
<b>10. Work Pressure and Pace</b>					
1. In this office, we often feel rushed when taking care of patients. (C3R)	45%	38%	36%	34%	33%
2. We have too many patients for the number of providers in this office. (C6R)	49%	43%	43%	42%	43%
3. We have enough staff to handle our patient load. (C11)	51%	43%	42%	44%	47%
4. This office has too many patients to be able to handle everything effectively. (C14R)	61%	55%	54%	53%	55%

**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 – 2018 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>	1,704	1,898	1,755	1,529	1,375
<i># Respondents</i>	5,955	7,959	5,860	4,850	5,990
<b>List of Patient Safety and Quality Issues</b>					
<b>Access to Care</b>					
1. A patient was unable to get an appointment within 48 hours for an acute/serious problem. (A1)	74%	74%	74%	75%	77%
<b>Patient Identification</b>					
2. The wrong chart/medical record was used for a patient. (A2)	97%	96%	96%	97%	97%
<b>Charts/Medical Records</b>					
3. A patient's chart/medical record was not available when needed. (A3)	92%	92%	92%	93%	94%
4. Medical information was filed, scanned, or entered into the wrong patient's chart/medical record. (A4)	95%	95%	94%	95%	95%
<b>Medical Equipment</b>					
5. Medical equipment was not working properly or was in need of repair or replacement. (A5)	88%	88%	88%	89%	91%
<b>Medication</b>					
6. A pharmacy contacted our office to clarify or correct a prescription. (A6)	62%	59%	57%	59%	61%
7. A patient's medication list was not updated during his or her visit. (A7)	82%	79%	77%	77%	77%
<b>Diagnostics and Tests</b>					
8. The results from a lab or imaging test were not available when needed. (A8)	80%	77%	76%	78%	81%
9. A critical abnormal result from a lab or imaging test was not followed up within 1 business day. (A9)	92%	92%	91%	92%	93%

**Note:** The item's survey location is shown after the item text. 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 – 2018 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>	1,704	1,898	1,755	1,529	1,375
<i># Respondents</i>	5,955	7,959	5,860	4,850	5,990
<b>Information Exchange With Other Settings</b>					
1. Outside labs/imaging centers? (B1)	81%	78%	76%	76%	78%
2. Other medical offices/Outside physicians? (B2)	81%	76%	77%	75%	79%
3. Pharmacies? (B3)	82%	77%	77%	76%	79%
4. Hospitals? (B4)	86%	82%	81%	80%	82%

**Note:** The item’s survey location is shown after the item text. For items B1-B4, the percent positive response is based on those who responded “No problems in the past 12 months,” “Problems once or twice in the past 12 months,” or “Problems several times in the past 12 months.”

**Table B-7. Item-Level Average Percentages of Overall Ratings by Tenure in Medical Office – 2018 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	1,704	1,898	1,755	1,529	1,375
# Respondents	5,955	7,959	5,860	4,850	5,990
<b>1. Patient Centered - Is responsive to individual patient preferences, needs, and values. (G1a)</b>					
Excellent or Very Good	75%	70%	69%	70%	72%
5 - Excellent	38%	36%	33%	33%	35%
4 - Very Good	37%	34%	36%	37%	37%
3 - Good	20%	24%	24%	24%	23%
2 - Fair	4%	5%	6%	6%	4%
1 - Poor	0%	1%	1%	1%	1%
<b>2. Effective - Is based on scientific knowledge. (G1b)</b>					
Excellent or Very Good	73%	70%	70%	71%	72%
5 - Excellent	35%	34%	33%	33%	35%
4 - Very Good	38%	36%	37%	38%	37%
3 - Good	23%	25%	24%	24%	24%
2 - Fair	3%	5%	5%	5%	4%
1 - Poor	0%	1%	1%	1%	0%

**Note:** Percentages may not add to 100 due to rounding. In addition, percentages for “Excellent” and “Very Good” may not add to subtotals for “Excellent or Very Good” due to rounding.

**Table B-7. Item-Level Average Percentages of Overall Ratings by Tenure in Medical Office – 2018 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>	1,704	1,898	1,755	1,529	1,375
<i># Respondents</i>	5,955	7,959	5,860	4,850	5,990
<b>3. Timely - Minimizes waits and potentially harmful delays. (G1c)</b>					
Excellent or Very Good	59%	55%	54%	54%	56%
5 - Excellent	26%	23%	22%	20%	21%
4 - Very Good	33%	32%	32%	33%	34%
3 - Good	26%	27%	28%	29%	31%
2 - Fair	10%	13%	13%	14%	11%
1 - Poor	4%	5%	5%	4%	3%
<b>4. Efficient - Ensures cost-effective care (avoids waste, overuse, and misuse of services). (G1d)</b>					
Excellent or Very Good	64%	60%	59%	59%	60%
5 - Excellent	29%	26%	25%	25%	25%
4 - Very Good	35%	34%	34%	34%	35%
3 - Good	26%	29%	29%	30%	31%
2 - Fair	8%	9%	10%	10%	8%
1 - Poor	2%	3%	2%	2%	2%

**Note:** Percentages may not add to 100 due to rounding. In addition, percentages for “Excellent” and “Very Good” may not add to subtotals for “Excellent or Very Good” due to rounding.

**Table B-7. Item-Level Average Percentages of Overall Ratings by Tenure in Medical Office – 2018 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>	1,704	1,898	1,755	1,529	1,375
<i># Respondents</i>	5,955	7,959	5,860	4,850	5,990
<b>5. Equitable - Provides the same quality of care to all individuals regardless of gender, race, ethnicity, socioeconomic status, language, etc. (G1e)</b>					
Excellent or Very Good	84%	82%	82%	82%	83%
5 - Excellent	57%	56%	55%	55%	56%
4 - Very Good	27%	26%	27%	27%	27%
3 - Good	13%	14%	14%	14%	13%
2 - Fair	2%	3%	3%	3%	3%
1 - Poor	1%	1%	1%	1%	0%

**Note:** Percentages may not add to 100 due to rounding. In addition, percentages for “Excellent” and “Very Good” may not add to subtotals for “Excellent or Very Good” 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 – 2018 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>	1,704	1,898	1,755	1,529	1,375
<i># Respondents</i>	5,955	7,959	5,860	4,850	5,990
Excellent or Very Good	69%	66%	65%	66%	71%
5 - Excellent	31%	27%	26%	26%	29%
4 - Very Good	38%	38%	39%	40%	42%
3 - Good	24%	25%	26%	26%	23%
2 - Fair	6%	8%	7%	7%	5%
1 - Poor	1%	2%	1%	1%	1%

**Note:** Percentages may not add to 100 due to rounding. In addition, percentages for “Excellent” and “Very Good” may not add to subtotals for “Excellent or Very Good” due to rounding.