

A. Indicate the extent to which you agree or disagree with each of the following statements.	Job Category	Flag	N	Strongly Disagree #	Strongly Disagree %	Disagree #	Disagree %	Neutral #	Neutral %	Agree #	Agree %	Strongly Agree #	Strongly Agree %	Not Applicable #
1. Client safety decisions are made at the proper level by the most qualified people.	Overall	G	186	6	3.2%	5	2.7%	10	5.4%	78	41.9%	87	46.8%	3
1. Client safety decisions are made at the proper level by the most qualified people.	Administrative support	G	18	1	5.6%	1	5.6%	1	5.6%	9	50.0%	6	33.3%	2
1. Client safety decisions are made at the proper level by the most qualified people.	Direct care to clients	G	107	5	4.7%	4	3.7%	8	7.5%	47	43.9%	43	40.2%	1
1. Client safety decisions are made at the proper level by the most qualified people.	Facility support	G	42	0	0.0%	0	0.0%	1	2.4%	18	42.9%	23	54.8%	0
1. Client safety decisions are made at the proper level by the most qualified people.	Leadership for the organization	G	18	0	0.0%	0	0.0%	0	0.0%	4	22.2%	14	77.8%	0
2. Senior management has a clear picture of the risk associated with client care.	Overall	G	185	8	4.3%	13	7.0%	19	10.3%	80	43.2%	65	35.1%	4
2. Senior management has a clear picture of the risk associated with client care.	Administrative support	Y	18	2	11.1%	1	5.6%	4	22.2%	6	33.3%	5	27.8%	2
2. Senior management has a clear picture of the risk associated with client care.	Direct care to clients	Y	107	6	5.6%	10	9.3%	12	11.2%	49	45.8%	30	28.0%	1
2. Senior management has a clear picture of the risk associated with client care.	Facility support	G	41	0	0.0%	0	0.0%	3	7.3%	23	56.1%	15	36.6%	1

2. Senior management has a clear picture of the risk associated with client care.	Leadership for the organization	G	18	0	0.0%	2	11.1%	0	0.0%	2	11.1%	14	77.8%	0
3. Senior management provides a climate that promotes client safety.	Overall	G	186	4	2.2%	8	4.3%	20	10.8%	72	38.7%	82	44.1%	3
3. Senior management provides a climate that promotes client safety.	Administrative support	Y	18	1	5.6%	1	5.6%	3	16.7%	8	44.4%	5	27.8%	2
3. Senior management provides a climate that promotes client safety.	Direct care to clients	G	107	3	2.8%	7	6.5%	15	14.0%	44	41.1%	38	35.5%	1
3. Senior management provides a climate that promotes client safety.	Facility support	G	42	0	0.0%	0	0.0%	2	4.8%	16	38.1%	24	57.1%	0
3. Senior management provides a climate that promotes client safety.	Leadership for the organization	G	18	0	0.0%	0	0.0%	0	0.0%	4	22.2%	14	77.8%	0
4. Senior management considers client safety when program changes are discussed.	Overall	G	185	3	1.6%	6	3.2%	28	15.1%	65	35.1%	83	44.9%	4
4. Senior management considers client safety when program changes are discussed.	Administrative support	Y	19	1	5.3%	1	5.3%	5	26.3%	6	31.6%	6	31.6%	1
4. Senior management considers client safety when program changes are discussed.	Direct care to clients	G	106	2	1.9%	5	4.7%	19	17.9%	42	39.6%	38	35.8%	2
4. Senior management considers client safety when program changes are discussed.	Facility support	G	41	0	0.0%	0	0.0%	4	9.8%	14	34.1%	23	56.1%	1

