

Medical Office Survey on Patient Safety Culture: 2012 User Comparative Database Report

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

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Executive Summary

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

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

Appendix A: Overall Results by Medical Office Characteristics

- Number of Providers
- Single vs. Multi-Specialty
- Specialty (Cardiology, Hematology, OB/GYN, Pediatrics, Primary Care)
- Ownership
- Region

Appendix B: Overall Results by Respondent Characteristics

- Staff position

Comparing Your Results

You can compare your medical office's percent positive scores on the patient safety culture composites and items against the averages shown in Appendix A for medical offices with your same number of providers, single vs. multi-specialty, specialty, ownership, and region.

To compare your medical office's results against Appendix B, your medical office will have to compute percent positive scores on the patient safety culture composites and items broken down by staff position. You then can 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-3, A-5)

- Medical offices with *one or two providers* had the highest average percent positive on all 10 patient safety culture composites.
- Percent positive scores (those responding “Excellent” or “Very good”) for all five Overall Ratings on Quality were higher for medical offices with fewer providers.
- Medical offices with *two providers* had the highest percentage (74 percent) of respondents who gave their medical office an Average Overall Rating on Quality and Patient Safety of “Excellent” or “Very good”; medical offices with *14 to 19 providers* had the lowest (57 percent).

Single vs. Multi-Specialty (Tables A-6, A-8, A-10)

- *Single specialty* medical offices had a higher average percent positive response than *Multi-specialty* medical offices on all 10 patient safety culture composites.
- *Single specialty* medical offices had higher percent positive scores (those responding “Excellent” or “Very good”) for all five Overall Ratings on Quality.
- *Single specialty* medical offices had a higher percentage of respondents who gave their medical office an Average Overall Rating on Quality and Patient Safety of “Excellent” or “Very good” (68 percent) than *Multi-specialty* medical offices (59 percent).

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

Specialty (Tables A-11, A-13, A-15)

- No clear patterns emerged across specialties (Cardiology, Hematology, OB/GYN, Pediatrics, Primary Care) on the patient safety culture composites or the five Overall Ratings on Quality.
- Medical offices that specialized only in *Pediatrics* had the highest Average Overall Rating on Quality and Patient Safety (those responding “Excellent” or “Very good”) (69 percent); *OB/GYN* had the lowest (66 percent).

Ownership (Tables A-16, A-18, A-20)

- *Community health center* and *Provider and/or Physician owned* medical offices had the highest average percent positive response across the composites (72 percent).
- *Federal, State, or local government* medical offices had the lowest percent positive scores (those responding “Excellent” or “Very good”) for all five Overall Ratings on Quality.
- *Federal, State, or local government* medical offices had the lowest Average Overall Rating on Quality and Patient Safety (those responding “Excellent” or “Very good”) (51 percent).

Region (Tables A-21, A-23, A-25)

- *South Atlantic* medical offices had the highest average percent positive response on all 10 patient safety culture composites.
- *South Atlantic* medical offices had higher percent positive scores (those responding “Excellent” or “Very good”) for all five Overall Ratings on Quality.
- *South Atlantic* medical offices had the highest percentage of respondents who gave their medical office an Average Overall Rating on Quality and Patient Safety of “Excellent” or “Very good” (70 percent).

Highlights From Appendix B: Overall Results by Respondent Characteristics

Staff Position (Tables B-1, B-3, B-5)

- *Management* had the highest average percent positive response across the composites (80 percent).
- *Management* had the highest percent positive scores (those selecting “Excellent” or “Very good”) for three of the five Overall Ratings on Quality; *Physicians* had the highest percent positive scores for the other two ratings.
- *Management* had the highest percentage who gave their medical office an Average Overall Rating on Quality and Patient Safety of “Excellent” or “Very good” (73 percent); *Administrative/Clerical* had the lowest (60 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

| Patient Safety Culture Composites | Number of Providers | | | | | | |
|--|---------------------|-----|-------|--------|----------|----------|------------|
| | 1 | 2 | 3 | 4 to 9 | 10 to 13 | 14 to 19 | 20 or more |
| # Medical Offices | 34 | 111 | 110 | 382 | 87 | 63 | 139 |
| # Respondents | 435 | 970 | 1,337 | 7,006 | 2,394 | 1,899 | 9,506 |
| 1. Teamwork | 86% | 87% | 85% | 85% | 84% | 82% | 82% |
| 2. Patient Care Tracking/Follow-up | 85% | 84% | 84% | 83% | 81% | 79% | 80% |
| 3. Organizational Learning | 82% | 82% | 75% | 77% | 74% | 76% | 76% |
| 4. Overall Perceptions of Patient Safety and Quality | 82% | 82% | 77% | 76% | 73% | 73% | 73% |
| 5. Staff Training | 76% | 77% | 74% | 72% | 70% | 70% | 71% |
| 6. Owner/Managing Partner/Leadership Support for Patient Safety | 68% | 69% | 67% | 68% | 65% | 63% | 65% |
| 7. Communication About Error | 71% | 73% | 68% | 66% | 63% | 62% | 63% |
| 8. Communication Openness | 67% | 72% | 67% | 64% | 60% | 60% | 61% |
| 9. Office Processes and Standardization | 73% | 69% | 63% | 63% | 62% | 60% | 62% |
| 10. Work Pressure and Pace | 54% | 55% | 50% | 44% | 45% | 38% | 44% |
| Average Across Composites | 74% | 75% | 71% | 70% | 68% | 66% | 68% |

Table A-2. Item-Level Average Percent Positive Response by Number of Providers (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 | 34 | 111 | 110 | 382 | 87 | 63 | 139 |
| # Respondents | 435 | 970 | 1,337 | 7,006 | 2,394 | 1,899 | 9,506 |
| 1. Teamwork | | | | | | | |
| 1. When someone in this office gets really busy, others help out. (C1) | 85% | 88% | 84% | 84% | 84% | 83% | 83% |
| 2. In this office, there is a good working relationship between staff and providers. (C2) | 89% | 88% | 89% | 89% | 87% | 86% | 85% |
| 3. In this office, we treat each other with respect. (C5) | 85% | 84% | 81% | 82% | 81% | 80% | 80% |
| 4. This office emphasizes teamwork in taking care of patients. (C13) | 86% | 86% | 84% | 83% | 83% | 80% | 81% |
| 2. Patient Care Tracking/Follow-up | | | | | | | |
| 1. This office reminds patients when they need to schedule an appointment for preventive or routine care. (D3) | 85% | 82% | 86% | 84% | 82% | 83% | 81% |
| 2. This office documents how well our chronic-care patients follow their treatment plans. (D5) | 82% | 77% | 76% | 74% | 72% | 70% | 74% |
| 3. Our office follows up when we do not receive a report we are expecting from an outside provider. (D6) | 85% | 87% | 85% | 85% | 85% | 79% | 78% |
| 4. This office follows up with patients who need monitoring. (D9) | 93% | 91% | 91% | 90% | 88% | 85% | 87% |
| 3. Organizational Learning | | | | | | | |
| 1. When there is a problem in our office, we see if we need to change the way we do things. (F1) | 85% | 87% | 82% | 83% | 79% | 83% | 82% |
| 2. This office is good at changing office processes to make sure the same problems don't happen again. (F5) | 83% | 85% | 77% | 78% | 75% | 74% | 74% |
| 3. After this office makes changes to improve the patient care process, we check to see if the changes worked. (F7) | 78% | 75% | 65% | 71% | 68% | 70% | 71% |

Note: The item's survey location is shown after the item text.

Table A-2. Item-Level Average Percent Positive Response by Number of Providers (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 | 34 | 111 | 110 | 382 | 87 | 63 | 139 |
| # Respondents | 435 | 970 | 1,337 | 7,006 | 2,394 | 1,899 | 9,506 |
| 4. Overall Perceptions of Patient Safety and Quality | | | | | | | |
| 1. Our office processes are good at preventing mistakes that could affect patients. (F2) | 88% | 86% | 83% | 82% | 81% | 80% | 80% |
| 2. Mistakes happen more than they should in this office. (F3R) | 80% | 82% | 75% | 74% | 73% | 73% | 72% |
| 3. It is just by chance that we don't make more mistakes that affect our patients. (F4R) | 79% | 83% | 78% | 78% | 74% | 74% | 74% |
| 4. In this office, getting more work done is more important than quality of care. (F6R) | 80% | 78% | 70% | 70% | 65% | 64% | 67% |
| 5. Staff Training | | | | | | | |
| 1. This office trains staff when new processes are put into place. (C4) | 79% | 79% | 78% | 76% | 74% | 73% | 74% |
| 2. This office makes sure staff get the on-the-job training they need. (C7) | 78% | 77% | 74% | 73% | 71% | 71% | 72% |
| 3. Staff in this office are asked to do tasks they haven't been trained to do. (C10R) | 72% | 75% | 70% | 68% | 66% | 66% | 65% |
| 6. Owner/Managing Partner/Leadership Support for Patient Safety | | | | | | | |
| 1. They aren't investing enough resources to improve the quality of care in this office. (E1R) | 56% | 54% | 53% | 50% | 48% | 43% | 45% |
| 2. They overlook patient care mistakes that happen over and over. (E2R) | 81% | 81% | 79% | 81% | 77% | 78% | 77% |
| 3. They place a high priority on improving patient care processes. (E3) | 78% | 75% | 78% | 79% | 78% | 77% | 79% |
| 4. They make decisions too often based on what is best for the office rather than what is best for patients. (E4R) | 61% | 65% | 59% | 61% | 56% | 55% | 58% |

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

Table A-2. Item-Level Average Percent Positive Response by Number of Providers (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 | 34 | 111 | 110 | 382 | 87 | 63 | 139 |
| # Respondents | 435 | 970 | 1,337 | 7,006 | 2,394 | 1,899 | 9,506 |
| 7. Communication About Error | | | | | | | |
| 1. Staff feel like their mistakes are held against them. (D7R) | 62% | 64% | 55% | 57% | 52% | 52% | 50% |
| 2. Providers and staff talk openly about office problems. (D8) | 64% | 65% | 61% | 58% | 49% | 54% | 56% |
| 3. In this office, we discuss ways to prevent errors from happening again. (D11) | 81% | 84% | 79% | 78% | 77% | 75% | 77% |
| 4. Staff are willing to report mistakes they observe in this office. (D12) | 77% | 79% | 75% | 73% | 72% | 68% | 69% |
| 8. Communication Openness | | | | | | | |
| 1. Providers in this office are open to staff ideas about how to improve office processes. (D1) | 74% | 77% | 72% | 68% | 61% | 62% | 63% |
| 2. Staff are encouraged to express alternative viewpoints in this office. (D2) | 70% | 74% | 69% | 68% | 63% | 63% | 66% |
| 3. Staff are afraid to ask questions when something does not seem right. (D4R) | 72% | 76% | 71% | 68% | 66% | 66% | 66% |
| 4. It is difficult to voice disagreement in this office. (D10R) | 54% | 61% | 54% | 52% | 48% | 50% | 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-2. Item-Level Average Percent Positive Response by Number of Providers (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 | 34 | 111 | 110 | 382 | 87 | 63 | 139 |
| # Respondents | 435 | 970 | 1,337 | 7,006 | 2,394 | 1,899 | 9,506 |
| 9. Office Processes and Standardization | | | | | | | |
| 1. This office is more disorganized than it should be. (C8R) | 73% | 64% | 61% | 60% | 59% | 56% | 59% |
| 2. We have good procedures for checking that work in this office was done correctly. (C9) | 76% | 72% | 63% | 66% | 64% | 65% | 65% |
| 3. We have problems with workflow in this office. (C12R) | 60% | 57% | 48% | 48% | 47% | 41% | 47% |
| 4. Staff in this office follow standardized processes to get tasks done. (C15) | 83% | 81% | 78% | 78% | 79% | 78% | 77% |
| 10. Work Pressure and Pace | | | | | | | |
| 1. In this office, we often feel rushed when taking care of patients. (C3R) | 39% | 39% | 33% | 29% | 29% | 25% | 30% |
| 2. We have too many patients for the number of providers in this office. (C6R) | 58% | 58% | 51% | 46% | 46% | 40% | 43% |
| 3. We have enough staff to handle our patient load. (C11) | 55% | 55% | 53% | 45% | 47% | 37% | 47% |
| 4. This office has too many patients to be able to handle everything effectively. (C14R) | 66% | 67% | 65% | 58% | 56% | 51% | 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-2. Item-Level Average Percent Positive Response by Number of Providers (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 | 34 | 111 | 110 | 382 | 87 | 63 | 139 |
| # Respondents | 435 | 970 | 1,337 | 7,006 | 2,394 | 1,899 | 9,506 |
| Patient Safety and Quality Issues | | | | | | | |
| Access to Care | | | | | | | |
| 1. A patient was unable to get an appointment within 48 hours for an acute/serious problem. (A1) | 81% | 81% | 83% | 78% | 76% | 71% | 76% |
| Patient Identification | | | | | | | |
| 2. The wrong chart/medical record was used for a patient. (A2) | 97% | 98% | 98% | 96% | 95% | 96% | 96% |
| Charts/Medical Records | | | | | | | |
| 3. A patient's chart/medical record was not available when needed. (A3) | 82% | 89% | 85% | 83% | 81% | 80% | 83% |
| 4. Medical information was filed, scanned, or entered into the wrong patient's chart/medical record. (A4) | 95% | 95% | 91% | 90% | 91% | 90% | 93% |
| Medical Equipment | | | | | | | |
| 5. Medical equipment was not working properly or was in need of repair or replacement. (A5) | 88% | 94% | 93% | 91% | 90% | 89% | 87% |
| Medication | | | | | | | |
| 6. A pharmacy contacted our office to clarify or correct a prescription. (A6) | 60% | 58% | 50% | 50% | 50% | 48% | 55% |
| 7. A patient's medication list was not updated during his or her visit. (A7) | 80% | 79% | 74% | 71% | 71% | 64% | 68% |
| Diagnostics & Tests | | | | | | | |
| 8. The results from a lab or imaging test were not available when needed. (A8) | 73% | 74% | 73% | 72% | 74% | 71% | 75% |
| 9. A critical abnormal result from a lab or imaging test was not followed up within 1 business day. (A9) | 90% | 96% | 92% | 92% | 91% | 88% | 89% |

Note: The item's survey location is shown after the item text. For items A1-A9, the percent positive response is based on those who responded "Not in the past 12 months," "Once or twice in the past 12 months," and "Several times in the past 12 months."

