

TABLE E-1 Survey of Surgeon Opinions on Patient Safety Initiatives
Surgeon and Clinical Characteristics
Age [xx] years
Sex [] Man [] Woman
Where is the location of your practice? [] Africa [] Asia [] Australia [] Europe [] North America [] South America [] Other
Years in practice as an attending surgeon? [] Zero to ten years [] Eleven to twenty years [] Twenty-one to thirty years [] More than thirty years
Specialty [] General orthopedics [] Upper-extremity orthopedic surgery [] Lower-extremity orthopedic surgery [] Orthopedic traumatology [] Other, name _____
Your primary practice/institution setting [] Small/solo [] Private clinic/HMO (health maintenance organization) [] Non-teaching hospital [] Teaching hospital
Does your practice setting/institution have a quality/safety program? [] Yes [] No [] Unknown
Is the quality/safety program mandated by a local or federal government? [] Yes [] No [] Unknown
Does your practice setting/institution have a person in charge of championing quality and safety for surgery? [] Yes [] No [] Unknown
<i>continued</i>

TABLE E-1 (continued)
Surgeon and Clinical Characteristics
Compensation type [] Billing only [] Salary plus bonus [] Salary only

TABLE E-2 Modified PSCHO Questionnaire

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
For the following statements, please answer if you "Strongly disagree," "Disagree," "Neither agree nor disagree," "Agree," or "Strongly agree"					
I am provided adequate resources (personnel, budget, and equipment) to provide safe patient care.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Loss of experienced personnel has negatively affected my ability to provide high-quality patient care.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Good communication flow exists down the chain of command regarding patient safety issues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Good communication flow exists up the chain of command regarding patient safety issues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Senior management does not hesitate to temporarily restrict clinicians who are under high personal stress.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Senior management reacts well to unexpected changes to its plan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In my unit, there is significant peer pressure to discourage unsafe patient care.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My unit uniformly prescribes performance standards to ensure patient safety.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My unit follows a specific process to review performance against defined training goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Individuals in my unit are willing to report behavior that is unsafe for patient care.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In my unit, disregarding policy and procedure is rare.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Patient safety decisions are made at the proper levels by the most qualified people.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My unit closely monitors performance to ensure clinicians are qualified.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in leadership positions set the example for compliance with policies and procedures that promote safe patient care.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Senior management provides a positive climate that promotes patient safety.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Senior management provides adequate safety backups to catch possible human errors during high-risk patient care activities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This facility has a reputation for high-quality performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff are provided with the necessary training to safely provide patient care.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supervisors conduct adequate reviews and updates of patient safety practices.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Senior management is successful in communicating its patient safety goals to hospital or clinic personnel.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Senior management has a clear picture of the risks associated with patient care.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My unit does a good job of managing risk to ensure patient safety.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My unit takes the time to identify and assess risks to patient safety.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff is genuinely concerned about patient safety.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

TABLE E-3 Survey on Responsibilities of Different Entities

	No Responsibility	Some Responsibility	Major Responsibility
Please indicate the responsibility entities should have in improving patient safety:			
Government	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Health insurance companies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Patients	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Physician professional societies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Individual practicing surgeons	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hospitals and health systems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pharmaceutical and device manufacturers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Trial lawyers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

TABLE E-4 Survey on Potential Means of Improving Patient Safety

	Not Enthusiastic	Somewhat Enthusiastic	Very Enthusiastic
Please indicate your degree of enthusiasm for the following potential means of improving patient safety, assuming each is effective in improving patient safety:			
Implementation of effective patient safety programs in health-care organizations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Third-party rewards or recognition of safety and quality in health-care organizations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ongoing licensing of health-care practitioners' competence and knowledge with respect to safety.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A nationwide mandatory reporting system of adverse events.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Making data related to patient safety and quality improvement more easily available for peer review.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Penalizing institutions or physicians for errors.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Set national goals for patient safety.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Track progress in meeting these national goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Issue an annual report to the government/President and Congress on patient safety.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Develop knowledge and understanding of errors by developing a research agenda and funding of research in this field.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Establish interdisciplinary team and simulation training.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Standardize and simplify equipment and supplies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Standardize procedures.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Promote better communication.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Change the medical hierarchy.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Make patient safety everyone's responsibility.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shorten work shifts to reduce fatigue.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Please provide us with your additional ideas on improving patient safety:			
1.			
2.			
3.			
4.			
5.			

TABLE E-5 Survey on Statements Regarding Patient Safety					
	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
For the following statements, please answer if you "Strongly disagree," "Disagree," "Neither agree nor disagree," "Agree," or "Strongly agree"					
General patient safety as experienced by surgeons					
Healthcare is not as safe as it should be.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is not enough emphasis on patient safety.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A culture of safety does not exist in medicine.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I would feel safe as a patient.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We lack explicit and consistent standards for patient safety.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Specific statements about patient safety					
Increased workload increases the likelihood of error.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Patient safety is only discussed behind closed doors.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A culture of blame exists and precludes patient safety.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The hospital leadership structure precludes patient safety.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Errors result from disorganized systems of care that lack clear lines of accountability.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The greatest threat to patient safety is human error.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Patient safety is a system problem, not an individual problem.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Personal statements on safety					
I create an environment where people feel free to speak up when an error might occur.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am aware of the strategies for improving patient safety.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It is my primary responsibility to ensure patients are safe.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I never make errors.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The potential for litigation influences my behavior in dealing with errors.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am too busy to worry about patient safety.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Working in a safe environment is boring.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

TABLE E-6 Survey on Surgeon Factors Important in Patient Safety			
	Not Important	Somewhat Important	Very Important
Please indicate the importance of each of the following personal factors of a surgeon in improving patient safety:			
Psychomotor skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Scientific knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavior	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Attitude	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Workload or capacity balance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

TABLE E-7 Survey on Specific "Common" Adverse Events					
	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
For the following statements, please answer if you "Strongly disagree," "Disagree," "Neither agree nor disagree," "Agree," or "Strongly agree"					
Most wrong-site surgeries can be prevented.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The surgeon is primarily responsible for preventing wrong-site surgery.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Most retained foreign bodies are avoidable.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The surgeon is primarily responsible for preventing retained foreign bodies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Most surgical site infections can be prevented.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The surgeon is the primarily responsible for preventing surgical site infections.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Most thromboembolic complications can be prevented.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The surgeon is primarily responsible for preventing thromboembolic complications.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Most pressure ulcer complications can be prevented.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The surgeon is primarily responsible for preventing pressure ulcers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Most medication errors are avoidable.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The surgeon is primarily responsible for preventing medication errors.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>