4. Senior management considers client safety when program changes are discussed.	Leadership for the organization	G	18	0	0.0%	0	0.0%	0	0.0%	3	16.7%	15	83.3%	0
5. If I make a serious error my manager will think I am incompetent.	Overall	Y	188	60	31.9%	70	37.2%	33	17.6%	18	9.6%	7	3.7%	1
5. If I make a serious error my manager will think I am incompetent.	Administrative support	Y	20	6	30.0%	7	35.0%	6	30.0%	1	5.0%	0	0.0%	0
5. If I make a serious error my manager will think I am incompetent.	Direct care to clients	Y	107	26	24.3%	44	41.1%	19	17.8%	12	11.2%	6	5.6%	1
5. If I make a serious error my manager will think I am incompetent.	Facility support	G	42	20	47.6%	12	28.6%	7	16.7%	3	7.1%	0	0.0%	0
5. If I make a serious error my manager will think I am incompetent.	Leadership for the organization	G	18	7	38.9%	7	38.9%	1	5.6%	2	11.1%	1	5.6%	0
6. My co-workers will lose respect for me if they know I've made a serious error.	Overall	Y	189	32	16.9%	94	49.7%	35	18.5%	21	11.1%	7	3.7%	0
6. My co-workers will lose respect for me if they know I've made a serious error.	Administrative support	G	20	5	25.0%	12	60.0%	3	15.0%	0	0.0%	0	0.0%	0
6. My co-workers will lose respect for me if they know I've made a serious error.	Direct care to clients	Y	108	13	12.0%	53	49.1%	23	21.3%	12	11.1%	7	6.5%	0
6. My co-workers will lose respect for me if they know I've made a serious error.	Facility support	Y	42	8	19.0%	23	54.8%	8	19.0%	3	7.1%	0	0.0%	0
6. My co-workers will lose respect for me if they know I've made a serious error.	Leadership for the organization	Y	18	5	27.8%	6	33.3%	1	5.6%	6	33.3%	0	0.0%	0

7. If I report a client safety incident, someone usually follows up to get more information from me.	Overall	G	178	7	3.9%	11	6.2%	18	10.1%	59	33.1%	83	46.6%	11
7. If I report a client safety incident, someone usually follows up to get more information from me.	Administrative support	Y	17	2	11.8%	1	5.9%	5	29.4%	3	17.6%	6	35.3%	3
7. If I report a client safety incident, someone usually follows up to get more information from me.	Direct care to clients	G	103	4	3.9%	10	9.7%	11	10.7%	40	38.8%	38	36.9%	5
7. If I report a client safety incident, someone usually follows up to get more information from me.	Facility support	G	39	0	0.0%	0	0.0%	2	5.1%	12	30.8%	25	64.1%	3
7. If I report a client safety incident, someone usually follows up to get more information from me.	Leadership for the organization	G	18	1	5.6%	0	0.0%	0	0.0%	4	22.2%	13	72.2%	0
8. Making a serious error may cause a staff member to lose his/her job.	Overall	R	187	44	23.5%	38	20.3%	40	21.4%	40	21.4%	25	13.4%	2
8. Making a serious error may cause a staff member to lose his/her job.	Administrative support	R	20	3	15.0%	5	25.0%	8	40.0%	3	15.0%	1	5.0%	0
8. Making a serious error may cause a staff member to lose his/her job.	Direct care to clients	R	106	22	20.8%	22	20.8%	20	18.9%	28	26.4%	14	13.2%	2
8. Making a serious error may cause a staff member to lose his/her job.	Facility support	Y	42	16	38.1%	8	19.0%	11	26.2%	4	9.5%	3	7.1%	0
8. Making a serious error may cause a staff member to lose his/her job.	Leadership for the organization	R	18	2	11.1%	3	16.7%	1	5.6%	5	27.8%	7	38.9%	0

9. If I point out a potentially serious client safety incident, management will look into it.	Overall	G	185	5	2.7%	9	4.9%	9	4.9%	70	37.8%	92	49.7%	4
9. If I point out a potentially serious client safety incident, management will look into it.	Administrative support	Y	19	1	5.3%	2	10.5%	3	15.8%	8	42.1%	5	26.3%	1
9. If I point out a potentially serious client safety incident, management will look into it.	Direct care to clients	G	107	4	3.7%	7	6.5%	6	5.6%	47	43.9%	43	40.2%	1
9. If I point out a potentially serious client safety incident, management will look into it.	Facility support	G	40	0	0.0%	0	0.0%	0	0.0%	11	27.5%	29	72.5%	2
9. If I point out a potentially serious client safety incident, management will look into it.	Leadership for the organization	G	18	0	0.0%	0	0.0%	0	0.0%	4	22.2%	14	77.8%	0
10. Others make you feel like a bit of a failure when you make an error.	Overall	Y	186	34	18.3%	74	39.8%	42	22.6%	27	14.5%	9	4.8%	3
10. Others make you feel like a bit of a failure when you make an error.	Administrative support	Y	20	2	10.0%	12	60.0%	5	25.0%	0	0.0%	1	5.0%	0
10. Others make you feel like a bit of a failure when you make an error.	Direct care to clients	Y	106	17	16.0%	37	34.9%	24	22.6%	21	19.8%	7	6.6%	2
10. Others make you feel like a bit of a failure when you make an error.	Facility support	Y	41	9	22.0%	19	46.3%	11	26.8%	2	4.9%	0	0.0%	1
10. Others make you feel like a bit of a failure when you make an error.	Leadership for the organization	Y	18	6	33.3%	5	27.8%	2	11.1%	4	22.2%	1	5.6%	0
11. My organization effectively balances the need for client safety and the need for productivity.	Overall	Y	187	6	3.2%	12	6.4%	29	15.5%	79	42.2%	61	32.6%	2