Table A-2. Item-Level Average Percent Positive Response by Number of Providers (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 | 34 | 111 | 110 | 382 | 87 | 63 | 139 |
| # Respondents | 435 | 970 | 1,337 | 7,006 | 2,394 | 1,899 | 9,506 |
| Information Exchange With Other Settings | | | | | | | |
| Over the past 12 months, how often has your medical office had problems exchanging accurate, complete, and timely information with: | | | | | | | |
| 1. Outside labs/imaging centers? (B1) | 83% | 79% | 77% | 76% | 76% | 74% | 78% |
| 2. Other medical offices/Outside physicians? (B2) | 82% | 79% | 78% | 77% | 75% | 72% | 76% |
| 3. Pharmacies? (B3) | 81% | 80% | 73% | 73% | 74% | 74% | 76% |
| 4. Hospitals? (B4) | 88% | 86% | 81% | 81% | 80% | 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," "One or two problems in the past 12 months," and "Several problems in the past 12 months."

Table A-3. Item-Level Average Overall Ratings on Quality by Number of Providers (Page 1 of 2)

| Survey Items by Average Overall Ratings on Quality | Number of Providers | | | | | | |
|--|---------------------|-----|-------|--------|----------|----------|------------|
| | 1 | 2 | 3 | 4 to 9 | 10 to 13 | 14 to 19 | 20 or more |
| # Medical Offices | 34 | 111 | 110 | 382 | 87 | 63 | 139 |
| # Respondents | 435 | 970 | 1,337 | 7,006 | 2,394 | 1,899 | 9,506 |
| 1. Patient Centered - Is responsive to individual patient preferences, needs, and values. (G1a) | | | | | | | |
| 5 – Excellent | 38% | 39% | 30% | 30% | 25% | 24% | 24% |
| 4 - Very good | 37% | 38% | 41% | 39% | 38% | 37% | 36% |
| 3 – Good | 22% | 20% | 25% | 26% | 30% | 31% | 30% |
| 2 – Fair | 3% | 3% | 4% | 5% | 6% | 7% | 9% |
| 1 – Poor | 0% | 1% | 0% | 1% | 1% | 1% | 1% |
| 2. Effective - Is based on scientific knowledge. (G1b) | | | | | | | |
| 5 – Excellent | 32% | 32% | 26% | 27% | 24% | 24% | 24% |
| 4 - Very good | 40% | 46% | 43% | 42% | 42% | 39% | 38% |
| 3 – Good | 25% | 19% | 27% | 26% | 28% | 31% | 30% |
| 2 – Fair | 2% | 3% | 3% | 4% | 4% | 6% | 6% |
| 1 – Poor | 0% | 0% | 0% | 0% | 1% | 0% | 1% |
| 3. Timely - Minimizes waits and potentially harmful delays. (G1c) | | | | | | | |
| 5 – Excellent | 28% | 26% | 20% | 16% | 14% | 11% | 14% |
| 4 - Very good | 35% | 35% | 35% | 35% | 33% | 26% | 30% |
| 3 – Good | 27% | 27% | 28% | 31% | 33% | 38% | 32% |
| 2 – Fair | 7% | 9% | 14% | 14% | 16% | 19% | 18% |
| 1 – Poor | 2% | 3% | 3% | 3% | 5% | 6% | 6% |

Note: The item's survey location is shown after the item text. Percentages may not add to exactly 100 percent due to rounding.

Table A-3. Item-Level Average Overall Ratings on Quality by Number of Providers (Page 2 of 2)

| Survey Items by Average Overall Ratings on Quality | Number of Providers | | | | | | |
|--|---------------------|-----|-------|--------|----------|----------|------------|
| | 1 | 2 | 3 | 4 to 9 | 10 to 13 | 14 to 19 | 20 or more |
| # Medical Offices | 34 | 111 | 110 | 382 | 87 | 63 | 139 |
| # Respondents | 435 | 970 | 1,337 | 7,006 | 2,394 | 1,899 | 9,506 |
| 4. Efficient - Ensures cost-effective care (avoids waste, overuse, and misuse of services). (G1d) | | | | | | | |
| 5 – Excellent | 30% | 27% | 23% | 19% | 16% | 15% | 15% |
| 4 - Very good | 38% | 41% | 37% | 38% | 35% | 33% | 33% |
| 3 – Good | 28% | 26% | 30% | 32% | 37% | 37% | 35% |
| 2 – Fair | 3% | 5% | 8% | 9% | 10% | 13% | 13% |
| 1 – Poor | 1% | 1% | 1% | 2% | 3% | 2% | 4% |
| 5. Equitable - Provides the same quality of care to all individuals regardless of gender, race, ethnicity, socioeconomic status, language, etc. (G1e) | | | | | | | |
| 5 – Excellent | 58% | 61% | 54% | 51% | 45% | 44% | 46% |
| 4 - Very good | 30% | 24% | 30% | 30% | 32% | 32% | 29% |
| 3 – Good | 10% | 12% | 13% | 14% | 17% | 18% | 18% |
| 2 – Fair | 2% | 2% | 3% | 3% | 5% | 5% | 5% |
| 1 – Poor | 0% | 0% | 1% | 1% | 1% | 1% | 1% |

Note: The item's survey location is shown after the item text. Percentages may not add to exactly 100 percent due to rounding.

Table A-4. Item-Level Average Overall Rating on Patient Safety by Number of Providers

| 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 | 34 | 111 | 110 | 382 | 87 | 63 | 139 |
| # Respondents | 435 | 970 | 1,337 | 7,006 | 2,394 | 1,899 | 9,506 |
| 5 – Excellent | 32% | 28% | 22% | 21% | 18% | 17% | 19% |
| 4 - Very good | 42% | 44% | 45% | 43% | 43% | 39% | 41% |
| 3 – Good | 21% | 21% | 25% | 28% | 30% | 33% | 29% |
| 2 – Fair | 4% | 5% | 7% | 7% | 8% | 9% | 10% |
| 1 – Poor | 1% | 1% | 1% | 1% | 1% | 1% | 1% |

Note: The item's survey location is shown after the item text. Percentages may not add to exactly 100 percent due to rounding.

Table A-5. Average Overall Rating on Quality and Patient Safety by Number of Providers

| Average Overall Rating on Quality and Patient Safety | Number of Providers | | | | | | |
|--|---------------------|-----|-------|--------|----------|----------|------------|
| | 1 | 2 | 3 | 4 to 9 | 10 to 13 | 14 to 19 | 20 or more |
| # Medical Offices | 34 | 111 | 110 | 382 | 87 | 63 | 139 |
| # Respondents | 435 | 970 | 1,337 | 7,006 | 2,394 | 1,899 | 9,506 |
| Excellent | 36% | 36% | 29% | 27% | 24% | 23% | 24% |
| Very good | 37% | 38% | 38% | 38% | 37% | 34% | 35% |
| Good | 22% | 21% | 25% | 26% | 29% | 32% | 29% |
| Fair | 4% | 4% | 7% | 7% | 8% | 10% | 10% |
| Poor | 1% | 1% | 1% | 1% | 2% | 2% | 3% |

Note: Average Overall Rating on Quality and Patient Safety is the average percentage of respondents who rated their medical office as “Excellent” or “Very good” across the five Ratings on Quality (patient centered, effective, timely, efficient, equitable) and the Overall Rating on Patient Safety (G2). Percentages may not add to exactly 100 percent due to rounding.

Appendix A: Overall Results by Medical Office Characteristics

(2) Single vs. Multi-specialty

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

Table A-6. Composite-Level Average Percent Positive Response by Single vs. Multi-Specialty

| Patient Safety Culture Composites | Single Specialty | Multi-specialty |
|--|------------------|-----------------|
| | 641 | 291 |
| <i># Medical Offices</i> | 11,188 | 12,450 |
| <i># Respondents</i> | | |
| 1. Teamwork | 85% | 82% |
| 2. Patient Care Tracking/Follow-up | 84% | 79% |
| 3. Organizational Learning | 78% | 74% |
| 4. Overall Perceptions of Patient Safety and Quality | 77% | 73% |
| 5. Staff Training | 75% | 68% |
| 6. Owner/Managing Partner/Leadership Support for Patient Safety | 69% | 61% |
| 7. Communication About Error | 68% | 63% |
| 8. Communication Openness | 66% | 61% |
| 9. Office Processes and Standardization | 65% | 61% |
| 10. Work Pressure and Pace | 47% | 44% |
| Average Across Composites | 71% | 67% |

Table A-7. Item-Level Average Percent Positive Response by Single vs. Multi-Specialty (Page 1 of 6)

| Survey Items by Composite | Single Specialty | Multi-specialty |
|---|------------------|-----------------|
| <i># Medical Offices</i> | 641 | 291 |
| <i># Respondents</i> | 11,188 | 12,450 |
| 1. Teamwork | | |
| 1. When someone in this office gets really busy, others help out. (C1) | 86% | 82% |
| 2. In this office, there is a good working relationship between staff and providers. (C2) | 88% | 87% |
| 3. In this office, we treat each other with respect. (C5) | 83% | 79% |
| 4. This office emphasizes teamwork in taking care of patients. (C13) | 85% | 80% |
| 2. Patient Care Tracking/Follow-up | | |
| 1. This office reminds patients when they need to schedule an appointment for preventive or routine care. (D3) | 85% | 80% |
| 2. This office documents how well our chronic-care patients follow their treatment plans. (D5) | 76% | 70% |
| 3. Our office follows up when we do not receive a report we are expecting from an outside provider. (D6) | 85% | 80% |
| 4. This office follows up with patients who need monitoring. (D9) | 91% | 85% |
| 3. Organizational Learning | | |
| 1. When there is a problem in our office, we see if we need to change the way we do things. (F1) | 84% | 80% |
| 2. This office is good at changing office processes to make sure the same problems don't happen again. (F5) | 79% | 75% |
| 3. After this office makes changes to improve the patient care process, we check to see if the changes worked. (F7) | 72% | 66% |

Note: The item's survey location is shown after the item text.

Table A-7. Item-Level Average Percent Positive Response by Single vs. Multi-Specialty (Page 2 of 6)

| Survey Items by Composite | Single Specialty | Multi-specialty |
|--|------------------|-----------------|
| <i># Medical Offices</i> | 641 | 291 |
| <i># Respondents</i> | 11,188 | 12,450 |
| 4. Overall Perceptions of Patient Safety and Quality | | |
| 1. Our office processes are good at preventing mistakes that could affect patients. (F2) | 84% | 79% |
| 2. Mistakes happen more than they should in this office. (F3R) | 76% | 73% |
| 3. It is just by chance that we don't make more mistakes that affect our patients. (F4R) | 78% | 75% |
| 4. In this office, getting more work done is more important than quality of care. (F6R) | 72% | 66% |
| 5. Staff Training | | |
| 1. This office trains staff when new processes are put into place. (C4) | 78% | 72% |
| 2. This office makes sure staff get the on-the-job training they need. (C7) | 76% | 69% |
| 3. Staff in this office are asked to do tasks they haven't been trained to do. (C10R) | 71% | 65% |
| 6. Owner/Managing Partner/Leadership Support for Patient Safety | | |
| 1. They aren't investing enough resources to improve the quality of care in this office. (E1R) | 53% | 42% |
| 2. They overlook patient care mistakes that happen over and over. (E2R) | 81% | 75% |
| 3. They place a high priority on improving patient care processes. (E3) | 79% | 75% |
| 4. They make decisions too often based on what is best for the office rather than what is best for patients. (E4R) | 62% | 53% |

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-7. Item-Level Average Percent Positive Response by Single vs. Multi-Specialty (Page 3 of 6)

| Survey Items by Composite | Single Specialty | Multi-specialty |
|---|------------------|-----------------|
| <i># Medical Offices</i> | 641 | 291 |
| <i># Respondents</i> | 11,188 | 12,450 |
| 7. Communication About Error | | |
| 1. Staff feel like their mistakes are held against them. (D7R) | 58% | 50% |
| 2. Providers and staff talk openly about office problems. (D8) | 59% | 56% |
| 3. In this office, we discuss ways to prevent errors from happening again. (D11) | 80% | 77% |
| 4. Staff are willing to report mistakes they observe in this office. (D12) | 75% | 69% |
| 8. Communication Openness | | |
| 1. Providers in this office are open to staff ideas about how to improve office processes. (D1) | 69% | 65% |
| 2. Staff are encouraged to express alternative viewpoints in this office. (D2) | 69% | 65% |
| 3. Staff are afraid to ask questions when something does not seem right. (D4R) | 70% | 66% |
| 4. It is difficult to voice disagreement in this office. (D10R) | 54% | 49% |

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-7. Item-Level Average Percent Positive Response by Single vs. Multi-Specialty (Page 4 of 6)

| Survey Items by Composite | Single Specialty | Multi-specialty |
|---|---------------------|-----------------|
| <i># Medical Offices</i> | 641 | 291 |
| <i># Respondents</i> | 11,188 | 12,450 |
| 9. Office Processes and Standardization | | |
| 1. This office is more disorganized than it should be. (C8R) | 62% | 59% |
| 2. We have good procedures for checking that work in this office was done correctly. (C9) | 68% | 63% |
| 3. We have problems with workflow in this office. (C12R) | 50% | 47% |
| 4. Staff in this office follow standardized processes to get tasks done. (C15) | 80% | 75% |
| 10. Work Pressure and Pace | | |
| 1. In this office, we often feel rushed when taking care of patients. (C3R) | 32% | 29% |
| 2. We have too many patients for the number of providers in this office. (C6R) | 49% | 45% |
| 3. We have enough staff to handle our patient load. (C11) | 48% | 46% |
| 4. This office has too many patients to be able to handle everything effectively. (C14R) | 61% | 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-7. Item-Level Average Percent Positive Response by Single vs. Multi-Specialty (Page 5 of 6)

| Survey Items | Single Specialty | Multi-specialty |
|---|---------------------|-----------------|
| <i># Medical Offices</i> | 641 | 291 |
| <i># Respondents</i> | 11,188 | 12,450 |
| Patient Safety and Quality Issues | | |
| Access to Care | | |
| 1. A patient was unable to get an appointment within 48 hours for an acute/serious problem. (A1) | 79% | 75% |
| Patient Identification | | |
| 2. The wrong chart/medical record was used for a patient. (A2) | 97% | 95% |
| Charts/Medical Records | | |
| 3. A patient's chart/medical record was not available when needed. (A3) | 84% | 83% |
| 4. Medical information was filed, scanned, or entered into the wrong patient's chart/medical record. (A4) | 92% | 91% |
| Medical Equipment | | |
| 5. Medical equipment was not working properly or was in need of repair or replacement. (A5) | 91% | 89% |
| Medication | | |
| 6. A pharmacy contacted our office to clarify or correct a prescription. (A6) | 53% | 49% |
| 7. A patient's medication list was not updated during his or her visit. (A7) | 73% | 69% |
| Diagnostics & Tests | | |
| 8. The results from a lab or imaging test were not available when needed. (A8) | 74% | 70% |
| 9. A critical abnormal result from a lab or imaging test was not followed up within 1 business day. (A9) | 93% | 90% |

Note: The item's survey location is shown after the item text. For items A1-A9, the percent positive response is based on those who responded "Not in the past 12 months," "Once or twice in the past 12 months," and "Several times in the past 12 months."

