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

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

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

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

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.	Administr ative 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.	Leadershi p for the organizat ion		18	0	0.0%	0	0.0%	0	0.0%	4	22.2%	14	77.8%	0
10. Others make you feel like	Overall	Υ	186	34	18.3%	74	39.8%	42	22.6%	27	14.5%	9	4.8%	3
a bit of a failure when you														
make an error.  10. Others make you feel like a	Administr	Υ	20	2	10.0%	12	60.0%	5	25.0%	0	0.0%	1	5.0%	0
bit of a failure when you make an error.	ative support	'	20	2	10.070	12	00.0%	5	25.0%	U	0.070	1	3.070	
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.	Leadershi p for the organizat ion	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.	Administr ative 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.	Leadershi p for the organizat ion		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.	Administr ative 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.	Leadershi p for the organizat ion		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.	Administr ative 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.	Leadershi p for the organizat ion	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	Overall	R	184	38	20.7%	46	25.0%	53	28.8%	39	21.2%	8	4.3%	5
opportunities around here.  14. Making a serious error would limit my career opportunities around here.	Administr ative 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.	Leadershi p for the organizat ion	R	18	4	22.2%	3	16.7%	2	11.1%	9	50.0%	0	0.0%	0

15. Individuals involved in	Overall	G	183	2	1.1%	5	2.7%	19	10.4%	76	41.5%	81	44.3%	6
client safety incidents have a														
quick and easy way to report														
what happened.														
15. Individuals involved in client	Administr	G	20	1	5.0%	1	5.0%	3	15.0%	8	40.0%	7	35.0%	0
safety incidents have a quick and	ative													
easy way to report what	support													
happened.														
15. Individuals involved in client	Direct	G	105	1	1.0%	2	1.9%	11	10.5%	55	52.4%	36	34.3%	3
safety incidents have a quick and	care to													
easy way to report what	clients													
happened.														
15. Individuals involved in client	Facility	G	39	0	0.0%	1	2.6%	5	12.8%	9	23.1%	24	61.5%	3
safety incidents have a quick and	support													
easy way to report what														
happened.														
15. Individuals involved in client	Leadershi	G	18	0	0.0%	1	5.6%	0	0.0%	4	22.2%	13	72.2%	0
safety incidents have a quick and	p for the													
easy way to report what	organizat													
happened.	ion													
16. My supervisor/manager	Overall	G	186	17	9.1%	6	3.2%	22	11.8%	85	45.7%	56	30.1%	3
says a good word when			-00	_,	312 /0	J	3.2 70			05	1312 /6	50	30.2 /0	•
he/she sees a job done														
according to established														
client safety procedures.														
l l l l l l l l l l l l l l l l l l l														
16. My supervisor/manager says	Administr	G	20	1	5.0%	0	0.0%	3	15.0%	10	50.0%	6	30.0%	0
a good word when he/she sees a	ative													
job done according to	support													
established client safety														
procedures														
16. My supervisor/manager says	Direct	Υ	106	14	13.2%	6	5.7%	14	13.2%	46	43.4%	26	24.5%	2
a good word when he/she sees a	care to													
job done according to	clients													
established client safety														
procedures.														

16. My supervisor/manager says a good word when he/she sees a	Facility support	G	41	2	4.9%	0	0.0%	5	12.2%	23	56.1%	11	26.8%	1
job done according to														
established client safety														
procedures.														
16. My supervisor/manager says	Leadershi	G	18	0	0.0%	0	0.0%	0	0.0%	6	33.3%	12	66.7%	0
a good word when he/she sees a	p for the													
job done according to	organizat													
established client safety	ion													
17. My supervisor/manager	Overall	G	186	8	4.3%	9	4.8%	16	8.6%	82	44.1%	71	38.2%	3
seriously considers staff														
suggestions for improving														
client safety.														
17. My supervisor/manager	Administr	G	20	2	10.0%	0	0.0%	2	10.0%	11	55.0%	5	25.0%	0
seriously considers staff	ative													
suggestions for improving client	support													
safetv.														
17. My supervisor/manager	Direct	G	107	5	4.7%	8	7.5%	10	9.3%	50	46.7%	34	31.8%	1
seriously considers staff	care to													
suggestions for improving client safety.	clients													
17. My supervisor/manager	Facility	G	40	1	2.5%	1	2.5%	4	10.0%	17	42.5%	17	42.5%	2
seriously considers staff	support													
suggestions for improving client safety.														
17. My supervisor/manager	Leadershi	G	18	0	0.0%	0	0.0%	0	0.0%	4	22.2%	14	77.8%	0
seriously considers staff	p for the			· ·	0.070	•	0.070			-			77.070	•
suggestions for improving client	organizat													
safety.	ion													
18. In my area of care, when	Overall	G	179	5	2.8%	2	1.1%	15	8.4%	81	45.3%	76	42.5%	10
a serious error occurs, we	Overall	G	1/9	5	2.070	4	1.170	15	0.470	91	45.3%	70	42.5%	10
think about it carefully.														
Limik about it carefully.														
18. In my area of care, when a	Administr	Υ	17	1	5.9%	0	0.0%	6	35.3%	5	29.4%	5	29.4%	3
serious error occurs, we think	ative													
about it carefully.	support													

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

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.	Administr ative 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.	Leadershi p for the organizat ion		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.	Administr ative 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.	Leadershi p for the organizat ion		17	0	0.0%	1	5.9%	0	0.0%	5	29.4%	11	64.7%	1

B. Perceptions of overall client safety	Job Categor	Flag	N	Excellent	Excellent	Very Good	Very Good	Acceptabl e	Acceptabl e	Poor	Poor	Failing	Failing
overall cheffe safety	У			#	%	#	%	#	%	#	%	#	%
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.	Administr ative 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.		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.			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.	Administr ative 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.	Leadershi p for the organizat ion		18	11	61.1%	6	33.3%	1	5.6%	0	0.0%	0	0.0%