11. My organization effectively balances the need for client safety and the need for productivity.	Administrative support	Y	20	1	5.0%	2	10.0%	7	35.0%	7	35.0%	3	15.0%	0
11. My organization effectively balances the need for client safety and the need for productivity.	Direct care to clients	Y	107	5	4.7%	10	9.3%	14	13.1%	51	47.7%	27	25.2%	1
11. My organization effectively balances the need for client safety and the need for productivity.	Facility support	G	41	0	0.0%	0	0.0%	7	17.1%	15	36.6%	19	46.3%	1
11. My organization effectively balances the need for client safety and the need for productivity.	Leadership for the organization	G	18	0	0.0%	0	0.0%	1	5.6%	6	33.3%	11	61.1%	0
12. Staff are usually given feedback about changes put into place based on incident reports.	Overall	Y	184	8	4.3%	14	7.6%	26	14.1%	85	46.2%	51	27.7%	5
12. Staff are usually given feedback about changes put into place based on incident reports.	Administrative support	R	20	2	10.0%	2	10.0%	7	35.0%	6	30.0%	3	15.0%	0
12. Staff are usually given feedback about changes put into place based on incident reports.	Direct care to clients	Y	107	6	5.6%	9	8.4%	13	12.1%	50	46.7%	29	27.1%	1
12. Staff are usually given feedback about changes put into place based on incident reports.	Facility support	G	38	0	0.0%	3	7.9%	4	10.5%	20	52.6%	11	28.9%	4
12. Staff are usually given feedback about changes put into place based on incident reports.	Leadership for the organization	G	18	0	0.0%	0	0.0%	2	11.1%	9	50.0%	7	38.9%	0

13. If I make a serious error I worry that I will face disciplinary action from management.	Overall	R	186	29	15.6%	46	24.7%	36	19.4%	59	31.7%	16	8.6%	3
13. If I make a serious error I worry that I will face disciplinary action from management.	Administrative support	R	20	3	15.0%	6	30.0%	8	40.0%	3	15.0%	0	0.0%	0
13. If I make a serious error I worry that I will face disciplinary action from management.	Direct care to clients	R	107	13	12.1%	24	22.4%	17	15.9%	40	37.4%	13	12.1%	1
13. If I make a serious error I worry that I will face disciplinary action from management.	Facility support	Y	41	10	24.4%	12	29.3%	10	24.4%	7	17.1%	2	4.9%	1
13. If I make a serious error I worry that I will face disciplinary action from management.	Leadership for the organization	R	17	2	11.8%	4	23.5%	1	5.9%	9	52.9%	1	5.9%	1
14. Making a serious error would limit my career opportunities around here.	Overall	R	184	38	20.7%	46	25.0%	53	28.8%	39	21.2%	8	4.3%	5
14. Making a serious error would limit my career opportunities around here.	Administrative support	R	19	2	10.5%	5	26.3%	10	52.6%	2	10.5%	0	0.0%	1
14. Making a serious error would limit my career opportunities around here.	Direct care to clients	R	105	19	18.1%	24	22.9%	32	30.5%	23	21.9%	7	6.7%	3
14. Making a serious error would limit my career opportunities around here.	Facility support	Y	41	12	29.3%	14	34.1%	9	22.0%	5	12.2%	1	2.4%	1
14. Making a serious error would limit my career opportunities around here.	Leadership for the organization	R	18	4	22.2%	3	16.7%	2	11.1%	9	50.0%	0	0.0%	0