Table A-7. Item-Level Average Percent Positive Response by Single vs. Multi-Specialty (Page 6 of 6)

| Survey Items | Single Specialty | Multi-specialty |
|---|------------------|-----------------|
| <i># Medical Offices</i> | 641 | 291 |
| <i># Respondents</i> | 11,188 | 12,450 |
| Information Exchange With Other Settings | | |
| Over the past 12 months, how often has your medical office had problems exchanging accurate, complete, and timely information with: | | |
| 1. Outside labs/imaging centers? (B1) | 77% | 75% |
| 2. Other medical offices/Outside physicians? (B2) | 77% | 76% |
| 3. Pharmacies? (B3) | 76% | 73% |
| 4. Hospitals? (B4) | 83% | 81% |

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', 'One or two problems in the past 12 months', and 'Several problems in the past 12 months'.

Table A-8. Item-Level Average Overall Ratings on Quality by Single vs. Multi-Specialty (Page 1 of 2)

| Survey Items by Average Overall Ratings on Quality | Single Specialty | Multi-specialty |
|--|------------------|-----------------|
| <i># Medical Offices</i> | 641 | 291 |
| <i># Respondents</i> | 11,188 | 12,450 |
| 1. Patient Centered - Is responsive to individual patient preferences, needs, and values. (G1a) | | |
| 5 - Excellent | 32% | 24% |
| 4 - Very good | 39% | 38% |
| 3 - Good | 24% | 31% |
| 2 - Fair | 4% | 7% |
| 1 - Poor | 1% | 1% |
| 2. Effective - Is based on scientific knowledge. (G1b) | | |
| 5 - Excellent | 30% | 21% |
| 4 - Very good | 42% | 42% |
| 3 - Good | 25% | 30% |
| 2 - Fair | 3% | 6% |
| 1 - Poor | 0% | 1% |
| 3. Timely - Minimizes waits and potentially harmful delays. (G1c) | | |
| 5 - Excellent | 19% | 14% |
| 4 - Very good | 34% | 32% |
| 3 - Good | 30% | 33% |
| 2 - Fair | 13% | 16% |
| 1 - Poor | 4% | 4% |

Note: The item's survey location is shown after the item text. Percentages may not add to exactly 100 percent due to rounding.

Table A-8. Item-Level Average Overall Ratings on Quality by Single vs. Multi-Specialty (Page 2 of 2)

| Survey Items by Average Overall Ratings on Quality | Single Specialty | Multi-specialty |
|--|------------------|-----------------|
| # Medical Offices | 641 | 291 |
| # Respondents | 11,188 | 12,450 |
| 4. Efficient - Ensures cost-effective care (avoids waste, overuse, and misuse of services). (G1d) | | |
| 5 - Excellent | 22% | 15% |
| 4 - Very good | 38% | 35% |
| 3 - Good | 31% | 35% |
| 2 - Fair | 8% | 12% |
| 1 - Poor | 2% | 3% |
| 5. Equitable - Provides the same quality of care to all individuals regardless of gender, race, ethnicity, socioeconomic status, language, etc. (G1e) | | |
| 5 - Excellent | 54% | 46% |
| 4 - Very good | 29% | 31% |
| 3 - Good | 14% | 18% |
| 2 - Fair | 3% | 4% |
| 1 - Poor | 1% | 1% |

Note: The item's survey location is shown after the item text. Percentages may not add to exactly 100 percent due to rounding.

Table A-9. Item-Level Average Overall Rating on Patient Safety by Single vs. Multi-Specialty

| 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 | Multi-specialty |
|--|------------------|-----------------|
| <i># Medical Offices</i> | 641 | 291 |
| <i># Respondents</i> | 11,188 | 12,450 |
| 5 - Excellent | 23% | 18% |
| 4 - Very good | 43% | 42% |
| 3 - Good | 26% | 31% |
| 2 - Fair | 7% | 8% |
| 1 - Poor | 1% | 2% |

Note: The item's survey location is shown after the item text. Percentages may not add to exactly 100 percent due to rounding.

Table A-10. Average Overall Rating on Quality and Patient Safety by Single vs. Multi-Specialty

| Average Overall Rating on Quality and Patient Safety | Single Specialty | Multi-specialty |
|--|------------------|-----------------|
| <i># Medical Offices</i> | 641 | 291 |
| <i># Respondents</i> | 11,188 | 12,450 |
| Excellent | 30% | 23% |
| Very good | 38% | 36% |
| Good | 25% | 30% |
| Fair | 6% | 9% |
| Poor | 1% | 2% |

Note: Average Overall Rating on Quality and Patient Safety is the average percentage of respondents who rated their medical office as "Excellent" or "Very good" across the five Ratings on Quality (patient centered, effective, timely, efficient, equitable) and the Overall Rating on Patient Safety (G2). Percentages may not add to exactly 100 percent due to rounding.

Appendix A: Overall Results by Medical Office Characteristics

(3) Specialty

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

Table A-11. Composite-Level Average Percent Positive Response by Specialty

| Patient Safety Culture Composites | Specialty | | | | |
|--|------------|------------|--------|------------|--------------|
| | Cardiology | Hematology | OB/GYN | Pediatrics | Primary care |
| <i># Medical Offices</i> | 27 | 27 | 49 | 56 | 338 |
| <i># Respondents</i> | 566 | 641 | 761 | 1,184 | 5,966 |
| 1. Teamwork | 84% | 84% | 88% | 85% | 85% |
| 2. Patient Care Tracking/Follow-up | 91% | 85% | 89% | 84% | 81% |
| 3. Organizational Learning | 80% | 77% | 80% | 80% | 77% |
| 4. Overall Perceptions of Patient Safety and Quality | 77% | 75% | 79% | 79% | 77% |
| 5. Staff Training | 73% | 74% | 74% | 78% | 74% |
| 6. Owner/Managing Partner/Leadership Support for Patient Safety | 70% | 64% | 70% | 72% | 69% |
| 7. Communication About Error | 64% | 62% | 67% | 68% | 68% |
| 8. Communication Openness | 61% | 60% | 63% | 64% | 66% |
| 9. Office Processes and Standardization | 66% | 61% | 67% | 67% | 63% |
| 10. Work Pressure and Pace | 52% | 43% | 48% | 48% | 48% |
| Average Across Composites | 72% | 69% | 73% | 73% | 71% |

Note: Specialties listed had at least 20 medical offices. Primary care contains internal medicine, family medicine, general preventive medicine, and general practice.

Table A-12. Item-Level Average Percent Positive Response by Specialty (Page 1 of 6)

| Survey Items by Composite | Specialty | | | | |
|---|------------|------------|--------|------------|--------------|
| | Cardiology | Hematology | OB/GYN | Pediatrics | Primary care |
| # Medical Offices | 27 | 27 | 49 | 56 | 338 |
| # Respondents | 566 | 641 | 761 | 1,184 | 5,966 |
| 1. Teamwork | | | | | |
| 1. When someone in this office gets really busy, others help out. (C1) | 86% | 84% | 88% | 86% | 84% |
| 2. In this office, there is a good working relationship between staff and providers. (C2) | 84% | 86% | 91% | 87% | 89% |
| 3. In this office, we treat each other with respect. (C5) | 84% | 81% | 85% | 81% | 82% |
| 4. This office emphasizes teamwork in taking care of patients. (C13) | 84% | 85% | 86% | 87% | 83% |
| 2. Patient Care Tracking/Follow-up | | | | | |
| 1. This office reminds patients when they need to schedule an appointment for preventive or routine care. (D3) | 92% | 87% | 90% | 85% | 81% |
| 2. This office documents how well our chronic-care patients follow their treatment plans. (D5) | 86% | 77% | 80% | 72% | 73% |
| 3. Our office follows up when we do not receive a report we are expecting from an outside provider. (D6) | 90% | 88% | 91% | 87% | 82% |
| 4. This office follows up with patients who need monitoring. (D9) | 95% | 92% | 96% | 91% | 89% |
| 3. Organizational Learning | | | | | |
| 1. When there is a problem in our office, we see if we need to change the way we do things. (F1) | 85% | 83% | 84% | 85% | 83% |
| 2. This office is good at changing office processes to make sure the same problems don't happen again. (F5) | 79% | 75% | 81% | 81% | 78% |
| 3. After this office makes changes to improve the patient care process, we check to see if the changes worked. (F7) | 75% | 73% | 75% | 73% | 71% |

Note: The item's survey location is shown after the item text. Specialties listed had at least 20 medical offices. Primary care contains internal medicine, family medicine, general preventive medicine, and general practice.

Table A-12. Item-Level Average Percent Positive Response by Specialty (Page 2 of 6)

| Survey Items by Composite | Specialty | | | | |
|--|------------|------------|--------|------------|--------------|
| | Cardiology | Hematology | OB/GYN | Pediatrics | Primary care |
| # Medical Offices | 27 | 27 | 49 | 56 | 338 |
| # Respondents | 566 | 641 | 761 | 1,184 | 5,966 |
| 4. Overall Perceptions of Patient Safety and Quality | | | | | |
| 1. Our office processes are good at preventing mistakes that could affect patients. (F2) | 85% | 82% | 88% | 88% | 82% |
| 2. Mistakes happen more than they should in this office. (F3R) | 76% | 72% | 79% | 76% | 75% |
| 3. It is just by chance that we don't make more mistakes that affect our patients. (F4R) | 80% | 72% | 78% | 79% | 78% |
| 4. In this office, getting more work done is more important than quality of care. (F6R) | 68% | 74% | 70% | 71% | 72% |
| 5. Staff Training | | | | | |
| 1. This office trains staff when new processes are put into place. (C4) | 75% | 77% | 78% | 81% | 77% |
| 2. This office makes sure staff get the on-the-job training they need. (C7) | 73% | 78% | 75% | 78% | 74% |
| 3. Staff in this office are asked to do tasks they haven't been trained to do. (C10R) | 72% | 68% | 67% | 74% | 70% |
| 6. Owner/Managing Partner/Leadership Support for Patient Safety | | | | | |
| 1. They aren't investing enough resources to improve the quality of care in this office. (E1R) | 56% | 42% | 53% | 57% | 53% |
| 2. They overlook patient care mistakes that happen over and over. (E2R) | 83% | 78% | 84% | 84% | 80% |
| 3. They place a high priority on improving patient care processes. (E3) | 79% | 74% | 79% | 81% | 80% |
| 4. They make decisions too often based on what is best for the office rather than what is best for patients. (E4R) | 61% | 62% | 63% | 64% | 62% |

Note: The item's survey location is shown after the item text. An "R" indicates a negatively worded item, where the percent positive response is based on those who responded "Strongly Disagree" or "Disagree" or "Never" or "Rarely" (depending on the response category used for the item). Specialties listed had at least 20 medical offices. Primary care contains internal medicine, family medicine, general preventive medicine, and general practice.

Table A-12. Item-Level Average Percent Positive Response by Specialty (Page 3 of 6)

| Survey Items by Composite | Specialty | | | | |
|---|------------|------------|--------|------------|--------------|
| | Cardiology | Hematology | OB/GYN | Pediatrics | Primary care |
| <i># Medical Offices</i> | 27 | 27 | 49 | 56 | 338 |
| <i># Respondents</i> | 566 | 641 | 761 | 1,184 | 5,966 |
| 7. Communication About Error | | | | | |
| 1. Staff feel like their mistakes are held against them. (D7R) | 56% | 53% | 55% | 55% | 59% |
| 2. Providers and staff talk openly about office problems. (D8) | 47% | 47% | 57% | 58% | 61% |
| 3. In this office, we discuss ways to prevent errors from happening again. (D11) | 80% | 74% | 81% | 83% | 79% |
| 4. Staff are willing to report mistakes they observe in this office. (D12) | 72% | 72% | 77% | 76% | 74% |
| 8. Communication Openness | | | | | |
| 1. Providers in this office are open to staff ideas about how to improve office processes. (D1) | 57% | 62% | 65% | 67% | 71% |
| 2. Staff are encouraged to express alternative viewpoints in this office. (D2) | 64% | 60% | 67% | 68% | 70% |
| 3. Staff are afraid to ask questions when something does not seem right. (D4R) | 69% | 71% | 69% | 67% | 70% |
| 4. It is difficult to voice disagreement in this office. (D10R) | 53% | 48% | 52% | 52% | 54% |

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 listed had at least 20 medical offices. Primary care contains internal medicine, family medicine, general preventive medicine, and general practice.