15. Individuals involved in client safety incidents have a quick and easy way to report what happened.	Overall	G	183	2	1.1%	5	2.7%	19	10.4%	76	41.5%	81	44.3%	6
15. Individuals involved in client safety incidents have a quick and easy way to report what happened.	Administrative support	G	20	1	5.0%	1	5.0%	3	15.0%	8	40.0%	7	35.0%	0
15. Individuals involved in client safety incidents have a quick and easy way to report what happened.	Direct care to clients	G	105	1	1.0%	2	1.9%	11	10.5%	55	52.4%	36	34.3%	3
15. Individuals involved in client safety incidents have a quick and easy way to report what happened.	Facility support	G	39	0	0.0%	1	2.6%	5	12.8%	9	23.1%	24	61.5%	3
15. Individuals involved in client safety incidents have a quick and easy way to report what happened.	Leadership for the organization	G	18	0	0.0%	1	5.6%	0	0.0%	4	22.2%	13	72.2%	0
16. My supervisor/manager says a good word when he/she sees a job done according to established client safety procedures.	Overall	G	186	17	9.1%	6	3.2%	22	11.8%	85	45.7%	56	30.1%	3
16. My supervisor/manager says a good word when he/she sees a job done according to established client safety procedures.	Administrative support	G	20	1	5.0%	0	0.0%	3	15.0%	10	50.0%	6	30.0%	0
16. My supervisor/manager says a good word when he/she sees a job done according to established client safety procedures.	Direct care to clients	Y	106	14	13.2%	6	5.7%	14	13.2%	46	43.4%	26	24.5%	2

16. My supervisor/manager says a good word when he/she sees a job done according to established client safety procedures.	Facility support	G	41	2	4.9%	0	0.0%	5	12.2%	23	56.1%	11	26.8%	1
16. My supervisor/manager says a good word when he/she sees a job done according to established client safety procedures.	Leadership for the organization	G	18	0	0.0%	0	0.0%	0	0.0%	6	33.3%	12	66.7%	0
17. My supervisor/manager seriously considers staff suggestions for improving client safety.	Overall	G	186	8	4.3%	9	4.8%	16	8.6%	82	44.1%	71	38.2%	3
17. My supervisor/manager seriously considers staff suggestions for improving client safety.	Administrative support	G	20	2	10.0%	0	0.0%	2	10.0%	11	55.0%	5	25.0%	0
17. My supervisor/manager seriously considers staff suggestions for improving client safety.	Direct care to clients	G	107	5	4.7%	8	7.5%	10	9.3%	50	46.7%	34	31.8%	1
17. My supervisor/manager seriously considers staff suggestions for improving client safety.	Facility support	G	40	1	2.5%	1	2.5%	4	10.0%	17	42.5%	17	42.5%	2
17. My supervisor/manager seriously considers staff suggestions for improving client safety.	Leadership for the organization	G	18	0	0.0%	0	0.0%	0	0.0%	4	22.2%	14	77.8%	0
18. In my area of care, when a serious error occurs, we think about it carefully.	Overall	G	179	5	2.8%	2	1.1%	15	8.4%	81	45.3%	76	42.5%	10
18. In my area of care, when a serious error occurs, we think about it carefully.	Administrative support	Y	17	1	5.9%	0	0.0%	6	35.3%	5	29.4%	5	29.4%	3

18. In my area of care, when a serious error occurs, we think about it carefully.	Direct care to clients	G	105	4	3.8%	2	1.9%	6	5.7%	52	49.5%	41	39.0%	3
18. In my area of care, when a serious error occurs, we think about it carefully.	Facility support	G	39	0	0.0%	0	0.0%	3	7.7%	21	53.8%	15	38.5%	3
18. In my area of care, when a serious error occurs, we think about it carefully.	Leadership for the organization	G	17	0	0.0%	0	0.0%	0	0.0%	2	11.8%	15	88.2%	1
19. In my area of care, after a serious error has occurred, we think about how it came about and how to prevent the same mistake in the future	Overall	G	179	5	2.8%	1	0.6%	11	6.1%	88	49.2%	74	41.3%	10
19. In my area of care, after a serious error has occurred, we think about how it came about and how to prevent the same mistake in the future	Administrative support	G	17	1	5.9%	0	0.0%	3	17.6%	7	41.2%	6	35.3%	3
19. In my area of care, after a serious error has occurred, we think about how it came about and how to prevent the same mistake in the future	Direct care to clients	G	104	4	3.8%	1	1.0%	5	4.8%	55	52.9%	39	37.5%	4
19. In my area of care, after a serious error has occurred, we think about how it came about and how to prevent the same mistake in the future	Facility support	G	39	0	0.0%	0	0.0%	3	7.7%	21	53.8%	15	38.5%	3
19. In my area of care, after a serious error has occurred, we think about how it came about and how to prevent the same mistake in the future	Leadership for the organization	G	18	0	0.0%	0	0.0%	0	0.0%	4	22.2%	14	77.8%	0

20. In my area of care, when a serious error occurs, we analyze it thoroughly.	Overall	G	178	5	2.8%	3	1.7%	19	10.7%	86	48.3%	65	36.5%	11
20. In my area of care, when a serious error occurs, we analyze it thoroughly.	Administrative support	Y	17	1	5.9%	0	0.0%	5	29.4%	7	41.2%	4	23.5%	3
20. In my area of care, when a serious error occurs, we analyze it thoroughly.	Direct care to clients	G	104	4	3.8%	3	2.9%	8	7.7%	52	50.0%	37	35.6%	4
20. In my area of care, when a serious error occurs, we analyze it thoroughly.	Facility support	G	39	0	0.0%	0	0.0%	5	12.8%	20	51.3%	14	35.9%	3
20. In my area of care, when a serious error occurs, we analyze it thoroughly.	Leadership for the organization	G	17	0	0.0%	0	0.0%	1	5.9%	6	35.3%	10	58.8%	1
21. In my area of care, after a serious error has occurred, we think long and hard about how to correct it.	Overall	G	178	4	2.2%	7	3.9%	21	11.8%	84	47.2%	62	34.8%	11
21. In my area of care, after a serious error has occurred, we think long and hard about how to correct it.	Administrative support	Y	17	1	5.9%	0	0.0%	7	41.2%	6	35.3%	3	17.6%	3
21. In my area of care, after a serious error has occurred, we think long and hard about how to correct it.	Direct care to clients	G	104	3	2.9%	4	3.8%	11	10.6%	51	49.0%	35	33.7%	4
21. In my area of care, after a serious error has occurred, we think long and hard about how to correct it.	Facility support	G	39	0	0.0%	2	5.1%	3	7.7%	21	53.8%	13	33.3%	3
21. In my area of care, after a serious error has occurred, we think long and hard about how to correct it.	Leadership for the organization	G	17	0	0.0%	1	5.9%	0	0.0%	5	29.4%	11	64.7%	1

B. Perceptions of overall client safety	Job Category	Flag	N	Excellent #	Excellent %	Very Good #	Very Good %	Acceptable #	Acceptable %	Poor #	Poor %	Failing #	Failing %
22. Please give your area of care an overall grade on client safety.	Overall	G	189	75	39.7%	86	45.5%	18	9.5%	8	4.2%	2	1.1%
22. Please give your area of care an overall grade on client safety.	Administrative support	G	20	6	30.0%	12	60.0%	2	10.0%	0	0.0%	0	0.0%
22. Please give your area of care an overall grade on client safety.	Direct care to clients	G	108	35	32.4%	53	49.1%	11	10.2%	7	6.5%	2	1.9%
22. Please give your area of care an overall grade on client safety.	Facility support	G	42	21	50.0%	16	38.1%	4	9.5%	1	2.4%	0	0.0%
22. Please give your area of care an overall grade on client safety.	Leadership for the organization	G	18	12	66.7%	5	27.8%	1	5.6%	0	0.0%	0	0.0%
23. Please give your organization an overall grade on client safety.	Overall	G	189	83	43.9%	76	40.2%	23	12.2%	5	2.6%	2	1.1%
23. Please give your organization an overall grade on client safety.	Administrative support	G	20	7	35.0%	9	45.0%	4	20.0%	0	0.0%	0	0.0%
23. Please give your organization an overall grade on client safety.	Direct care to clients	G	108	39	36.1%	46	42.6%	16	14.8%	5	4.6%	2	1.9%
23. Please give your organization an overall grade on client safety.	Facility support	G	42	25	59.5%	15	35.7%	2	4.8%	0	0.0%	0	0.0%
23. Please give your organization an overall grade on client safety.	Leadership for the organization	G	18	11	61.1%	6	33.3%	1	5.6%	0	0.0%	0	0.0%