Table A-12. Item-Level Average Percent Positive Response by Specialty (Page 4 of 6)

| Survey Items by Composite | Specialty | | | | |
|---|------------|------------|--------|------------|--------------|
| | Cardiology | Hematology | OB/GYN | Pediatrics | Primary care |
| # Medical Offices | 27 | 27 | 49 | 56 | 338 |
| # Respondents | 566 | 641 | 761 | 1,184 | 5,966 |
| 9. Office Processes and Standardization | | | | | |
| 1. This office is more disorganized than it should be. (C8R) | 61% | 53% | 63% | 63% | 61% |
| 2. We have good procedures for checking that work in this office was done correctly. (C9) | 71% | 65% | 72% | 71% | 65% |
| 3. We have problems with workflow in this office. (C12R) | 51% | 47% | 48% | 52% | 49% |
| 4. Staff in this office follow standardized processes to get tasks done. (C15) | 81% | 79% | 84% | 82% | 79% |
| 10. Work Pressure and Pace | | | | | |
| 1. In this office, we often feel rushed when taking care of patients. (C3R) | 38% | 30% | 35% | 31% | 30% |
| 2. We have too many patients for the number of providers in this office. (C6R) | 58% | 47% | 51% | 48% | 51% |
| 3. We have enough staff to handle our patient load. (C11) | 49% | 39% | 46% | 50% | 49% |
| 4. This office has too many patients to be able to handle everything effectively. (C14R) | 63% | 57% | 62% | 62% | 61% |

Note: The item's survey location is shown after the item text. An "R" indicates a negatively worded item, where the percent positive response is based on those who responded "Strongly Disagree" or "Disagree" or "Never" or "Rarely" (depending on the response category used for the item). Specialties listed had at least 20 medical offices. Primary care contains internal medicine, family medicine, general preventive medicine, and general practice.

Table A-12. Item-Level Average Percent Positive Response by Specialty (Page 5 of 6)

| Survey Items | Specialty | | | | |
|---|------------|------------|--------|------------|--------------|
| | Cardiology | Hematology | OB/GYN | Pediatrics | Primary care |
| # Medical Offices | 27 | 27 | 49 | 56 | 338 |
| # Respondents | 566 | 641 | 761 | 1,184 | 5,966 |
| Patient Safety and Quality Issues | | | | | |
| Access to Care | | | | | |
| 1. A patient was unable to get an appointment within 48 hours for an acute/serious problem. (A1) | 82% | 89% | 80% | 90% | 77% |
| Patient Identification | | | | | |
| 2. The wrong chart/medical record was used for a patient. (A2) | 96% | 97% | 98% | 95% | 97% |
| Charts/Medical Records | | | | | |
| 3. A patient's chart/medical record was not available when needed. (A3) | 78% | 82% | 74% | 79% | 85% |
| 4. Medical information was filed, scanned, or entered into the wrong patient's chart/medical record. (A4) | 87% | 90% | 92% | 90% | 92% |
| Medical Equipment | | | | | |
| 5. Medical equipment was not working properly or was in need of repair or replacement. (A5) | 95% | 85% | 93% | 91% | 92% |
| Medication | | | | | |
| 6. A pharmacy contacted our office to clarify or correct a prescription. (A6) | 66% | 66% | 62% | 51% | 45% |
| 7. A patient's medication list was not updated during his or her visit. (A7) | 82% | 72% | 79% | 72% | 68% |
| Diagnostics & Tests | | | | | |
| 8. The results from a lab or imaging test were not available when needed. (A8) | 79% | 79% | 76% | 76% | 69% |
| 9. A critical abnormal result from a lab or imaging test was not followed up within 1 business day. (A9) | 93% | 93% | 92% | 95% | 91% |

Note: The item's survey location is shown after the item text. For items A1-A9, the percent positive response is based on those who responded "Not in the past 12 months," "Once or twice in the past 12 months," and "Several times in the past 12 months." Specialties listed had at least 20 medical offices. Primary care contains internal medicine, family medicine, general preventive medicine, and general practice.

Table A-12. Item-Level Average Percent Positive Response by Specialty (Page 6 of 6)

| Survey Items | Specialty | | | | |
|---|------------|------------|--------|------------|--------------|
| | Cardiology | Hematology | OB/GYN | Pediatrics | Primary care |
| # Medical Offices | 27 | 27 | 49 | 56 | 338 |
| # Respondents | 566 | 641 | 761 | 1,184 | 5,966 |
| Information Exchange With Other Settings | | | | | |
| Over the past 12 months, how often has your medical office had problems exchanging accurate, complete, and timely information with: | | | | | |
| 1. Outside labs/imaging centers? (B1) | 70% | 84% | 80% | 82% | 74% |
| 2. Other medical offices/Outside physicians? (B2) | 67% | 77% | 79% | 84% | 75% |
| 3. Pharmacies? (B3) | 80% | 84% | 83% | 83% | 69% |
| 4. Hospitals? (B4) | 81% | 86% | 87% | 86% | 79% |

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," "One or two problems in the past 12 months," and "Several problems in the past 12 months." Specialties listed had at least 20 medical offices. Primary care contains internal medicine, family medicine, general preventive medicine, and general practice.

Table A-13. Item-Level Average Overall Ratings on Quality by Specialty (Page 1 of 2)

| Survey Items by Average Overall Ratings on Quality | Specialty | | | | |
|--|------------|------------|--------|------------|--------------|
| | Cardiology | Hematology | OB/GYN | Pediatrics | Primary care |
| # Medical Offices | 27 | 27 | 49 | 56 | 338 |
| # Respondents | 566 | 641 | 761 | 1,184 | 5,966 |
| 1. Patient Centered - Is responsive to individual patient preferences, needs, and values. (G1a) | | | | | |
| 5 - Excellent | 33% | 39% | 31% | 35% | 29% |
| 4 - Very good | 36% | 34% | 39% | 38% | 41% |
| 3 - Good | 26% | 24% | 23% | 22% | 25% |
| 2 - Fair | 4% | 3% | 6% | 4% | 4% |
| 1 - Poor | 1% | 1% | 0% | 1% | 1% |
| 2. Effective - Is based on scientific knowledge. (G1b) | | | | | |
| 5 - Excellent | 33% | 35% | 30% | 31% | 26% |
| 4 - Very good | 35% | 38% | 41% | 43% | 44% |
| 3 - Good | 30% | 24% | 25% | 22% | 26% |
| 2 - Fair | 2% | 3% | 4% | 3% | 4% |
| 1 - Poor | 0% | 1% | 0% | 0% | 0% |
| 3. Timely - Minimizes waits and potentially harmful delays. (G1c) | | | | | |
| 5 - Excellent | 25% | 19% | 17% | 17% | 18% |
| 4 - Very good | 33% | 37% | 32% | 37% | 34% |
| 3 - Good | 30% | 26% | 30% | 28% | 30% |
| 2 - Fair | 10% | 11% | 16% | 14% | 14% |
| 1 - Poor | 2% | 6% | 6% | 4% | 4% |

Note: The item's survey location is shown after the item text. Specialties listed had at least 20 medical offices. Primary care contains internal medicine, family medicine, general preventive medicine, and general practice. Percentages may not add to exactly 100 percent due to rounding.

Table A-13. Item-Level Average Overall Ratings on Quality by Specialty (Page 2 of 2)

| Survey Items by Average Overall Ratings on Quality | Specialty | | | | |
|--|------------|------------|--------|------------|--------------|
| | Cardiology | Hematology | OB/GYN | Pediatrics | Primary care |
| # Medical Offices | 27 | 27 | 49 | 56 | 338 |
| # Respondents | 566 | 641 | 761 | 1,184 | 5,966 |
| 4. Efficient - Ensures cost-effective care (avoids waste, overuse, and misuse of services). (G1d) | | | | | |
| 5 - Excellent | 22% | 19% | 23% | 20% | 20% |
| 4 - Very good | 40% | 36% | 36% | 41% | 39% |
| 3 - Good | 31% | 32% | 32% | 30% | 31% |
| 2 - Fair | 6% | 10% | 7% | 8% | 8% |
| 1 - Poor | 1% | 3% | 2% | 2% | 2% |
| 5. Equitable - Provides the same quality of care to all individuals regardless of gender, race, ethnicity, socioeconomic status, language, etc. (G1e) | | | | | |
| 5 - Excellent | 54% | 56% | 50% | 56% | 52% |
| 4 - Very good | 27% | 29% | 31% | 27% | 30% |
| 3 - Good | 15% | 11% | 14% | 13% | 14% |
| 2 - Fair | 3% | 4% | 4% | 3% | 3% |
| 1 - Poor | 0% | 1% | 1% | 1% | 1% |

Note: The item's survey location is shown after the item text. Specialties listed had at least 20 medical offices. Primary care contains internal medicine, family medicine, general preventive medicine, and general practice. Percentages may not add to exactly 100 percent due to rounding.

Table A-14. Item-Level Average Overall Rating on Patient Safety by Specialty

| | | Specialty | | | | |
|--|--------------------------|------------|------------|--------|------------|--------------|
| 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) | | Cardiology | Hematology | OB/GYN | Pediatrics | Primary care |
| | <i># Medical Offices</i> | 27 | 27 | 49 | 56 | 338 |
| | <i># Respondents</i> | 566 | 641 | 761 | 1,184 | 5,966 |
| 5 - Excellent | | 29% | 25% | 25% | 26% | 21% |
| 4 - Very good | | 35% | 36% | 42% | 44% | 44% |
| 3 - Good | | 28% | 30% | 24% | 24% | 27% |
| 2 - Fair | | 7% | 8% | 8% | 6% | 7% |
| 1 - Poor | | 1% | 1% | 0% | 1% | 1% |

Note: The item's survey location is shown after the item text. Specialties listed had at least 20 medical offices. Primary care contains internal medicine, family medicine, general preventive medicine, and general practice. Percentages may not add to exactly 100 percent due to rounding.

Table A-15. Average Overall Rating on Quality and Patient Safety by Specialty

| | | Specialty | | | | |
|--|--------------------------|------------|------------|--------|------------|--------------|
| Average Overall Rating on Quality and Patient Safety | | Cardiology | Hematology | OB/GYN | Pediatrics | Primary care |
| | <i># Medical Offices</i> | 27 | 27 | 49 | 56 | 338 |
| | <i># Respondents</i> | 566 | 641 | 761 | 1,184 | 5,966 |
| Excellent | | 33% | 32% | 29% | 31% | 28% |
| Very good | | 34% | 35% | 37% | 38% | 39% |
| Good | | 27% | 24% | 25% | 23% | 26% |
| Fair | | 5% | 6% | 7% | 6% | 7% |
| Poor | | 1% | 2% | 2% | 1% | 1% |

Note: Average Overall Rating on Quality and Patient Safety is the average percentage of respondents who rated their medical office as "Excellent" or "Very good" across the five Ratings on Quality (patient centered, effective, timely, efficient, equitable) and the Overall Rating on Patient Safety (G2). Percentages may not add to exactly 100 percent due to rounding. Specialties listed had at least 20 medical offices. Primary care contains internal medicine, family medicine, general preventive medicine, and general practice. Percentages may not add to exactly 100 percent due to rounding.

Appendix A: Overall Results by Medical Office Characteristics

(4) 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-16. Composite-Level Average Percent Positive Response by Ownership

| Patient Safety Culture Composites | Ownership | | | | |
|--|---------------------------------|--|---------------------------|-------------------------|--------------------------------|
| | Provider(s) and/or physician(s) | University/ medical school/ academic medical institution | Hospital or health system | Community health center | Federal, State, or local govt. |
| <i># Medical Offices</i> | 92 | 53 | 678 | 58 | 34 |
| <i># Respondents</i> | 1,643 | 1,446 | 16,500 | 1,342 | 2,378 |
| 1. Teamwork | 83% | 82% | 85% | 88% | 76% |
| 2. Patient Care Tracking/Follow-up | 81% | 67% | 84% | 84% | 74% |
| 3. Organizational Learning | 77% | 73% | 77% | 80% | 68% |
| 4. Overall Perceptions of Patient Safety and Quality | 79% | 70% | 77% | 79% | 65% |
| 5. Staff Training | 74% | 69% | 73% | 76% | 63% |
| 6. Owner/Managing Partner/Leadership Support for Patient Safety | 72% | 65% | 66% | 68% | 57% |
| 7. Communication About Error | 69% | 64% | 66% | 70% | 59% |
| 8. Communication Openness | 67% | 63% | 65% | 63% | 56% |
| 9. Office Processes and Standardization | 63% | 56% | 64% | 69% | 53% |
| 10. Work Pressure and Pace | 52% | 40% | 47% | 46% | 35% |
| Average Across Composites | 72% | 65% | 70% | 72% | 61% |

Table A-17. Item-Level Average Percent Positive Response by Ownership (Page 1 of 6)

| Survey Items by Composite | Ownership | | | | |
|---|---------------------------------|--|---------------------------|-------------------------|--------------------------------|
| | Provider(s) and/or physician(s) | University/ medical school/ academic medical institution | Hospital or health system | Community health center | Federal, State, or local govt. |
| # Medical Offices | 92 | 53 | 678 | 58 | 34 |
| # Respondents | 1,643 | 1,446 | 16,500 | 1,342 | 2,378 |
| 1. Teamwork | | | | | |
| 1. When someone in this office gets really busy, others help out. (C1) | 84% | 82% | 85% | 88% | 75% |
| 2. In this office, there is a good working relationship between staff and providers. (C2) | 88% | 88% | 88% | 90% | 80% |
| 3. In this office, we treat each other with respect. (C5) | 80% | 79% | 82% | 85% | 73% |
| 4. This office emphasizes teamwork in taking care of patients. (C13) | 79% | 78% | 84% | 88% | 75% |
| 2. Patient Care Tracking/Follow-up | | | | | |
| 1. This office reminds patients when they need to schedule an appointment for preventive or routine care. (D3) | 81% | 66% | 85% | 84% | 80% |
| 2. This office documents how well our chronic-care patients follow their treatment plans. (D5) | 70% | 52% | 77% | 76% | 63% |
| 3. Our office follows up when we do not receive a report we are expecting from an outside provider. (D6) | 82% | 69% | 85% | 87% | 74% |
| 4. This office follows up with patients who need monitoring. (D9) | 89% | 81% | 90% | 90% | 82% |
| 3. Organizational Learning | | | | | |
| 1. When there is a problem in our office, we see if we need to change the way we do things. (F1) | 81% | 81% | 83% | 86% | 74% |
| 2. This office is good at changing office processes to make sure the same problems don't happen again. (F5) | 81% | 71% | 78% | 81% | 69% |
| 3. After this office makes changes to improve the patient care process, we check to see if the changes worked. (F7) | 68% | 67% | 71% | 74% | 63% |

Note: The item's survey location is shown after the item text.

Table A-17. Item-Level Average Percent Positive Response by Ownership (Page 2 of 6)

| Survey Items by Composite | Ownership | | | | |
|--|---------------------------------|--|---------------------------|-------------------------|--------------------------------|
| | Provider(s) and/or physician(s) | University/ medical school/ academic medical institution | Hospital or health system | Community health center | Federal, State, or local govt. |
| # Medical Offices | 92 | 53 | 678 | 58 | 34 |
| # Respondents | 1,643 | 1,446 | 16,500 | 1,342 | 2,378 |
| 4. Overall Perceptions of Patient Safety and Quality | | | | | |
| 1. Our office processes are good at preventing mistakes that could affect patients. (F2) | 83% | 75% | 83% | 85% | 70% |
| 2. Mistakes happen more than they should in this office. (F3R) | 74% | 69% | 76% | 78% | 65% |
| 3. It is just by chance that we don't make more mistakes that affect our patients. (F4R) | 79% | 72% | 78% | 81% | 66% |
| 4. In this office, getting more work done is more important than quality of care. (F6R) | 77% | 66% | 70% | 73% | 59% |
| 5. Staff Training | | | | | |
| 1. This office trains staff when new processes are put into place. (C4) | 79% | 72% | 76% | 80% | 67% |
| 2. This office makes sure staff get the on-the-job training they need. (C7) | 73% | 69% | 74% | 76% | 65% |
| 3. Staff in this office are asked to do tasks they haven't been trained to do. (C10R) | 71% | 65% | 69% | 71% | 58% |
| 6. Owner/Managing Partner/Leadership Support for Patient Safety | | | | | |
| 1. They aren't investing enough resources to improve the quality of care in this office. (E1R) | 63% | 47% | 49% | 47% | 37% |
| 2. They overlook patient care mistakes that happen over and over. (E2R) | 80% | 77% | 80% | 84% | 66% |
| 3. They place a high priority on improving patient care processes. (E3) | 81% | 78% | 78% | 80% | 72% |
| 4. They make decisions too often based on what is best for the office rather than what is best for patients. (E4R) | 66% | 56% | 59% | 61% | 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-17. Item-Level Average Percent Positive Response by Ownership (Page 3 of 6)

| Survey Items by Composite | Ownership | | | | |
|---|---------------------------------|--|---------------------------|-------------------------|--------------------------------|
| | Provider(s) and/or Physician(s) | University/ Medical school/ Academic medical institution | Hospital or health system | Community health center | Federal, state, or local govt. |
| <i># Medical Offices</i> | 92 | 53 | 678 | 58 | 34 |
| <i># Respondents</i> | 1,643 | 1,446 | 16,500 | 1,342 | 2,378 |
| 7. Communication About Error | | | | | |
| 1. Staff feel like their mistakes are held against them. (D7R) | 62% | 54% | 55% | 61% | 46% |
| 2. Providers and staff talk openly about office problems. (D8) | 60% | 57% | 58% | 61% | 56% |
| 3. In this office, we discuss ways to prevent errors from happening again. (D11) | 80% | 74% | 79% | 82% | 71% |
| 4. Staff are willing to report mistakes they observe in this office. (D12) | 73% | 69% | 74% | 75% | 64% |
| 8. Communication Openness | | | | | |
| 1. Providers in this office are open to staff ideas about how to improve office processes. (D1) | 72% | 69% | 68% | 69% | 60% |
| 2. Staff are encouraged to express alternative viewpoints in this office. (D2) | 69% | 67% | 69% | 66% | 59% |
| 3. Staff are afraid to ask questions when something does not seem right. (D4R) | 70% | 67% | 69% | 69% | 60% |
| 4. It is difficult to voice disagreement in this office. (D10R) | 55% | 50% | 53% | 50% | 44% |

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-17. Item-Level Average Percent Positive Response by Ownership (Page 4 of 6)

| Survey Items by Composite | Ownership | | | | |
|---|---------------------------------|--|---------------------------|-------------------------|--------------------------------|
| | Provider(s) and/or physician(s) | University/ medical school/ academic medical institution | Hospital or health system | Community health center | Federal, State, or local govt. |
| # Medical Offices | 92 | 53 | 678 | 58 | 34 |
| # Respondents | 1,643 | 1,446 | 16,500 | 1,342 | 2,378 |
| 9. Office Processes and Standardization | | | | | |
| 1. This office is more disorganized than it should be. (C8R) | 61% | 55% | 61% | 65% | 49% |
| 2. We have good procedures for checking that work in this office was done correctly. (C9) | 64% | 56% | 67% | 71% | 55% |
| 3. We have problems with workflow in this office. (C12R) | 52% | 41% | 49% | 55% | 37% |
| 4. Staff in this office follow standardized processes to get tasks done. (C15) | 76% | 71% | 79% | 86% | 70% |
| 10. Work Pressure and Pace | | | | | |
| 1. In this office, we often feel rushed when taking care of patients. (C3R) | 31% | 23% | 32% | 30% | 25% |
| 2. We have too many patients for the number of providers in this office. (C6R) | 50% | 38% | 49% | 48% | 31% |
| 3. We have enough staff to handle our patient load. (C11) | 60% | 45% | 46% | 46% | 39% |
| 4. This office has too many patients to be able to handle everything effectively. (C14R) | 66% | 52% | 60% | 60% | 45% |

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-17. Item-Level Average Percent Positive Response by Ownership (Page 5 of 6)

| Survey Items | Ownership | | | | |
|---|---------------------------------|--|---------------------------|-------------------------|--------------------------------|
| | Provider(s) and/or physician(s) | University/ medical school/ academic medical institution | Hospital or health system | Community health center | Federal, State, or local govt. |
| <i># Medical Offices</i> | 92 | 53 | 678 | 58 | 34 |
| <i># Respondents</i> | 1,643 | 1,446 | 16,500 | 1,342 | 2,378 |
| Patient Safety and Quality Issues | | | | | |
| Access to Care | | | | | |
| 1. A patient was unable to get an appointment within 48 hours for an acute/serious problem. (A1) | 81% | 70% | 79% | 76% | 67% |
| Patient Identification | | | | | |
| 2. The wrong chart/medical record was used for a patient. (A2) | 97% | 95% | 97% | 96% | 91% |
| Charts/Medical Records | | | | | |
| 3. A patient's chart/medical record was not available when needed. (A3) | 85% | 82% | 84% | 83% | 74% |
| 4. Medical information was filed, scanned, or entered into the wrong patient's chart/medical record. (A4) | 89% | 91% | 92% | 91% | 88% |
| Medical Equipment | | | | | |
| 5. Medical equipment was not working properly or was in need of repair or replacement. (A5) | 92% | 90% | 91% | 88% | 82% |
| Medication | | | | | |
| 6. A pharmacy contacted our office to clarify or correct a prescription. (A6) | 40% | 33% | 56% | 49% | 48% |
| 7. A patient's medication list was not updated during his or her visit. (A7) | 66% | 53% | 74% | 78% | 63% |
| Diagnostics & Tests | | | | | |
| 8. The results from a lab or imaging test were not available when needed. (A8) | 58% | 66% | 76% | 74% | 62% |
| 9. A critical abnormal result from a lab or imaging test was not followed up within 1 business day. (A9) | 88% | 88% | 92% | 95% | 87% |

Note: The item's survey location is shown after the item text. For items A1-A9, the percent positive response is based on those who responded "Not in the past 12 months," "Once or twice in the past 12 months," and "Several times in the past 12 months."

Table A-17. Item-Level Average Percent Positive Response by Ownership (Page 6 of 6)

| Survey Items | Ownership | | | | |
|--|---------------------------------------|---|------------------------------|-------------------------------|-----------------------------------|
| | Provider(s) and/or Physician(s) | University/ Medical school/ Academic medical institution | Hospital or health system | Community health center | Federal, state, or local govt. |
| <i># Medical Offices</i> | 92 | 53 | 678 | 58 | 34 |
| <i># Respondents</i> | 1,643 | 1,446 | 16,500 | 1,342 | 2,378 |
| Information Exchange With Other Settings Over the past 12 months, how often has your medical office had problems exchanging accurate, complete, and timely information with: | | | | | |
| 1. Outside labs/imaging centers? (B1) | 68% | 73% | 78% | 75% | 74% |
| 2. Other medical offices/Outside physicians? (B2) | 72% | 73% | 78% | 75% | 72% |
| 3. Pharmacies? (B3) | 67% | 69% | 77% | 75% | 72% |
| 4. Hospitals? (B4) | 78% | 74% | 84% | 82% | 73% |

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," "One or two problems in the past 12 months," and "Several problems in the past 12 months."

Table A-18. Item-Level Average Overall Ratings on Quality by Ownership (Page 1 of 2)

| Survey Items by Average Overall Ratings on Quality | Ownership | | | | |
|--|---------------------------------|--|---------------------------|-------------------------|--------------------------------|
| | Provider(s) and/or physician(s) | University/ medical school/ academic medical institution | Hospital or health system | Community health center | Federal, State, or local govt. |
| # Medical Offices | 92 | 53 | 678 | 58 | 34 |
| # Respondents | 1,643 | 1,446 | 16,500 | 1,342 | 2,378 |
| 1. Patient Centered - Is responsive to individual patient preferences, needs, and values. (G1a) | | | | | |
| 5 - Excellent | 26% | 23% | 31% | 28% | 18% |
| 4 - Very good | 44% | 45% | 38% | 39% | 35% |
| 3 - Good | 25% | 27% | 26% | 27% | 35% |
| 2 - Fair | 4% | 5% | 5% | 6% | 10% |
| 1 - Poor | 0% | 0% | 1% | 0% | 2% |
| 2. Effective - Is based on scientific knowledge. (G1b) | | | | | |
| 5 - Excellent | 24% | 22% | 28% | 26% | 16% |
| 4 - Very good | 47% | 51% | 41% | 42% | 37% |
| 3 - Good | 25% | 24% | 26% | 28% | 34% |
| 2 - Fair | 3% | 4% | 4% | 4% | 10% |
| 1 - Poor | 0% | 0% | 0% | 0% | 3% |
| 3. Timely - Minimizes waits and potentially harmful delays. (G1c) | | | | | |
| 5 - Excellent | 15% | 12% | 19% | 17% | 9% |
| 4 - Very good | 37% | 36% | 32% | 38% | 28% |
| 3 - Good | 31% | 32% | 31% | 28% | 34% |
| 2 - Fair | 14% | 17% | 14% | 14% | 21% |
| 1 - Poor | 3% | 4% | 4% | 3% | 8% |

Note: The item's survey location is shown after the item text. Percentages may not add to exactly 100 percent due to rounding.

Table A-18. Item-Level Average Overall Ratings on Quality by Ownership (Page 2 of 2)

| Survey Items by Average Overall Ratings on Quality | Ownership | | | | |
|--|---------------------------------|--|---------------------------|-------------------------|--------------------------------|
| | Provider(s) and/or physician(s) | University/ medical school/ academic medical institution | Hospital or health system | Community health center | Federal, State, or local govt. |
| # Medical Offices | 92 | 53 | 678 | 58 | 34 |
| # Respondents | 1,643 | 1,446 | 16,500 | 1,342 | 2,378 |
| 4. Efficient - Ensures cost-effective care (avoids waste, overuse, and misuse of services). (G1d) | | | | | |
| 5 - Excellent | 18% | 12% | 21% | 18% | 12% |
| 4 - Very good | 41% | 37% | 37% | 38% | 30% |
| 3 - Good | 31% | 35% | 32% | 32% | 37% |
| 2 - Fair | 8% | 13% | 9% | 10% | 15% |
| 1 - Poor | 1% | 3% | 2% | 2% | 6% |
| 5. Equitable - Provides the same quality of care to all individuals regardless of gender, race, ethnicity, socioeconomic status, language, etc. (G1e) | | | | | |
| 5 - Excellent | 53% | 49% | 51% | 54% | 41% |
| 4 - Very good | 30% | 33% | 30% | 28% | 30% |
| 3 - Good | 13% | 13% | 15% | 14% | 21% |
| 2 - Fair | 3% | 3% | 3% | 4% | 5% |
| 1 - Poor | 1% | 1% | 1% | 0% | 2% |

Note: The item's survey location is shown after the item text. Percentages may not add to exactly 100 percent due to rounding.

Table A-19. Item-Level Average Overall Rating on Patient Safety by Ownership

| 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 | | | | |
|--|---------------------------------|--|---------------------------|-------------------------|--------------------------------|
| | Provider(s) and/or physician(s) | University/ medical school/ academic medical institution | Hospital or health system | Community health center | Federal, State, or local govt. |
| # Medical Offices | 92 | 53 | 678 | 58 | 34 |
| # Respondents | 1,643 | 1,446 | 16,500 | 1,342 | 2,378 |
| 5 - Excellent | 20% | 16% | 23% | 19% | 15% |
| 4 - Very good | 47% | 45% | 42% | 46% | 33% |
| 3 - Good | 27% | 30% | 27% | 26% | 37% |
| 2 - Fair | 6% | 8% | 7% | 8% | 11% |
| 1 - Poor | 1% | 1% | 1% | 1% | 4% |

Note: The item's survey location is shown after the item text. Percentages may not add to exactly 100 percent due to rounding.

Table A-20. Average Overall Rating on Quality and Patient Safety by Ownership

| Average Overall Rating on Quality and Patient Safety | Ownership | | | | |
|--|---------------------------------|--|---------------------------|-------------------------|--------------------------------|
| | Provider(s) and/or physician(s) | University/ medical school/ academic medical institution | Hospital or health system | Community health center | Federal, State, or local govt. |
| # Medical Offices | 92 | 53 | 678 | 58 | 34 |
| # Respondents | 1,643 | 1,446 | 16,500 | 1,342 | 2,378 |
| Excellent | 26% | 22% | 29% | 27% | 19% |
| Very good | 41% | 41% | 37% | 39% | 32% |
| Good | 25% | 27% | 26% | 26% | 33% |
| Fair | 7% | 8% | 7% | 7% | 12% |
| Poor | 1% | 2% | 1% | 1% | 4% |

Note: Overall Rating on Quality and Patient Safety is the average percentage of respondents who rated their medical office as "Excellent" or "Very good" across the five Ratings on Quality (patient centered, effective, timely, efficient, equitable) and the Overall Rating on Patient Safety (G2). Percentages may not add to exactly 100 percent due to rounding.

Appendix A: Overall Results by Medical Office Characteristics

(5) Region

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

States are categorized into regions as follows:

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

Table A-21. Composite-Level Average Percent Positive Response by Region

| Patient Safety Culture Composites | Region | | | | | |
|--|------------------------------|-------------------|-----------------|-----------------------|-----------------------|----------------------|
| | New England/ Mid-Atlantic | South Atlantic | East Central | West North Central | West South Central | Mountain/ Pacific |
| <i># Medical Offices</i> | 128 | 257 | 325 | 113 | 59 | 50 |
| <i># Respondents</i> | 3,524 | 4,721 | 10,568 | 1,957 | 1,646 | 1,166 |
| 1. Teamwork | 81% | 87% | 84% | 84% | 81% | 80% |
| 2. Patient Care Tracking/Follow-up | 78% | 88% | 82% | 83% | 79% | 75% |
| 3. Organizational Learning | 75% | 81% | 76% | 75% | 77% | 69% |
| 4. Overall Perceptions of Patient Safety and Quality | 72% | 81% | 76% | 74% | 74% | 72% |
| 5. Staff Training | 74% | 78% | 71% | 69% | 72% | 66% |
| 6. Owner/Managing Partner/Leadership Support for Patient Safety | 64% | 71% | 64% | 65% | 68% | 66% |
| 7. Communication About Error | 66% | 68% | 66% | 66% | 66% | 66% |
| 8. Communication Openness | 63% | 67% | 63% | 65% | 64% | 65% |
| 9. Office Processes and Standardization | 59% | 69% | 63% | 62% | 61% | 56% |
| 10. Work Pressure and Pace | 36% | 52% | 45% | 48% | 48% | 46% |
| Average Across Composites | 67% | 74% | 69% | 69% | 69% | 66% |

Table A-22. Item-Level Average Percent Positive Response by Region (Page 1 of 6)

| Survey Items by Composite | Region | | | | | |
|---|------------------------------|-------------------|-----------------|-----------------------|-----------------------|----------------------|
| | New England/ Mid-Atlantic | South Atlantic | East Central | West North Central | West South Central | Mountain/ Pacific |
| # Medical Offices | 128 | 257 | 325 | 113 | 59 | 50 |
| # Respondents | 3,524 | 4,721 | 10,568 | 1,957 | 1,646 | 1,166 |
| 1. Teamwork | | | | | | |
| 1. When someone in this office gets really busy, others help out. (C1) | 82% | 87% | 84% | 83% | 80% | 83% |
| 2. In this office, there is a good working relationship between staff and providers. (C2) | 86% | 90% | 88% | 89% | 86% | 83% |
| 3. In this office, we treat each other with respect. (C5) | 77% | 85% | 82% | 81% | 80% | 78% |
| 4. This office emphasizes teamwork in taking care of patients. (C13) | 81% | 88% | 83% | 81% | 79% | 77% |
| 2. Patient Care Tracking/Follow-up | | | | | | |
| 1. This office reminds patients when they need to schedule an appointment for preventive or routine care. (D3) | 79% | 88% | 83% | 81% | 80% | 80% |
| 2. This office documents how well our chronic-care patients follow their treatment plans. (D5) | 69% | 83% | 72% | 76% | 72% | 58% |
| 3. Our office follows up when we do not receive a report we are expecting from an outside provider. (D6) | 77% | 89% | 83% | 86% | 79% | 74% |
| 4. This office follows up with patients who need monitoring. (D9) | 87% | 93% | 89% | 88% | 85% | 87% |
| 3. Organizational Learning | | | | | | |
| 1. When there is a problem in our office, we see if we need to change the way we do things. (F1) | 82% | 85% | 82% | 82% | 82% | 77% |
| 2. This office is good at changing office processes to make sure the same problems don't happen again. (F5) | 76% | 80% | 78% | 77% | 76% | 72% |
| 3. After this office makes changes to improve the patient care process, we check to see if the changes worked. (F7) | 68% | 77% | 69% | 67% | 71% | 58% |

Note: The item's survey location is shown after the item text.

Table A-22. Item-Level Average Percent Positive Response by Region (Page 2 of 6)

| Survey Items by Composite | Region | | | | | |
|--|------------------------------|-------------------|-----------------|-----------------------|-----------------------|----------------------|
| | New England/ Mid-Atlantic | South Atlantic | East Central | West North Central | West South Central | Mountain/ Pacific |
| # Medical Offices | 128 | 257 | 325 | 113 | 59 | 50 |
| # Respondents | 3,524 | 4,721 | 10,568 | 1,957 | 1,646 | 1,166 |
| 4. Overall Perceptions of Patient Safety and Quality | | | | | | |
| 1. Our office processes are good at preventing mistakes that could affect patients. (F2) | 79% | 88% | 82% | 79% | 81% | 73% |
| 2. Mistakes happen more than they should in this office. (F3R) | 71% | 79% | 75% | 74% | 72% | 68% |
| 3. It is just by chance that we don't make more mistakes that affect our patients. (F4R) | 73% | 80% | 78% | 78% | 73% | 75% |
| 4. In this office, getting more work done is more important than quality of care. (F6R) | 66% | 75% | 68% | 67% | 72% | 73% |
| 5. Staff Training | | | | | | |
| 1. This office trains staff when new processes are put into place. (C4) | 76% | 80% | 74% | 75% | 77% | 69% |
| 2. This office makes sure staff get the on-the-job training they need. (C7) | 74% | 79% | 72% | 69% | 72% | 66% |
| 3. Staff in this office are asked to do tasks they haven't been trained to do. (C10R) | 71% | 73% | 67% | 62% | 67% | 65% |
| 6. Owner/Managing Partner/Leadership Support for Patient Safety | | | | | | |
| 1. They aren't investing enough resources to improve the quality of care in this office. (E1R) | 42% | 55% | 46% | 49% | 57% | 53% |
| 2. They overlook patient care mistakes that happen over and over. (E2R) | 80% | 84% | 77% | 77% | 76% | 76% |
| 3. They place a high priority on improving patient care processes. (E3) | 77% | 81% | 77% | 76% | 80% | 76% |
| 4. They make decisions too often based on what is best for the office rather than what is best for patients. (E4R) | 57% | 64% | 57% | 57% | 63% | 61% |

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

Table A-22. Item-Level Average Percent Positive Response by Region (Page 3 of 6)

| Survey Items by Composite | Region | | | | | |
|---|------------------------------|-------------------|-----------------|-----------------------|-----------------------|----------------------|
| | New England/ Mid-Atlantic | South Atlantic | East Central | West North Central | West South Central | Mountain/ Pacific |
| # Medical Offices | 128 | 257 | 325 | 113 | 59 | 50 |
| # Respondents | 3,524 | 4,721 | 10,568 | 1,957 | 1,646 | 1,166 |
| 7. Communication About Error | | | | | | |
| 1. Staff feel like their mistakes are held against them. (D7R) | 53% | 59% | 55% | 55% | 56% | 59% |
| 2. Providers and staff talk openly about office problems. (D8) | 61% | 56% | 58% | 57% | 58% | 61% |
| 3. In this office, we discuss ways to prevent errors from happening again. (D11) | 78% | 80% | 79% | 79% | 78% | 75% |
| 4. Staff are willing to report mistakes they observe in this office. (D12) | 72% | 75% | 73% | 73% | 71% | 70% |
| 8. Communication Openness | | | | | | |
| 1. Providers in this office are open to staff ideas about how to improve office processes. (D1) | 65% | 68% | 68% | 71% | 70% | 71% |
| 2. Staff are encouraged to express alternative viewpoints in this office. (D2) | 68% | 70% | 67% | 66% | 67% | 67% |
| 3. Staff are afraid to ask questions when something does not seem right. (D4R) | 68% | 72% | 68% | 69% | 67% | 67% |
| 4. It is difficult to voice disagreement in this office. (D10R) | 51% | 57% | 49% | 52% | 54% | 53% |

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

Table A-22. Item-Level Average Percent Positive Response by Region (Page 4 of 6)

| Survey Items by Composite | Region | | | | | |
|---|------------------------------|-------------------|-----------------|-----------------------|-----------------------|----------------------|
| | New England/ Mid-Atlantic | South Atlantic | East Central | West North Central | West South Central | Mountain/ Pacific |
| # Medical Offices | 128 | 257 | 325 | 113 | 59 | 50 |
| # Respondents | 3,524 | 4,721 | 10,568 | 1,957 | 1,646 | 1,166 |
| 9. Office Processes and Standardization | | | | | | |
| 1. This office is more disorganized than it should be. (C8R) | 56% | 64% | 61% | 61% | 59% | 57% |
| 2. We have good procedures for checking that work in this office was done correctly. (C9) | 64% | 74% | 64% | 63% | 62% | 53% |
| 3. We have problems with workflow in this office. (C12R) | 43% | 53% | 50% | 47% | 48% | 44% |
| 4. Staff in this office follow standardized processes to get tasks done. (C15) | 75% | 84% | 79% | 78% | 74% | 69% |
| 10. Work Pressure and Pace | | | | | | |
| 1. In this office, we often feel rushed when taking care of patients. (C3R) | 23% | 37% | 30% | 30% | 30% | 27% |
| 2. We have too many patients for the number of providers in this office. (C6R) | 36% | 55% | 46% | 50% | 46% | 46% |
| 3. We have enough staff to handle our patient load. (C11) | 36% | 50% | 46% | 50% | 56% | 53% |
| 4. This office has too many patients to be able to handle everything effectively. (C14R) | 49% | 65% | 58% | 62% | 60% | 59% |

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

Table A-22. Item-Level Average Percent Positive Response by Region (Page 5 of 6)

| Survey Items | Region | | | | | |
|---|------------------------------|-------------------|-----------------|-----------------------|-----------------------|----------------------|
| | New England/ Mid-Atlantic | South Atlantic | East Central | West North Central | West South Central | Mountain/ Pacific |
| # Medical Offices | 128 | 257 | 325 | 113 | 59 | 50 |
| # Respondents | 3,524 | 4,721 | 10,568 | 1,957 | 1,646 | 1,166 |
| List of Patient Safety and Quality Issues | | | | | | |
| Access to Care | | | | | | |
| 1. A patient was unable to get an appointment within 48 hours for an acute/serious problem. (A1) | 76% | 83% | 75% | 83% | 71% | 76% |
| Patient Identification | | | | | | |
| 2. The wrong chart/medical record was used for a patient. (A2) | 95% | 97% | 97% | 97% | 94% | 94% |
| Charts/Medical Records | | | | | | |
| 3. A patient's chart/medical record was not available when needed. (A3) | 85% | 81% | 84% | 86% | 86% | 77% |
| 4. Medical information was filed, scanned, or entered into the wrong patient's chart/medical record. (A4) | 91% | 93% | 92% | 92% | 91% | 87% |
| Medical Equipment | | | | | | |
| 5. Medical equipment was not working properly or was in need of repair or replacement. (A5) | 91% | 92% | 90% | 91% | 88% | 88% |
| Medication | | | | | | |
| 6. A pharmacy contacted our office to clarify or correct a prescription. (A6) | 55% | 60% | 49% | 46% | 46% | 36% |
| 7. A patient's medication list was not updated during his or her visit. (A7) | 69% | 79% | 72% | 70% | 65% | 54% |
| Diagnostics & Tests | | | | | | |
| 8. The results from a lab or imaging test were not available when needed. (A8) | 70% | 81% | 72% | 74% | 62% | 56% |
| 9. A critical abnormal result from a lab or imaging test was not followed up within 1 business day. (A9) | 91% | 94% | 91% | 92% | 85% | 91% |

Note: The item's survey location is shown after the item text. For items A1-A9, the percent positive response is based on those who responded "Not in the past 12 months," "Once or twice in the past 12 months," and "Several times in the past 12 months."

Table A-22. Item-Level Average Percent Positive Response by Region (Page 6 of 6)

| Survey Items | Region | | | | | |
|---|------------------------------|-------------------|-----------------|-----------------------|-----------------------|----------------------|
| | New England/ Mid-Atlantic | South Atlantic | East Central | West North Central | West South Central | Mountain/ Pacific |
| # Medical Offices | 128 | 257 | 325 | 113 | 59 | 50 |
| # Respondents | 3,524 | 4,721 | 10,568 | 1,957 | 1,646 | 1,166 |
| Information Exchange With Other Settings | | | | | | |
| Over the past 12 months, how often has your medical office had problems exchanging accurate, complete, and timely information with: | | | | | | |
| 1. Outside labs/imaging centers? (B1) | 75% | 83% | 74% | 78% | 72% | 66% |
| 2. Other medical offices/Outside physicians? (B2) | 76% | 82% | 75% | 77% | 72% | 68% |
| 3. Pharmacies? (B3) | 79% | 81% | 73% | 69% | 67% | 67% |
| 4. Hospitals? (B4) | 81% | 87% | 81% | 81% | 78% | 73% |

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," "One or two problems in the past 12 months," and "Several problems in the past 12 months."

Table A-23. Item-Level Average Overall Ratings on Quality by Region (Page 1 of 2)

| Survey Items by Overall Ratings on Quality | Region | | | | | |
|--|------------------------------|-------------------|-----------------|-----------------------|-----------------------|----------------------|
| | New England/ Mid-Atlantic | South Atlantic | East Central | West North Central | West South Central | Mountain/ Pacific |
| # Medical Offices | 128 | 257 | 325 | 113 | 59 | 50 |
| # Respondents | 3,524 | 4,721 | 10,568 | 1,957 | 1,646 | 1,166 |
| 1. Patient Centered - Is responsive to individual patient preferences, needs, and values. (G1a) | | | | | | |
| 5 - Excellent | 24% | 38% | 27% | 30% | 24% | 23% |
| 4 - Very good | 40% | 36% | 40% | 39% | 41% | 41% |
| 3 - Good | 29% | 22% | 27% | 27% | 28% | 29% |
| 2 - Fair | 7% | 4% | 5% | 4% | 7% | 6% |
| 1 - Poor | 1% | 1% | 1% | 0% | 1% | 1% |
| 2. Effective - Is based on scientific knowledge. (G1b) | | | | | | |
| 5 - Excellent | 21% | 36% | 24% | 24% | 23% | 23% |
| 4 - Very good | 43% | 38% | 43% | 44% | 44% | 44% |
| 3 - Good | 29% | 22% | 28% | 29% | 28% | 27% |
| 2 - Fair | 6% | 3% | 4% | 3% | 5% | 5% |
| 1 - Poor | 1% | 0% | 0% | 0% | 1% | 1% |
| 3. Timely - Minimizes waits and potentially harmful delays. (G1c) | | | | | | |
| 5 - Excellent | 13% | 23% | 16% | 15% | 13% | 15% |
| 4 - Very good | 33% | 31% | 35% | 33% | 35% | 36% |
| 3 - Good | 31% | 28% | 31% | 36% | 30% | 30% |
| 2 - Fair | 17% | 13% | 14% | 13% | 17% | 13% |
| 1 - Poor | 6% | 5% | 3% | 3% | 4% | 5% |

Note: The item's survey location is shown after the item text. Percentages may not add to exactly 100 percent due to rounding.

Table A-23. Item-Level Average Overall Ratings on Quality by Region (Page 2 of 2)

| Survey Items by Overall Ratings on Quality | Region | | | | | |
|--|------------------------------|-------------------|-----------------|-----------------------|-----------------------|----------------------|
| | New England/ Mid-Atlantic | South Atlantic | East Central | West North Central | West South Central | Mountain/ Pacific |
| # Medical Offices | 128 | 257 | 325 | 113 | 59 | 50 |
| # Respondents | 3,524 | 4,721 | 10,568 | 1,957 | 1,646 | 1,166 |
| 4. Efficient - Ensures cost-effective care (avoids waste, overuse, and misuse of services). (G1d) | | | | | | |
| 5 - Excellent | 13% | 28% | 17% | 19% | 19% | 17% |
| 4 - Very good | 37% | 35% | 39% | 38% | 35% | 35% |
| 3 - Good | 34% | 28% | 33% | 32% | 34% | 35% |
| 2 - Fair | 13% | 7% | 9% | 9% | 10% | 10% |
| 1 - Poor | 3% | 2% | 2% | 1% | 2% | 3% |
| 5. Equitable - Provides the same quality of care to all individuals regardless of gender, race, ethnicity, socioeconomic status, language, etc. (G1e) | | | | | | |
| 5 - Excellent | 50% | 56% | 49% | 48% | 50% | 53% |
| 4 - Very good | 32% | 27% | 31% | 31% | 27% | 28% |
| 3 - Good | 14% | 13% | 16% | 18% | 16% | 13% |
| 2 - Fair | 3% | 3% | 3% | 3% | 5% | 4% |
| 1 - Poor | 1% | 1% | 1% | 0% | 2% | 1% |

Note: The item's survey location is shown after the item text. Percentages may not add to exactly 100 percent due to rounding.

Table A-24. Item-Level Average Overall Rating on Patient Safety by Region

| Overall, how would you rate the systems and clinical processes your medical office has in place to prevent, catch, and correct problems that have the potential to affect patients? (G2) | Region | | | | | |
|--|------------------------------|-------------------|-----------------|-----------------------|-----------------------|----------------------|
| | New England/ Mid-Atlantic | South Atlantic | East Central | West North Central | West South Central | Mountain/ Pacific |
| # Medical Offices | 128 | 257 | 325 | 113 | 59 | 50 |
| # Respondents | 3,524 | 4,721 | 10,568 | 1,957 | 1,646 | 1,166 |
| 5 - Excellent | 18% | 29% | 19% | 20% | 20% | 18% |
| 4 - Very good | 43% | 41% | 45% | 41% | 44% | 40% |
| 3 - Good | 29% | 23% | 28% | 31% | 26% | 31% |
| 2 - Fair | 9% | 6% | 7% | 7% | 9% | 9% |
| 1 - Poor | 1% | 1% | 1% | 1% | 1% | 2% |

Note: The item's survey location is shown after the item text. Percentages may not add to exactly 100 percent due to rounding.

Table A-25. Average Overall Rating on Quality and Patient Safety by Region

| Average Overall Rating on Quality and Patient Safety | Region | | | | | |
|--|------------------------------|-------------------|-----------------|-----------------------|-----------------------|----------------------|
| | New England/ Mid-Atlantic | South Atlantic | East Central | West North Central | West South Central | Mountain/ Pacific |
| # Medical Offices | 128 | 257 | 325 | 113 | 59 | 50 |
| # Respondents | 3,524 | 4,721 | 10,568 | 1,957 | 1,646 | 1,166 |
| 5 - Excellent | 23% | 35% | 25% | 26% | 25% | 25% |
| 4 - Very good | 38% | 35% | 39% | 38% | 38% | 37% |
| 3 - Good | 28% | 23% | 27% | 29% | 27% | 28% |
| 2 - Fair | 9% | 6% | 7% | 7% | 9% | 8% |
| 1 - Poor | 2% | 2% | 1% | 1% | 2% | 2% |

Note: Average Overall Rating on Quality and Patient Safety is the average percentage of respondents who rated their medical office as “Excellent” or “Very good” across the five Ratings on Quality (patient centered, effective, timely, efficient, equitable) and the Overall Rating on Patient Safety (G2). Percentages may not add to exactly 100 percent 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 by table. The number of medical offices is based on: (1) whether medical offices asked respondents to indicate their staff position (not all medical offices asked this question), and (2) whether the medical office had at least five respondents in a particular staff position and at least three respondents to a particular 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

| Patient Safety Culture Composites | Staff Position | | | | | |
|--|-------------------|----------------------|-------|-----------------------|---------------------|--|
| | Physician (MD/DO) | PA/NP/ midwife/ etc. | Mgmt | Admin/ clerical Staff | Nurse (RN/LVN/ LPN) | Other clinical staff or clinical support staff |
| <i># Medical Offices</i> | 717 | 494 | 703 | 869 | 738 | 853 |
| <i># Respondents</i> | 2,943 | 1,061 | 1,621 | 6,378 | 4,203 | 5,557 |
| 1. Teamwork | 90% | 85% | 92% | 82% | 84% | 82% |
| 2. Patient Care Tracking/Follow-up | 71% | 76% | 83% | 86% | 83% | 86% |
| 3. Organizational Learning | 78% | 73% | 90% | 76% | 76% | 76% |
| 4. Overall Perceptions of Patient Safety and Quality | 78% | 75% | 85% | 75% | 75% | 76% |
| 5. Staff Training | 80% | 74% | 89% | 68% | 72% | 70% |
| 6. Owner/Managing Partner/Leadership Support for Patient Safety | 65% | 68% | 73% | 68% | 65% | 66% |
| 7. Communication About Error | 74% | 68% | 80% | 62% | 67% | 64% |
| 8. Communication Openness | 80% | 69% | 79% | 58% | 62% | 60% |
| 9. Office Processes and Standardization | 61% | 59% | 73% | 64% | 62% | 64% |
| 10. Work Pressure and Pace | 49% | 46% | 53% | 45% | 42% | 46% |
| Average Across Composites | 73% | 69% | 80% | 68% | 69% | 69% |

Table B-2. Item-Level Average Percent Positive Response by Staff Position (Page 1 of 6)

| Survey Items by Composite | Staff Position | | | | | |
|---|-------------------|----------------------|-------|-----------------------|---------------------|--|
| | Physician (MD/DO) | PA/NP/ midwife/ etc. | Mgmt | Admin/ clerical staff | Nurse (RN/LVN/ LPN) | Other clinical staff or clinical support staff |
| # Medical Offices | 717 | 494 | 703 | 869 | 738 | 853 |
| # Respondents | 2,943 | 1,061 | 1,621 | 6,378 | 4,203 | 5,557 |
| 1. Teamwork | | | | | | |
| 1. When someone in this office gets really busy, others help out. (C1) | 89% | 84% | 94% | 83% | 83% | 83% |
| 2. In this office, there is a good working relationship between staff and providers. (C2) | 94% | 90% | 93% | 84% | 90% | 86% |
| 3. In this office, we treat each other with respect. (C5) | 93% | 86% | 87% | 77% | 81% | 79% |
| 4. This office emphasizes teamwork in taking care of patients. (C13) | 85% | 79% | 94% | 83% | 83% | 80% |
| 2. Patient Care Tracking/Follow-up | | | | | | |
| 1. This office reminds patients when they need to schedule an appointment for preventive or routine care. (D3) | 72% | 77% | 81% | 86% | 86% | 87% |
| 2. This office documents how well our chronic-care patients follow their treatment plans. (D5) | 59% | 66% | 74% | 84% | 72% | 80% |
| 3. Our office follows up when we do not receive a report we are expecting from an outside provider. (D6) | 70% | 74% | 89% | 87% | 86% | 87% |
| 4. This office follows up with patients who need monitoring. (D9) | 88% | 88% | 90% | 89% | 90% | 90% |
| 3. Organizational Learning | | | | | | |
| 1. When there is a problem in our office, we see if we need to change the way we do things. (F1) | 90% | 80% | 96% | 80% | 82% | 80% |
| 2. This office is good at changing office processes to make sure the same problems don't happen again. (F5) | 78% | 72% | 89% | 76% | 75% | 78% |
| 3. After this office makes changes to improve the patient care process, we check to see if the changes worked. (F7) | 66% | 67% | 86% | 71% | 70% | 70% |

Note: The item's survey location is shown after the item text. Respondents who selected "Other" staff position and missing are not shown.

Table B-2. Item-Level Average Percent Positive Response by Staff Position (Page 2 of 6)

| Survey Items by Composite | Staff Position | | | | | |
|--|-------------------|----------------------|-------|-----------------------|---------------------|--|
| | Physician (MD/DO) | PA/NP/ midwife/ etc. | Mgmt | Admin/ clerical staff | Nurse (RN/LVN/ LPN) | Other clinical staff or clinical support staff |
| # Medical Offices | 717 | 494 | 703 | 869 | 738 | 853 |
| # Respondents | 2,943 | 1,061 | 1,621 | 6,378 | 4,203 | 5,557 |
| 4. Overall Perceptions of Patient Safety and Quality | | | | | | |
| 1. Our office processes are good at preventing mistakes that could affect patients. (F2) | 83% | 80% | 90% | 81% | 82% | 83% |
| 2. Mistakes happen more than they should in this office. (F3R) | 73% | 73% | 78% | 73% | 77% | 76% |
| 3. It is just by chance that we don't make more mistakes that affect our patients. (F4R) | 81% | 79% | 87% | 74% | 78% | 76% |
| 4. In this office, getting more work done is more important than quality of care. (F6R) | 75% | 66% | 86% | 71% | 64% | 67% |
| 5. Staff Training | | | | | | |
| 1. This office trains staff when new processes are put into place. (C4) | 85% | 77% | 92% | 72% | 73% | 73% |
| 2. This office makes sure staff get the on-the-job training they need. (C7) | 79% | 72% | 91% | 70% | 71% | 72% |
| 3. Staff in this office are asked to do tasks they haven't been trained to do. (C10R) | 78% | 74% | 85% | 62% | 71% | 65% |
| 6. Owner/Managing Partner/Leadership Support for Patient Safety | | | | | | |
| 1. They aren't investing enough resources to improve the quality of care in this office. (E1R) | 45% | 51% | 56% | 51% | 47% | 49% |
| 2. They overlook patient care mistakes that happen over and over. (E2R) | 82% | 81% | 87% | 79% | 80% | 78% |
| 3. They place a high priority on improving patient care processes. (E3) | 74% | 79% | 83% | 81% | 78% | 78% |
| 4. They make decisions too often based on what is best for the office rather than what is best for patients. (E4R) | 59% | 60% | 65% | 61% | 56% | 58% |

Note: The item's survey location is shown after the item text. Respondents who selected "Other" staff position and missing are not shown.

Table B-2. Item-Level Average Percent Positive Response by Staff Position (Page 3 of 6)

| Survey Items by Composite | Staff Position | | | | | |
|---|-------------------|----------------------|-------|-----------------------|---------------------|--|
| | Physician (MD/DO) | PA/NP/ midwife/ etc. | Mgmt | Admin/ clerical staff | Nurse (RN/LVN/ LPN) | Other clinical staff or clinical support staff |
| <i># Medical Offices</i> | 717 | 494 | 703 | 869 | 738 | 853 |
| <i># Respondents</i> | 2,943 | 1,061 | 1,621 | 6,378 | 4,203 | 5,557 |
| 7. Communication About Error | | | | | | |
| 1. Staff feel like their mistakes are held against them. (D7R) | 65% | 56% | 75% | 49% | 57% | 53% |
| 2. Providers and staff talk openly about office problems. (D8) | 74% | 66% | 73% | 50% | 57% | 53% |
| 3. In this office, we discuss ways to prevent errors from happening again. (D11) | 81% | 78% | 89% | 76% | 79% | 77% |
| 4. Staff are willing to report mistakes they observe in this office. (D12) | 77% | 72% | 83% | 71% | 74% | 72% |
| 8. Communication Openness | | | | | | |
| 1. Providers in this office are open to staff ideas about how to improve office processes. (D1) | 90% | 80% | 74% | 58% | 66% | 64% |
| 2. Staff are encouraged to express alternative viewpoints in this office. (D2) | 83% | 73% | 88% | 63% | 64% | 63% |
| 3. Staff are afraid to ask questions when something does not seem right. (D4R) | 74% | 70% | 80% | 65% | 69% | 67% |
| 4. It is difficult to voice disagreement in this office. (D10R) | 74% | 56% | 75% | 46% | 47% | 45% |

Note: The item's survey location is shown after the item text. Respondents who selected "Other" staff position and missing are not shown.

Table B-2. Item-Level Average Percent Positive Response by Staff Position (Page 4 of 6)

| Survey Items by Composite | Staff Position | | | | | |
|---|----------------------|----------------------------|-------|-----------------------------|---------------------------|---|
| | Physician (MD/DO) | PA/NP/ midwife/ etc. | Mgmt | Admin/ clerical staff | Nurse (RN/LVN/ LPN) | Other clinical staff or clinical support staff |
| <i># Medical Offices</i> | 717 | 494 | 703 | 869 | 738 | 853 |
| <i># Respondents</i> | 2,943 | 1,061 | 1,621 | 6,378 | 4,203 | 5,557 |
| 9. Office Processes and Standardization | | | | | | |
| 1. This office is more disorganized than it should be. (C8R) | 61% | 58% | 70% | 60% | 58% | 60% |
| 2. We have good procedures for checking that work in this office was done correctly. (C9) | 65% | 59% | 78% | 65% | 64% | 67% |
| 3. We have problems with workflow in this office. (C12R) | 43% | 44% | 57% | 50% | 48% | 49% |
| 4. Staff in this office follow standardized processes to get tasks done. (C15) | 76% | 75% | 85% | 79% | 77% | 80% |
| 10. Work Pressure and Pace | | | | | | |
| 1. In this office, we often feel rushed when taking care of patients. (C3R) | 25% | 27% | 29% | 35% | 25% | 35% |
| 2. We have too many patients for the number of providers in this office. (C6R) | 54% | 47% | 58% | 45% | 43% | 46% |
| 3. We have enough staff to handle our patient load. (C11) | 52% | 50% | 57% | 44% | 44% | 45% |
| 4. This office has too many patients to be able to handle everything effectively. (C14R) | 64% | 60% | 67% | 57% | 54% | 58% |

Note: The item's survey location is shown after the item text. Respondents who selected "Other" staff position and missing are not shown.

Table B-2. Item-Level Average Percent Positive Response by Staff Position (Page 5 of 6)

| Survey Items | Staff Position | | | | | |
|---|-------------------|----------------------|-------|-----------------------|---------------------|--|
| | Physician (MD/DO) | PA/NP/ midwife/ etc. | Mgmt | Admin/ clerical staff | Nurse (RN/LVN/ LPN) | Other clinical staff or clinical support staff |
| <i># Medical Offices</i> | 717 | 494 | 703 | 869 | 738 | 853 |
| <i># Respondents</i> | 2,943 | 1,061 | 1,621 | 6,378 | 4,203 | 5,557 |
| Patient Safety and Quality Issues | | | | | | |
| Access to Care | | | | | | |
| 1. A patient was unable to get an appointment within 48 hours for an acute/serious problem. (A1) | 81% | 80% | 81% | 76% | 77% | 79% |
| Patient Identification | | | | | | |
| 2. The wrong chart/medical record was used for a patient. (A2) | 95% | 96% | 98% | 96% | 95% | 97% |
| Charts/Medical Records | | | | | | |
| 3. A patient's chart/medical record was not available when needed. (A3) | 84% | 83% | 87% | 85% | 80% | 82% |
| 4. Medical information was filed, scanned, or entered into the wrong patient's chart/medical record. (A4) | 88% | 91% | 93% | 93% | 90% | 92% |
| Medical Equipment | | | | | | |
| 5. Medical equipment was not working properly or was in need of repair or replacement. (A5) | 90% | 90% | 96% | 91% | 91% | 90% |
| Medication | | | | | | |
| 6. A pharmacy contacted our office to clarify or correct a prescription. (A6) | 54% | 57% | 62% | 41% | 51% | 54% |
| 7. A patient's medication list was not updated during his or her visit. (A7) | 62% | 64% | 75% | 74% | 72% | 76% |
| Diagnostics & Tests | | | | | | |
| 8. The results from a lab or imaging test were not available when needed. (A8) | 64% | 69% | 78% | 74% | 72% | 77% |
| 9. A critical abnormal result from a lab or imaging test was not followed up within 1 business day. (A9) | 91% | 93% | 94% | 86% | 93% | 92% |

Note: The item's survey location is shown after the item text. Respondents who selected "Other" staff position and missing are not shown. For items A1-A9, the percent positive response is based on those who responded "Not in the past 12 months," "Once or twice in the past 12 months," and "Several times in the past 12 months."

Table B-2. Item-Level Average Percent Positive Response by Staff Position (Page 6 of 6)

| Survey Items | Staff Position | | | | | |
|--|----------------------|----------------------------|-------|-----------------------------|---------------------------|---|
| | Physician (MD/DO) | PA/NP/ midwife/ etc. | Mgmt | Admin/ clerical staff | Nurse (RN/LVN/ LPN) | Other clinical staff or clinical support staff |
| <i># Medical Offices</i> | 717 | 494 | 703 | 869 | 738 | 853 |
| <i># Respondents</i> | 2,943 | 1,061 | 1,621 | 6,378 | 4,203 | 5,557 |
| Information Exchange With Other Settings Over the past 12 months, how often has your medical office had problems exchanging accurate, complete, and timely information with: | | | | | | |
| 1. Outside labs/imaging centers? (B1) | 66% | 75% | 80% | 78% | 76% | 82% |
| 2. Other medical offices/Outside physicians? (B2) | 65% | 75% | 79% | 79% | 77% | 81% |
| 3. Pharmacies? (B3) | 75% | 81% | 76% | 68% | 75% | 78% |
| 4. Hospitals? (B4) | 73% | 79% | 84% | 84% | 82% | 86% |

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," "One or two problems in the past 12 months," and "Several problems in the past 12 months." Respondents who selected "Other" staff position and missing are not shown.

Table B-3. Item-Level Average Overall Ratings on Quality by Staff Position (Page 1 of 2)

| Survey Items by Average Overall Ratings on Quality | Staff Position | | | | | |
|--|-------------------|----------------------|-------|-----------------------|---------------------|--|
| | Physician (MD/DO) | PA/NP/ midwife/ etc. | Mgmt | Admin/ clerical staff | Nurse (RN/LVN/ LPN) | Other clinical staff or clinical support staff |
| # Medical Offices | 717 | 494 | 703 | 869 | 738 | 853 |
| # Respondents | 2,943 | 1,061 | 1,621 | 6,378 | 4,203 | 5,557 |
| 1. Patient Centered - Is responsive to individual patient preferences, needs, and values. (G1a) | | | | | | |
| 5 - Excellent | 34% | 30% | 37% | 26% | 27% | 28% |
| 4 - Very good | 41% | 38% | 42% | 37% | 41% | 38% |
| 3 - Good | 19% | 26% | 19% | 30% | 27% | 28% |
| 2 - Fair | 5% | 6% | 2% | 6% | 5% | 6% |
| 1 - Poor | 1% | 0% | 0% | 1% | 0% | 1% |
| 2. Effective - Is based on scientific knowledge. (G1b) | | | | | | |
| 5 - Excellent | 36% | 30% | 36% | 22% | 26% | 24% |
| 4 - Very good | 48% | 45% | 45% | 38% | 44% | 41% |
| 3 - Good | 15% | 21% | 17% | 34% | 25% | 29% |
| 2 - Fair | 2% | 4% | 2% | 5% | 4% | 6% |
| 1 - Poor | 0% | 0% | 0% | 0% | 1% | 0% |
| 3. Timely - Minimizes waits and potentially harmful delays. (G1c) | | | | | | |
| 5 - Excellent | 21% | 18% | 20% | 16% | 16% | 18% |
| 4 - Very good | 37% | 37% | 40% | 30% | 33% | 31% |
| 3 - Good | 28% | 29% | 28% | 34% | 30% | 32% |
| 2 - Fair | 11% | 13% | 10% | 15% | 16% | 15% |
| 1 - Poor | 3% | 3% | 2% | 6% | 4% | 4% |

Note: The item's survey location is shown after the item text. Respondents who selected "Other" staff position and missing are not shown. Percentages may not add to exactly 100 percent due to rounding.

Table B-3. Item-Level Average Overall Ratings on Quality by Staff Position (Page 2 of 2)

| Survey Items by Average Overall Ratings on Quality | Staff Position | | | | | |
|--|-------------------|----------------------|-------|-----------------------|---------------------|--|
| | Physician (MD/DO) | PA/NP/ midwife/ etc. | Mgmt | Admin/ clerical staff | Nurse (RN/LVN/ LPN) | Other clinical staff or clinical support staff |
| # Medical Offices | 717 | 494 | 703 | 869 | 738 | 853 |
| # Respondents | 2,943 | 1,061 | 1,621 | 6,378 | 4,203 | 5,557 |
| 4. Efficient - Ensures cost-effective care (avoids waste, overuse, and misuse of services). (G1d) | | | | | | |
| 5 - Excellent | 21% | 19% | 28% | 19% | 17% | 19% |
| 4 - Very good | 41% | 40% | 42% | 34% | 37% | 36% |
| 3 - Good | 28% | 32% | 24% | 36% | 33% | 33% |
| 2 - Fair | 9% | 8% | 4% | 10% | 10% | 10% |
| 1 - Poor | 1% | 2% | 1% | 2% | 2% | 2% |
| 5. Equitable - Provides the same quality of care to all individuals regardless of gender, race, ethnicity, socioeconomic status, language, etc. (G1e) | | | | | | |
| 5 - Excellent | 64% | 52% | 59% | 45% | 50% | 49% |
| 4 - Very good | 26% | 32% | 30% | 31% | 31% | 29% |
| 3 - Good | 8% | 14% | 9% | 18% | 15% | 17% |
| 2 - Fair | 1% | 2% | 1% | 5% | 3% | 4% |
| 1 - Poor | 0% | 0% | 1% | 1% | 1% | 1% |

Note: The item's survey location is shown after the item text. Respondents who selected "Other" staff position and missing are not shown. Percentages may not add to exactly 100 percent due to rounding.

Table B-4. Item-Level Average Overall Rating on Patient Safety by Staff Position

| 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 | | | | | |
|--|-------------------|----------------------|-------|-----------------------|---------------------|--|
| | Physician (MD/DO) | PA/NP/ Midwife/ etc. | Mgmt | Admin/ Clerical Staff | Nurse (RN/LVN/ LPN) | Other Clinical Staff or Clinical Support Staff |
| # Medical Offices | 717 | 494 | 703 | 869 | 738 | 853 |
| # Respondents | 2,943 | 1,061 | 1,621 | 6,378 | 4,203 | 5,557 |
| 5 - Excellent | 21% | 20% | 27% | 21% | 20% | 22% |
| 4 - Very good | 45% | 41% | 51% | 41% | 43% | 41% |
| 3 - Good | 24% | 29% | 18% | 30% | 28% | 29% |
| 2 - Fair | 9% | 8% | 3% | 8% | 7% | 7% |
| 1 - Poor | 1% | 2% | 0% | 1% | 1% | 1% |

Note: The item's survey location is shown after the item text. Respondents who selected "Other" staff position and missing are not shown. Percentages may not add to exactly 100 percent due to rounding.

Table B-5. Average Overall Rating on Quality and Patient Safety by Staff Position

| Average Overall Rating on Quality and Patient Safety | Staff Position | | | | | |
|--|-------------------|----------------------|-------|-----------------------|---------------------|--|
| | Physician (MD/DO) | PA/NP/ Midwife/ etc. | Mgmt | Admin/ Clerical Staff | Nurse (RN/LVN/ LPN) | Other Clinical Staff or Clinical Support Staff |
| # Medical Offices | 717 | 494 | 703 | 869 | 738 | 853 |
| # Respondents | 2,943 | 1,061 | 1,621 | 6,378 | 4,203 | 5,557 |
| Excellent | 32% | 28% | 31% | 25% | 26% | 27% |
| Very good | 40% | 39% | 42% | 35% | 38% | 36% |
| Good | 20% | 25% | 21% | 30% | 27% | 28% |
| Fair | 6% | 7% | 4% | 8% | 8% | 8% |
| Poor | 1% | 1% | 1% | 2% | 1% | 2% |

Note: Respondents who selected "Other" staff position and missing are not shown. Average Overall Rating on Quality and Patient Safety is the average percentage of respondents that rated their medical office as "Excellent" or "Very good" across the five Ratings on Quality (patient centered, effective, timely, efficient, equitable) and the Overall Rating on Patient Safety (G2). Percentages may not add to exactly 100 percent due to rounding.

